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Cultural Resources Management Information for Parks, Federal Agencies, Indian Tribes, States, Local Governments and the Private Sector

U.S. Department of the Interior
National Park Service
Cultural Resources

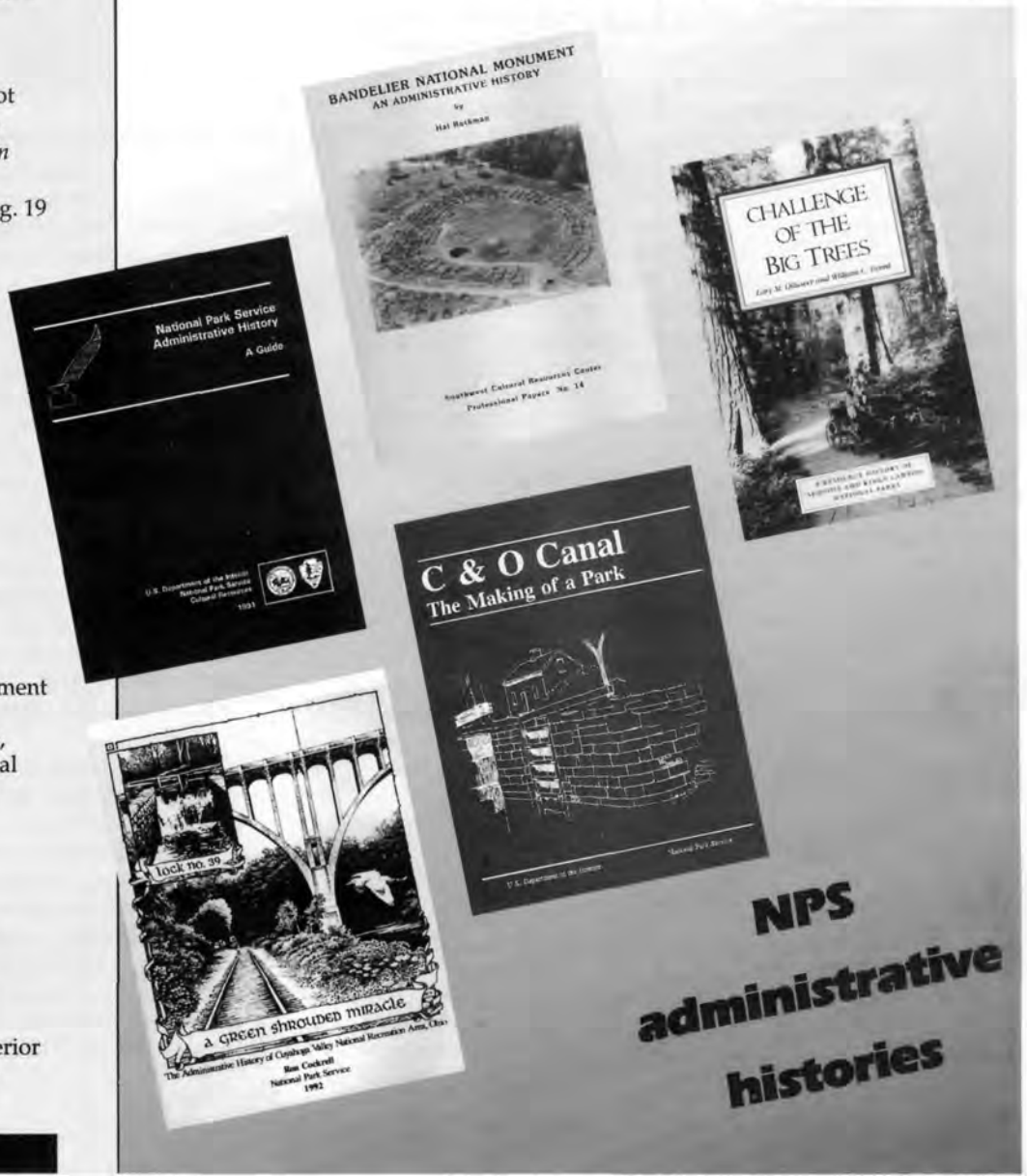
Administrative History—A Management Tool

Barry Mackintosh

Administrative history. A dreary name, which for want of something better the National Park Service uses to refer to its own history: the history of its parks as parks and its various programs and activities, as distinct from the history it commemorates and interprets to the public. The primary audience of NPS administrative history is park and program managers and staffs, who can understand their areas and programs fully only by knowing how and why things got to be the way they are. But there is also substantial interest outside the Park Service in the history of our organization and its activities, as several of the following articles demonstrate.

Although these articles focus on administrative history in, of, and for the National Park Service, administrative history is clearly applicable to any organization. *CRM* readers in other federal, state, and local government agencies and in private bodies should have no difficulty interpreting what follows in the light of their own institutional circumstances and experiences.

*(**Administrative History**—continued on page 5)*



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Doing Administrative Histories

Hal K. Rothman

Administrative histories have become pivotal documents for park managers. They contain essential contextual information to support management decisions as well as basic histories of parks and National Park Service actions there. In an agency in which frequent personnel turnover is a fact of life, such a document is often the best link between past and present that a new superintendent, administrator, or ranger can find.

For administrative histories to function in this manner, they must be solid, professional documents written with specific purposes in mind. They should combine chronological narratives with topical treatments of principal activities to create analytical syntheses of the key issues at individual parks.

In most cases an administrative history will begin with a brief look at the natural and cultural history of the area before it became part of the national park system. This chapter is usually based on secondary sources, often incorporating interpretive material from the park, and serves to set the stage.

Following the initial chapter, a series of chapters outlining the history of the park establishes the context for the park. A chapter explaining the founding of the park is the first step. It should demonstrate the political and cultural forces that influenced the process, issues of land acquisition, and other related factors.

From this point Park Service history usually breaks along clear faultlines. Chronological eras can be used to locate individual parks in the larger picture of agency history. The period from the establishment of the Service in 1916 to the New Deal offers clear management patterns. The New Deal, the lull that followed during the Second World War, and the boom that the end of the war initiated usually group together in a useful fashion. Mission 66, the Service's major 1956–66 development program, initiates a series of changes of its own, followed by what is most easily described as the "modern era" of park management. Depending on the age of the park and the idiosyncracies of its history, these divisions can be used to create a context in which park-specific decisions and policies can be related to those of the Service as a whole.

With a chronological history of the park established, topical chapters can be used to articulate the complexities of park management. Again, individual parks vary, but topical treatments of such issues as local relations, interpretation, resources management, archeology, and threats to the park are often appropriate. These chapters provide an issue-by-issue account of the park through its various functions, useful for managers of park divisions as well as superintendents and higher-level officials.

The blending of chronological and topical histories creates a complete document. A new superintendent can use such a history as an orientation to the management issues of the park. In the topical chapters, division chiefs can trace the histories of their specific concerns.

To fulfill park needs, administrative histories must cover complex and often controversial issues. These can include everything from relations with other federal agencies—in some locations a prime source of conflict—to the management of exotic species. Threats to the integrity of parks are another key issue, for they have escalated in quantity and severity in recent decades. Opposition to park policies requires coverage as well, for each party in the mosaic of competing interests that swirl around parks is entitled to accurate and fair representation. Administrative historians often find that they have to negotiate a minefield of conflicting objectives.

Because of the importance of recent decisions and actions in any park area, administrative historians must also be careful and thorough oral historians. Not only must they have good professional relations with park staff, they must be able to work closely with prior employees, park neighbors, and in many cases park opponents. Interviews can be complicated. People are not equally receptive, and everyone's memory contains an incomplete picture of the story. It is best to rely on oral history for shading rather than chronology, for detail and characterization rather than context.

Perhaps the most important thing for administrative historians to keep in mind is their audience. Most people who read and use administrative histories are not historians. They are managers, often pressed for time, who seek analytical summaries of issues affecting them. This demands three crucial traits from the historian: brevity, clear writing, and concise analysis illustrated with pertinent examples. Written in this manner, administrative histories can be both good history and important support for park staff as they seek to make decisions and implement policy. Such histories can show the problems of the past and their links to the present, offer road maps of potential solutions as well as options to avoid, and provide background for discussion and decision-making.

Unlike most federal agencies, the Park Service presents history to the public. This creates an enhanced awareness of history within the agency, which translates into the capability to use its own past for management purposes. Administrative histories are an excellent way to present that past in an effective manner.

Hal K. Rothman is an associate professor of history at the University of Nevada–Las Vegas. He has written administrative histories of Bandelier, Navajo, and Pipestone national monuments for the National Park Service. He is also the author of *Preserving Different Pasts: The American National Monuments* (Urbana: University of Illinois Press, 1989) and *On Rims and Ridges: The Los Alamos Area since 1880* (Lincoln: University of Nebraska Press, 1992).

Researching and Writing a History of Natural Resources Management

Richard West Sellars

Writing a history of the management of nature in the national parks is, as one superintendent commented, "like taking a bite out of a two-thousand-pound marshmallow." There has been a lot going on since 1872 (when Yellowstone National Park was established), and 1916 (when the National Park Service was created), and 1929 (when George Wright became chief of NPS wildlife management), and 1963 (when the Leopold Committee and National Academy of Sciences reports on science and wildlife were issued), and even 1980–81 (when the State of the Parks Report was compiled). Any such study would have to be very broadly conceptualized.

My involvement began when I asked NPS Southwest Regional Director John Cook for support and got a positive, enthusiastic response. The backing and blessing of Dr. Eugene Hester, NPS associate director for natural resources, followed. At that time I had little detailed knowledge of the evolution of natural resource management in the parks and only a general notion of the topic's complexity.

Beginning with background reading in published books and articles, I soon concluded that a satisfactory history of park natural resource management could not be divorced from the overall history of the Park Service. For example, if the Service's resource management in the 1930s or the 1950s was not state-of-the-art, why not? What was it doing instead, and why? What was the role of science in natural resource management, and, coincidentally, what was the attitude of Service leadership toward science? How did science programs fare in competition with other programs? And so on.

It also seemed most important to understand just what Congress and other involved parties intended with the 1916 National Park Service Act. The act's principal supporters included a number of visionaries, among them a landscape architect, a horticulturalist, and a former borax industry executive with his capable young assistant not long out of college. In looking at their motivations and other forces, I hoped to learn how treatment of the parks was affected by what Stephen Mather called the act's "double mandate" to leave them "unimpaired" while providing for their public use and enjoyment. Did they sense any incompatibility in this charge, given their conception of what parks were primarily for and what constituted impairment?

Why did the Service hire a cadre of landscape architects and engineers long before hiring scientists to investigate the dynamics of nature in the parks? Why did it kill large carnivores and stock lakes and streams with exotic fish in the 1920s? Could such practices have reasonably been judged consistent with the Service's legal mandate? Why did scientists beginning in the 1930s sense that they were a minority voice in Service affairs? Why did the Service oppose (or turn its back to) efforts to pass the Wilderness Act in the 1950s and early 1960s, at the same time it was pushing its billion-dollar Mission 66 development program? How did it move from its rhetorical justification of Mission 66 as a "preservation program" to its expressed concern for gene pools and biodiversity three decades later?

One of the chief difficulties in researching this topic has been the dearth of good secondary materials bearing on it. Many Service-related publications, such as the biographies of Directors Stephen Mather and Horace Albright, are generally uncritical if not adulatory depictions of the founding fathers and the growth of the national park system. John Ise's *Our National Park Policy* is more analytical and has often proved helpful. A few recent studies have analyzed natural resource management decision-making in individual parks, including Alfred Runte's *Yosemite*, Lary Dilsaver's and William Tweed's *Challenge of the Big Trees* (Sequoia–Kings Canyon), and David Harmon's *At the Open Margin* (Theodore Roosevelt). These books have helped set a trend that I hope will continue and that I am following in studying natural resource management in the whole system of large natural parks.

In pursuing this project, I hope to get an "internal" view by examining the personal viewpoints and the hopes and aspirations of officials like Mather, Albright, and Director Arno Cammerer and natural resource professionals like George Wright, Adolph Murie, and Victor Cahalane. It seems important not to rely solely on official reports and policy pronouncements but to determine

*(**Researching and Writing**—continued on page 24)*

George M. Wright. Photo by C.P. Russell.

*(**Administrative History**—continued from page 1)*

Beyond its obvious value to today's and tomorrow's managers, I also see the understanding gained through administrative history as something we owe our predecessors. It's become popular in some circles to chide the founding fathers of the Park Service for emphasizing public use and visitor services over preservation and science in the parks. How could they think they were conserving the parks "unimpaired for the enjoyment of future generations"? Dick Sellars' natural resource management history has helped me understand this seeming paradox by elucidating what parks were perceived to be for. Congress set aside Yellowstone as "a public park or pleasuring-ground for the benefit and enjoyment of the people." My *American Heritage Dictionary* still defines "park" as "a tract of land set aside for public use." So it's not surprising that park managers would have proceeded as they did and interpreted "impairment" in terms of public enjoyment more than ecology.

Lately, environmentalists have sought to fundamentally redefine natural parks by giving their ecological values parity with—if not precedence over—their role as "pleasuring grounds." This may be appropriate. But it does not justify attacks on our forerunners for doing their job as they logically saw it.

All good history, administrative and otherwise, describes and evaluates people, events, ideas, and actions in the context of their own times rather than from a later perspective when definitions and other rules of the game may have changed. Dick Sellars' forthcoming history, which he discusses in a following article, will owe much of its value to his fidelity to this principle. Lary Dilsaver, whose splendid history of Sequoia and Kings Canyon I commend to all *CRM* readers, aptly counsels against "presentism" in his contribution to this issue: "At least one historian has suggested that the past is a foreign country. Let us try not to be ethnocentric."

Most of the other articles that follow are also by historians relating their personal experiences in doing administrative histories. Hal Rothman, another academic whose fine book on national monuments I also recommend, offers practical general guidance on how to proceed. Jim Glass, now head of a state preservation program, reflects on his dissertation and subsequent publication on the national historic preservation program. (A few copies of Glass's excellent publication are still available from the NPS History Division.) Ron Cockrell discusses the important role of oral history in preparing his remarkably candid and comprehensive history of Cuyahoga Valley National Recreation Area. David Louter tells what he learned about the differences between academic history and public history when he came from graduate school to tackle Craters of the Moon National Monument for the Park Service.

Dwight Pitcaithley urges NPS historians to move the other way, in a sense—to emulate their academic counterparts by routinely seeking publication of their work in historical journals, by academic presses, and in other outside venues. Following Pitcaithley's recommendations would surely enhance the professional standing of NPS historians. But the goal of publishing administrative histories for a largely professional audience should not be allowed to shift their primary attention from the audience they're being paid to serve: NPS managers and their staffs.

Which brings us to John Cook, one of the greatest supporters of administrative history among NPS managers and practically an administrative history himself. Cook's contribution, excerpting two of the park histories his region has lately commissioned, extols the fundamental value of these documents as aids to the Service's institutional memory. It should dispel any lingering notion that good administrative histories—typically featuring colorful casts of characters and clashes between competing interests—are dreary. Despite that name. Anyone out there got a better one?

Barry Mackintosh, NPS bureau historian, has written several park and program histories. His *National Park Service Administrative History: A Guide* is available from the NPS History Division, P.O. Box 37127, Washington, DC 20013-7127. Barry coordinated the feature portion of this issue of *CRM* and served as guest editor.

Administrative History for History and Administration

Lary M. Dilsaver

Many National Park Service sites preserve and interpret important aspects of American history. Native American ruins and ceremonial sites, explorers' pathways and inscriptions, frontier posts, industrial and transport centers, examples of agricultural development, and a plethora of battlefields, memorials, and forts compose nearly three-fifths of the park system's units. Most parks and monuments devoted primarily to preserving natural phenomena also take time and space to interpret the human history of their areas. Additionally, the Park Service administers the national historic preservation program which has identified thousands of structures and sites for acknowledgement and protection.

Yet there is one type of history—administrative history—in which it continues to lag behind these other efforts. Like most agencies, the Park Service often seems unaware that its actions are making history and that this history is critical to the nation and its culture. How many superintendents of parks or, for that matter, historic sites and monuments staffed by professional historians, file annual reports adequately recording activities affecting the preservation and administration of their areas?

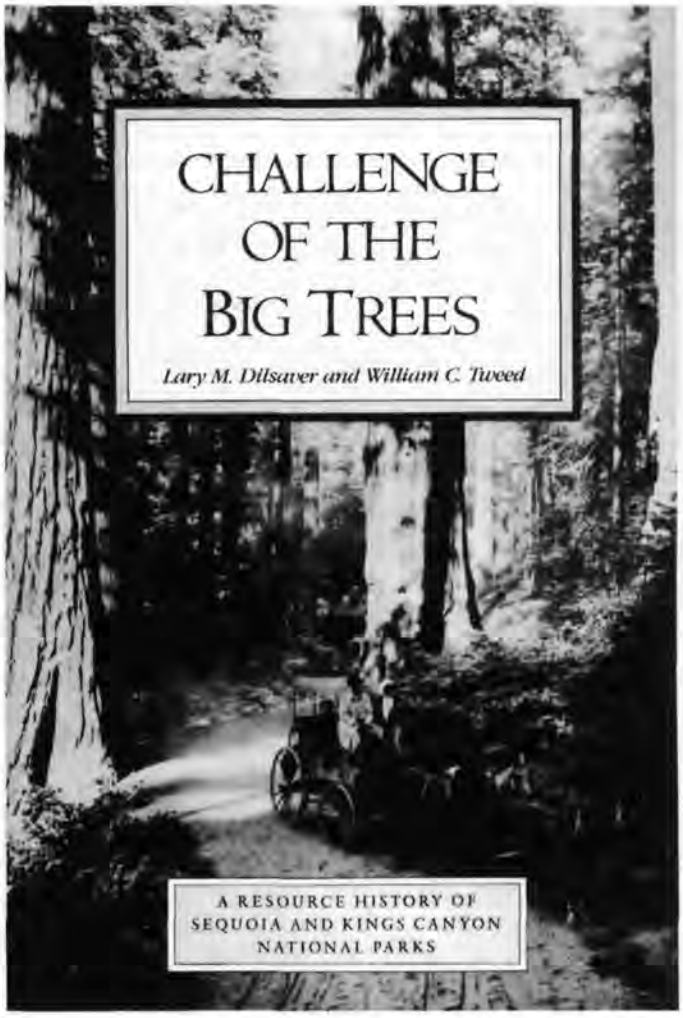
The Park Service has in recent years given far more attention to its administrative history than in the past—an encouraging trend. Yet there is a very long way to go before an adequate understanding of the agency, its various units, and thus the preservation movement in America can be fully outlined. The Park Service, as the principal preservation agency of the federal government, and its charges require far more research than is currently being done or contemplated. The conservation and preservation movements compose one of the fundamental American cultural stories of the 20th century. It is time to move beyond the generalized or polemic literature that has characterized most related scholarship to date and seek answers to questions both deeper and more specific.

Such administrative historical research also provides guidelines for current and future park management. If there is one lesson to be learned in researching the NPS, it is that traditions, especially traditional uses of resources, seem inviolate in park management. But how did these uses come about and how were they managed in the past? How did the knotty problems of over-visitation, inappropriate resource use, and peculiar development geography evolve? What was behind the policies we question and argue about today when they were established? Understanding where we have been, in as much detail and with as much objectivity as possible, can give much-needed perspective on the future.

Three projects on which I have worked or am working will illustrate some of the potential opportunities and benefits of administrative history: a history of a particular park and its management; a document collection for reference; and a study of a particular problem of management aimed at creating a model of NPS behavior.

My first research on national parks came about for thoroughly non-academic reasons. I loved camping and hiking in Sequoia and Kings Canyon and yearned for a way to direct my research and field work there. The opportunity came with a call by NPS historian Barry Mackintosh for assistance from the academic community in compiling administrative histories of parks. I responded and shortly found myself discussing preservation and management issues with park historian Bill Tweed. What began as a relatively simple project on resource management of an example sequoia grove (Giant Forest) and a case study of the back country (the Rae Lakes Loop) quickly snowballed into a complete overview of the parks' formation, expansion, protection, and preservation.

There were many intertwined stories, often of critical national import, in these two old parks. As the stories became more and more labyrinthine, the potential benefit of their telling became more and more obvious. In the end Bill joined me in producing *Challenge of the Big Trees: A Resource History of Sequoia and Kings Canyon National Parks*, published by the Sequoia Natural History Association in 1990. This centennial history might be seen as a typical celebratory chronicle of two successful and much-loved parks. In reality, however, it is a history of a



piece of land in the southern Sierra Nevada and the environmental changes that have befallen it.

Among the important findings published in the volume were (1) the full history of efforts to remove the concessioner from Giant Forest dating back not to the 1960s as was supposed, but to 1927; (2) the complex and politically explosive events surrounding creation of Kings Canyon National Park; (3) the interagency antagonism that characterized the entire existence of the two parks; (4) the importance of these two parks as trial grounds for national policies; (5) the remarkable influence of certain superintendents and outside groups (notably the Sierra Club) in formulating policy; and (6) the give-and-take between local park officials and the Washington Office in policy-making which often resulted in compromise actions reflecting both camps' ideas. All of these findings and more are useful for interpretation and resource management in the parks today, while from an academic standpoint they help explain the development of the agency and its national mandate.

Visitor congestion at Giant Forest, Sequoia National Park, 1947.

Many major parks, including such obvious units as Great Smoky Mountains and Everglades, have no appreciable written histories. For those who would follow this interesting path I would offer these recommendations: (1) Assume that most administrators were doing what they thought best. It has become chic these days to blast former officials as weak, evil, or stupid in carrying out their duties. This is both unfair and bad history. At least one historian has suggested that the past is a foreign country. Let us try not to be ethnocentric. (2) Mine the park's correspondence files and, to the degree possible, work inductively. (3) Encourage park management to be careful what files are destroyed and to submit good annual reports of park issues and management.

The second project upon which I have embarked is a compilation to be called "Critical Documents of the National Park System." At present I have identified some 76 laws, letters, policy statements, studies, and articles that have shaped the park system and its management or that express management attitudes and ideas at various times. Some documents are obvious—the Leopold Report, the Yellowstone Act, the National Park Service Act, and the National Environmental Policy Act, to mention a few. Others are less obvious—the minutes of Director Wirth's Mission 66 presentation to Eisenhower's cabinet, a 1936 article by Superintendent John White of Sequoia National Park on the proper atmosphere a park should have, and a 1912 discussion of automobile use in parks.

The purpose of such a volume of documents is to provide the exact wording of pivotal policy statements and to clearly demonstrate, through their own words, the attitudes of past management officials. For current and future NPS officials, these documents can provide perspective on past decisions and current policies. For academic researchers, they can provide windows to past actions and give handy access to some otherwise obscure passages. This collection has come about in part from my own research but also with contributions from some 25 NPS personnel to whom I have turned for help and from whom I have received much encouragement.

The final project is still in the developmental stages. During my work at Sequoia and subsequently at Yosemite, Muir Woods, and Channel Islands, the problem of overcrowding and visitor impact repeatedly arose. I discovered that the severity of impact necessary to elicit an official response and the type of measures that evolved to cope with the impact varied in each park. Based on this preliminary research, I propose to study NPS response to overcrowding in a dozen more popular parks (Shenandoah, Acadia, Grand Canyon, Rocky Mountain, to name a few) and to construct a model of response sequence and technique. In particular, I wish to see what conditions force a shift from indirect controls (in which the visitor does not realize controls are being exerted, such as a decision to build no more visitor accommodations) to direct controls (off-limits areas, infrastructure removal, etc.). I hope this project will help lead to a coordinated response to overcrowding and a system-wide reappraisal of the 1916 charge to provide for the enjoyment of the parks.

These three projects are quite different in scope, but all have the dual purposes of fostering better understanding of the preservation movement and better park management. They are small scratches on a very big surface. There are hundreds of park units to be studied and thousands of individual questions to be plumbed before we can confidently claim to know our park system. And all the time history continues to be made. We can only hope that park officials see their way clear to save more evidence of this history.

Lary M. Dilsaver is a professor of historical geography at the University of South Alabama.

Writing a History of the Federal-State Historic Preservation Program

James A. Glass

In the spring of 1985 I was a doctoral student in the History of Architecture and Historic Preservation Planning program at Cornell University, searching for a dissertation topic that would be of value to my chosen field and attract the interest of a financial sponsor. Happily, I found one that satisfied both criteria. Professor Michael Tomlan suggested that my interest in the history of historic preservation in the United States was shared by several leaders in the preservation field. With his encouragement I approached Frederick L. Rath, Jr., a former director of the National Trust for Historic Preservation and then executive director of the Eastern National Park and Monument Association, to present my idea for a history of the national historic preservation program founded in 1966. Rath was enthusiastic and encouraged my successful application for a Ronald F. Lee research fellowship from Eastern National.

My project began in earnest when I attended a June 1986 symposium marking the 20th anniversary of the National Historic Preservation Act at Mary Washington College in Fredericksburg, VA. Many individuals who had played key roles in the passage of the 1966 legislation and in the administration of the federal-state program thereafter were present, and I introduced myself to a host of potential oral history subjects. That summer I stayed in Washington to tape interviews and photocopy primary source documents. Taking a personal interest in my project, Jerry L. Rogers, NPS associate director for cultural resources, facilitated my full access to NPS files.

I soon concluded that the 20-year history of the program with all its participants and ramifications would be too much to cover in the dissertation. I nevertheless proceeded to interview as many players in the full story as I could during my stay in Washington, taping some 60 people. I felt a responsibility as a historian to record recollections that might otherwise be lost, and I thought that interviews not used for the dissertation might serve for a future article or book. The same considerations motivated my review and copying of a wide range of documents from the files of the NPS, the Advisory Council on Historic Preservation, several state historic preservation offices, and congressional sources.

Particularly enjoyable and educational were my encounters with people who had played key roles in the passage and execution of the 1966 legislation. George B. Hartzog, Jr., gave me an unvarnished appreciation for the role that politics and money play in fashioning legislation and implementing new programs. Robert R. Garvey, Jr., executive director of the National Trust from 1960 to 1967 and founding executive secretary and director of the Advisory Council, offered keen insights into grassroots preservationists' outrage over the "federal bulldozer" in the early 1960s and described how he helped persuade federal agencies to comply with Section 106 of the National Historic Preservation Act. Ernest Allen Connally, the first head of the NPS Office of Archeology and Historic Preservation, provided a witty, well-reasoned discourse on the initial conception of the federal-state program and on how he and others labored to translate it into reality.

Other stimulating and intriguing interviewees with a federal perspective included William J. Murtagh, Robert M. Utley, and Jerry Rogers. Murtagh, the first keeper of the National Register of Historic Places, spoke eloquently about the "sliding scale" of values that he and others tried to accommodate in defining the Register and promoting its use. Utley, a historian of the American West and NPS chief historian when the 1966 act was passed, contrasted the "old preservation" practiced by the Service before 1966 with the "new preservation" preached by Connally and Murtagh afterward. (The former focused on individual landmarks significant for past associations; the latter gave greater weight to historic districts and environmental and aesthetic values.) Rogers, who began with the federal-state program as a historian in 1967 and rose to head the program in 1981, provided a long-term perspective on its changing emphases under different presidential administrations.

I also learned much from the often colorful, sometimes exasperated reminiscences of veteran state historic preservation officers about how the program had both succeeded and failed in its initial objectives. Charles E. Lee of South Carolina, a fervent believer in the right of states to administer the program without interference from Washington; Frederick C. Williamson of Rhode Island, a realist who believed in the importance of setting lofty goals in order to achieve perceptible results; Merle Wells of Idaho, a westerner who contrasted the cultural outlooks and needs of the West and East in historic preservation; Martha Bigelow, a transplanted Mississippian who established historic preservation professionalism in her adopted state; Elizabeth A. Lyon of Georgia, a determined advocate of preservation planning who saw little value in detailed federal oversight of the state programs; Larry E. Tise of North Carolina and Pennsylvania, one of the few to serve as SHPO in more than one state—all provided foils to the viewpoints expressed by current and former federal officials in Washington.

I was fortunate to find a large quantity of relevant documents in the NPS Washington Office, most saved by far-sighted professionals who understood their historical value. In this connection I grew to respect the judgment of Barry Mackintosh, the bureau historian; Beth Grosvenor Boland, a historian with the National Register who had preserved many documents through several office moves; Robert Utley, who had kept his desk files upon retirement and sent them to Mackintosh for safekeeping; and Ernest Connally, who had maintained exhaustive desk files on his activities since 1966.

During the fall of 1986 I transcribed tapes. I began with my interviews of the top officials in the program, expecting that the program's principal themes and contrasting interpretations of events and policies would emerge. By the end of the fall it had become clear that I would need to narrow my focus to the events, trends, and personali-

ties behind the legislation and the initial efforts of the Park Service to establish the program in the states.

As I noted the occurrences and themes most frequently mentioned by my interview subjects, I weighed their explanations in accordance with their varying positions and perspectives. George Hartzog was my best source for bureaucratic politics, lobbying Congress, and the importance of appropriations; Robert Garvey for the National Trust's agenda in lobbying for the act and the Advisory Council's objectives afterward; Ernest Connally for the Park Service's vision of the program after 1966; Robert Utley for how the act changed the Service's approach to history and historic preservation; and Charles Lee, Merle Wells, Russell Fridley of Minnesota, and other long-term SHPOs for vividly contrasting the limited role of states in preservation before 1966 with the leadership they exercised after appropriations started to flow in 1970.

I then turned to the cache of documents I had accumulated—memoranda, letters, legislation drafted and introduced, congressional hearing transcripts and committee reports, draft program procedures and guidelines, occasional routing slips—and extracted those covering the period from 1960 to 1976. Grouping them according to themes gleaned from the interviews, I read through them, noted where they corroborated the recollections and interpretations of my interviewees and where discrepancies arose, and made a list of themes and important events not reflected in the interviews.

In January 1987, I began a writing marathon that had to be completed by the end of August, when my Cornell dissertation fellowship expired. There was still too much history and not enough time for it. As a result, my dissertation outline, then covering the period leading to passage of the 1966 act and the first ten years of the federal-state program, shrank during the next two months to cover the passage of the act and the first three years of the program.

I soon learned to rely primarily on the documents I had collected. The interviews, valuable for general themes and interpretations, were often vague on sequences of events and specifics of reports, bills, and policies. Consequently, the dissertation that poured out of the word processor that spring and summer, running to nearly a thousand pages, was full of details from the written records. At the same time, believing strongly that the history should reflect the viewpoints of its participants, I let the interviews guide my broad interpretations of events and my emphases in organizing the material.

Not long after I completed the dissertation, Larry Tise, then director of the American Association for State and Local History (AASLH), suggested that I write a short book based on it. I followed his suggestion and prepared a condensation of the dissertation, published by AASLH in 1990 as *The Beginnings of a New National Historic Preservation Program, 1957 to 1969*.

Two considerations guided me in this project. First, to avoid intimidating potential readers, I purged much of the detail that had stretched the dissertation into two volumes and reduced the text to 63 pages. Second, I heeded Robert Utley's reaction to an early draft: "You have written a history of 'paper.' You need to write a history of people!" This admonition led me to prune additional documentary details from my narrative and put the spotlight more on the personalities who participated in the events I described. I also collected as many historical photos of those people as I could for inclusion with the text.

From my present perspective on these undertakings, several observations occur to me. First, a dissertation is a learning exercise for a beginning scholar. It will likely lack the breadth of interpretation and insight that a mature historian can bring to history and the terse and fluid prose normally required by a publisher. For these reasons few persons, including scholars, read dissertations. Books based on dissertations have usually been rendered more reader-friendly, but they are likely to suffer from the same basic limitations. Even with the pruning and increased emphasis on people, my book is still limited by the way I digested my research and the relatively narrow perspective on historic preservation I held. It too may fail to reach a large audience, even within the preservation field.

On the other hand, the experience of researching, interpreting, and writing history has been quite valuable to me in my professional and administrative career. The insights that I gained into the practical side of legislating, lobbying, public administration, and constituency-building have served me well. My abilities to synthesize large amounts of data and write quickly and confidently were greatly strengthened by the dissertation experience. In other words, the dissertation served its pedagogic purpose. Similarly, preparing the book gave me considerable insight into how to write for publication.

Would I advise other doctoral students to write histories of federal programs? My answer is yes—provided that they embark on their projects with realistic expectations and strong desires to better understand their chosen fields.

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Documenting a Miracle

Oral History and Cuyahoga Valley

Ron Cockrell

"The Cuyahoga built the industrial empire of greater Cleveland," wrote Denver Service Center planner Theodore R. McCann in a 1973 draft report. "The valley containing this river exists as a green shrouded miracle caught between the spreading suburbs of Akron and Cleveland. Clearly, the Cuyahoga Valley with its significant natural, historical, and recreation qualities is one of the most strategically located resources in reach of urban America. It is as valuable and needed as the Gateway National Recreation Area in New York Harbor or the Golden Gate National Recreation Area in San Francisco."

"A green shrouded miracle." Perhaps no other phrase was more heralded by the park crusade, a bipartisan grassroots movement that persuaded Congress in December 1974 to authorize Cuyahoga Valley National Recreation Area (CVNRA). But not everyone supported its addition to the national park system. National Park Service Director Ron Walker flatly rejected McCann's report. The Interior Department and the Ford administration joined the Park Service in opposition. The fight was bitter and contentious. Following intensive behind-the-scenes politicking, Gerald R. Ford ultimately overruled his own advisers who called for a pocket veto and signed the CVNRA bill.

To document these events, as well as Congressman John Seiberling's subsequent efforts to secure land acquisition and development funding, for administrative history purposes, investigating more than stale government records was needed. Contacting the principal players involved became mandatory to comprehend the many controversies surrounding CVNRA.

The importance of oral history interviews for this project became even more evident after I tackled the mountain of CVNRA archival material. Locked away in a windowless basement room at park headquarters appeared to be every scrap of paper generated at CVNRA since 1975. This archive reflected the first superintendent's vision that because CVNRA would break the traditional NPS mold, its history needed to be meticulously preserved. For me, the sheer volume of material proved both a blessing and a curse. And even after research there was complete, information gaps persisted. While additional records from the Ohio Historical Society, repository of the state archives, and the Gerald R. Ford Library brought the picture into sharper focus, official records simply were not telling the whole story. Reading between the lines would not suffice, for this could lead to incorrect interpretations of significant events in the park's history.

The Midwest Regional Office's administrative history program had come to value oral history, and the project task directive included a lengthy list of interview candidates compiled with the cooperation of the park. Formal in-person interviews using Harpers Ferry Center guidelines and taping equipment outnumbered those by telephone and correspondence. As the project progressed, more people were added to the list. In the end, I conducted 24 personal interviews entailing travel to Ohio, Florida, California, Washington, and Washington, D.C., and 19 interviews by telephone or correspondence. I also made use of six interviews previously conducted by CVNRA staff. Ten interview candidates declined to participate.

One of those personally interviewed, after reading and correcting the transcript, declined to sign the release form and requested that all paper and computerized copies of the transcript be destroyed. A compromise was reached in which the transcript will remain in my possession until after the interviewee's death. In this manner, although not used for the administrative history, the information will nonetheless be preserved.

The Administrative History of Cuyahoga Valley National Recreation Area, Ohio
Ron Cockrell
National Park Service
1992

Oral interviews with former congressman John Seiberling, Assistant Secretary of the Interior Nathaniel P. Reed, and Ohio Department of Natural Resources Director William Nye helped fill a void surrounding the threatened presidential veto. Should the park bill be vetoed, President Ford was certain to lose Ohio in the 1976 election. Going straight to the source, I wrote Ford to solicit any memories he might have concerning CVNRA. He responded in a short letter that while he had no specific recollection of why he overruled his advisors, he did recall signing the CVNRA bill. "In trying to refresh my memory of 15 years ago, I would say the following," he wrote. "I was very familiar with the Akron/Cleveland area and had many close friends from that part of Ohio. It probably seemed to me there was a critical need for a federal recreation area in that part of the middle west. Probably thought I knew more about such a local need than the bureaucracy in Washington." Nonetheless, Ford lost Ohio to Jimmy Carter in 1976.

Interviews with past and present park managers, superintendents, assistant superintendents, management assistants, and division chiefs were vital in determining why specific decisions were made. Personal viewpoints of the participants themselves were particularly useful in analyzing the ultimate success or failure of programs. This was especially true in the case of CVNRA's general management plan (GMP), a "broad-brush" document

*(**Miracle**—continued on page 12)*

Administrative History
A Graduate Student's Reflections

David Louter

On a late spring afternoon I sat in the office of my advising professor, listening as he described a job opening for a historian with the National Park Service. This would be a chance to make my graduate studies seem more real than imagined by putting my training to work on an administrative history. I had no idea of what an administrative history was. I knew little about public history, the Park Service, or cultural resources. My professional interests were undefined. My academic interests reflected only my love for the ironies of the human condition, western landscapes, and the protection of the last best places. National parks fell in this category.

I took the job. While writing an administrative history, I found a purpose. My "conversion experience" was one in which the process of writing taught me not just about administrative histories but about being a historian.

By the Park Service's definition, park administrative histories serve a distinct function. Aids to the Service's institutional memory, these histories of parks as parks are management tools. By covering parks' origins, development, and issues to the present and establishing contexts for past actions, they inform managers and their decisions. I discovered that they are more utilitarian than academic—a different type of history. Their primary intended audience is not other historians but park staffs, the community of people who protect park resources, clean campgrounds, and clear trails.

Unlike academic histories, administrative histories are driven more by the need to inform than to develop a thesis. To be successful they must still employ analysis, criticism, and synthesis—tools of the historian's trade. But while they appear to be simple documents, they address a variety of issues and topics that do not fit neatly within a single theory or concept.

Trained to think conceptually, I struggled with how to place the story of Craters of the Moon National Monument within the context of conservation history. If I did not, I somehow felt it would not be "good" history. I wanted to be Alfred Runte and write a natural resource management history of Yosemite. In a vivid and lucid style, I wanted to present the park's management as a struggle between preservation and use, the flawed NPS mission.

But as I soon learned, placing the monument's history within this argument might force content and conclusions. It might lead me to include information based on its importance to my thesis rather than its use to park managers. The history might fulfill my needs but not the park's.

My mentors in the Cultural Resources Division of the NPS Pacific Northwest Regional Office helped me to this awareness. They reminded me of my audience and the usefulness of the information I was supplying. At the same time, I learned that administrative histories were not mindless chronologies. The talents of a young, academically trained historian would not go to waste. I need not become a writer of vacuous prose, making frequent trips to the hardware store of agency history to buy more nuts and bolts for my project.

Even though there might be something to this metaphor, given the nature of a bureaucracy, it was important to see that park histories operated on two levels. On one, they revealed how parks shared in common the management conditions associated with the agency's mission. On the other, they showed how a park possessed its own unique set of management conditions depending on its type, purpose, and political environment. This diversity meant that no two administrative histories would be alike, that they are dynamic, organic documents.

Barry Mackintosh has made this point in writing about administrative history and demonstrated it in his own histories. In addition, Albert Hurtado wrote an essay on the craft of public history that I found inspirational. Hurtado, an accomplished historian in both public and academic history, noted that public historians enter previously uncharted territory. They produce "microhistories" that seek to understand particular places, often unknown, isolated, and unaddressed by secondary sources.[1]

Hal Rothman's works were also helpful. Rothman, like Hurtado, is experienced in both historical realms. In a scholarly monograph on national monuments he offered an important perspective for my own study. He argued that for much of their history monuments were "second class" sites, the neglected cousins of national parks, receiving minimal appropriations and little management attention. Yet Rothman did not seek to make his administrative history of Bandelier National Monument conform to this thesis. Written under contract to the Park Service, it reflected Rothman's deep understanding of agency and conservation history and Bandelier's place therein, but its focus on the area's management history was neutral in tone and interpretation.[2]

There were other "model" administrative histories, the thick and the thin, the streamlined and the thorough. Some focused on political issues and dramatic tension, others on more mundane but nevertheless important events. It was apparent that the content and extent of histories were often influenced by the availability of time, funding, and records as well as the nature and needs of the parks they addressed.

The Craters of the Moon history would begin at ground zero. The monument, proclaimed in 1924 to preserve some 54,000 acres of lava formations, was one of the older ones in the national park system. Yet it possessed no published history or agency studies. Its management history was virtually unknown. Some of the monument's records had made it to National Archives repositories, where I could only partially excavate them; others had been burned to make space for later files.

Just as the monument lay on the fringe of the Snake River plain, it lay on the fringe of Park Service manage-

*(**Reflections**—continued on page 12)*

*(**Miracle**—continued from page 10)*

prepared soon after the park's authorization and largely ignored. While the GMP's basic concept of retrieving the area from degradation and restoring and preserving it remained sound, many of its specific proposals were soon discounted. A surprising number of present park developments are not based in the GMP.

Because of the controversy surrounding CVNRA's first superintendent, the late William C. Birdsell, oral history proved vital in sorting out fact from fiction. Discussions with two former regional directors and three directors (Gary Everhardt, William Whalen, and Russell Dickenson) were all useful in understanding the contentious Birdsell era (1975–80) and the agonizing decision to transfer Birdsell to another post. After reading the analysis in the administrative history, Whalen informed me: "From time to time I have wondered about my decision regarding Bill Birdsell in late 1979. From reading your work I know I did the right thing. Prior to reading your work, I only felt that I was right and had pangs of doubt at the time of Bill's untimely death."

To ensure that the administrative history would be balanced, it was important to solicit the views of CVNRA's most vocal opponents. My initial introduction at the home of a member of the Cuyahoga Valley Residents and Homeowners Association gave me a vivid first-hand impression of years of hard feelings between the park and residents. After the family's attack dog greeted me at the front door, the female resident, upon noticing my NPS name bar, said she didn't care if her dog "takes a bite out of the Park Service man's leg." Also present were two other homeowners association members who were curious about the project. Hostility evaporated when they realized that the NPS seriously wanted to record their attitudes about years of stormy relations. These opponents became friends, even to the point of reviewing and commenting on the draft study. In the end, they were pleased by the administrative history's fair and objective treatment of them, and the NPS became a little less monstrous in their eyes.

Without the interviews, the final product would be nothing more than a recitation of official memoranda and letters. Oral history made the document come alive and be a much more interesting and useful tool for park management. When the upcoming GMP gets underway, the team will have a good grasp of how and why developments at CVNRA evolved.

The regional office judged the interviews of sufficient value in and of themselves to reproduce them in a separate 780-page adjunct to the 542-page administrative history. This makes them readily accessible to those wanting to know everything the interviewees had to say about CVNRA. Several readers have found the oral history compendium at least as interesting and informative as the administrative history itself.

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*(**Reflections**—continued from page 11)*

ment. It occupied a place in the back of the agency mind. It lacked the kind of dramatic controversy that demanded attention. All of this contributed to an image of self-sufficiency. It was a place where old superintendents went to retire and new ones went to train. It was the kind of place Hurtado had alluded to: a place waiting to be known.

I was tempted to borrow Rothman's "second class" sites concept but refrained. Under the circumstances, this administrative history represented a "first cut," a first chance to address a variety of topics. My aim became to present as complete a story as possible with the available information. I adopted an informational format, using cause-and-effect analysis, and tried to illustrate how the patterns of the monument's management history began with its inception, contrary to what some believed. I also tried to establish the monument's history within the context of agency history to offer some comparative standard.

In the end it became clear that the monument existed on the outer reaches in geography only. Otherwise it was tied directly to or influenced by the Park Service mission as it evolved. In a sense this shortened the monument's distance from the agency's mainstream. Remoteness and size, moreover, formed significant management themes. These conditions along with the monument's noncontroversial nature contributed to several management "firsts." Craters of the Moon was among the first in its region to be blessed with Mission 66, to have a resource management plan, and to be comprehensively researched and scientifically understood. It was the first area in the national park system to have a designated wilderness. Less positively, it generally ranked high among parks frequently overlooked for funding and staffing.

Other historians may expand on some of these topics in different studies or take a more "academic" approach to Craters of the Moon. My reward was far more simple than writing a definitive work about national parks and American culture. My reward was that park staff learned things from my history, things as simple as the construction of a trail. I, in turn, learned that administrative histories and the historians who write them fill voids in knowledge, and help tell us who we are and how we got here.

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1 "The Significance of Public History in the American West: An Essay and Some Modest Suggestions," *Western Historical Quarterly* 19 (August 1988): 302–12.

2 *Preserving Different Pasts: The American National Monuments* (Urbana: University of Illinois Press, 1989); *Bandelier National Monument: An Administrative History* (Santa Fe: National Park Service, 1988).

Publishing Administrative Histories

Dwight T. Pitcaithley

Administrative histories of National Park Service areas have become quite popular over the last decade or so. They are being prepared not only by Park Service historians but by academic historians, other researchers, and consultants. As Alston Chase's *Playing God in Yellowstone* has demonstrated, park histories can even draw the attention of major commercial presses and become part of national debates. The 1991 edition of the History Division's *National Park Service Administrative History: A Guide* lists 179 studies representing approximately 133 park units. Several observations from this list of completed histories may be useful in determining the direction of future administrative histories.

First, management histories of national park areas seem to be welcomed by history journals and academic presses. Presses at the universities of Tennessee, California, Wisconsin, Pennsylvania, Illinois, and Kansas have all published histories of the founding and management of national park system areas. Likewise, portions of larger studies can be found in quarterlies across the country. The *Utah Historical Quarterly, Florida Historical Quarterly, The Pacific Historian,* and *Upper Midwest History* found histories of individual parks worth publishing.

Second, the number of studies published by academic presses and historical quarterlies is remarkably small. Only 12% of the 179 entries resulted in publication by these traditional outlets. The bulk of the histories, 75%, were printed in small quantities by the Park Service or Government Printing Office contractors. (Another 24 or so have been published by cooperating associations, vanity presses, and popular presses.)

Third, practically none of the studies prepared by Park Service historians have been published by any academic, public, or private press or historical quarterly. Indeed, fewer than 5% have been published by any entity other than the government.

While one should be hesitant to draw any firm conclusions from this very cursory examination of the administrative history guide, Park Service historians are running the risk of becoming estranged from the mainstream of historical scholarship by avoiding the traditional scholarly publishing avenues with their built-in peer review system. To the degree this occurs, their research and writing will fail to be illuminated by relevant work being pursued elsewhere in the profession, and the usefulness of their histories will suffer.

George Mazuzan, historian for the National Science Foundation, wrote recently that federal historians should insist that the same standards for scholarship set by academic historians be used everywhere. These standards are worthwhile because they improve research reports and ultimately ensure that federal histories receive the scholarly credit they deserve. (General professional standards for public historians have been conveniently compiled in *Ethics and Public History: An Anthology*, edited by Theodore Karamanski and published in 1990 by Krieger Publishing Company, Malabar, FL.)

Professional standards require that historians, federal and academic alike, (1) are thorough in their research, (2) are objective in their analysis, (3) submit their work to widespread critical peer review, and (4) seek to have it published in "journals and by presses that give it the imprimatur of scholarship."[1] While NPS historians may be addressing the first two, the administrative history guide indicates that peer review and publication in journals and by presses that are "refereed" are not a part of the NPS history program.

The publication process is critical to the professional health of federal historians because it provides a forum for critical peer review and alerts the broader historical community to the fact that they are conducting solid research and writing. The current *NPS Management Policies* encourages the publication of research products although it makes no specific reference to peer review. It should be argued by all those within the bureau doing serious historical research that outside publication is an intrinsic element of the Service's research program. Scientists in the Service assume that their research results will be published for the findings to be credible. Certainly those who are a part of the research grade evaluation process must publish and otherwise participate in professional activities to maintain their positions or gain promotions.

One final observation from the administrative history guide is that research done under contract is much more likely to be published than research conducted by NPS historians. The Service has, over the years, contracted for a wide variety of research ranging from cultural resource inventories to historic resource studies to administrative histories. While the results have varied, this writer has found the contracting process an excellent way of obtaining quality work.

The advantages of contracting for historical research are several. First, the contracting process allows the Park Service greater flexibility in locating historians who specialize in the subject needing study. They can then begin the work without extensive background research. Second, the contracting office pays for work only as it is completed. Contractors understand that if the chapter or unit of the product is not satisfactory, payment can be withheld. As a result, they are generally quite willing to please. Third, contractors understand that their reputation is only as good as their last piece of work. To enhance their professional reputations as well as support the discipline's standards, contractors generally are eager to seek publication beyond that required by the Park Service. The North Atlantic Region, for example, has contracted for historical research that has ultimately been published by the Johns Hopkins and Rutgers university presses. It is currently managing a contract for an administrative history of Salem Maritime National Historic Site that will in all likelihood be published through an academic press.

The publication of Park Service research, whether by contractors or the bureau's own historians, is simply

*(**Publishing**—continued on page 16)*

Institutional Memories for Managers

John E. Cook

At the November 1992 George Wright Society meeting in Jacksonville, FL, an individual asked me about an old program of the National Park Service that dealt with research and natural area designation. Now, contrary to a few rumors and some outright beliefs, I was not a contemporary of Steve Mather and Horace Albright. Nor is my memory as brightly recollective as Mr. Albright's was. Hoping to get off the hook without jeopardizing my living legend reputation, I referred my interrogator to Bob Utley, a former NPS chief historian present along with Bill Brown and Dick Sellars, other worthies of his profession.

The question did get me thinking more deeply about Institutional Memories, which I had recently begun to ponder for this paper. After all, at some point the libraries curated in the minds of George Hartzog, Bob Utley, Bill Brown, Ned Danson, Art White, and others won't be around to regale us with the facts, flavor, and fission of the historic environments surrounding Hubbell Trading Post, Navajo National Monument, Canyon de Chelly, Jean Lafitte, the Old Santa Fe Trail Building housing the Southwest Region's headquarters, or the Southwest Region itself. There will come a time when new people have questions and no one will be around who remembers the **whole** answers. There will be a few facts proffered, a few basic figures, some book-learned recitations—but no flavor, no color. Many of our Paul Harveys have left us and we are losing "the rest of the story." We aren't encouraging replacements.

This leaves us one and only one ace in the hole, folks: well done administrative histories. Notice I said well done—not dry tomes of lifeless facts and figures but epistles breathing life as it was lived, history as it was made, and courses of direction as they were forged.

Question: What was the genesis of the National Park Service and the Southwest Parks and Monuments Association at an Indian trading post in the outlands of the country's largest reservation?

The answer is wrapped around the quirky gyrations of George Hartzog as he, Ned Danson, and Bob Utley prepared to appear before the parks subcommittee of the House of Representatives on June 21, 1965, when Hubbell Trading Post was at the crossroads of possibility as a national historic site. Danson and Utley assembled in Director Hartzog's office, where Hartzog questioned how the trading post would be interpreted. "I responded with a rather conventional approach of recreating a static exhibit, with period merchandise on the shelves and other features recalling the appearance of the various rooms in Don Lorenzo's time," Utley later recalled.

According to Utley, Hartzog erupted that he "would not countenance another goddamned dead embalmed historic site, that it must be a living trading post." Appalled, shocked, and stuck with all the committee hearing material geared toward the establishment of another museum-like historic site, Utley tried to talk Hartzog out of the living trading post idea. Where would they find an experienced trader? What about the Navajos' reluctance to appear before gawking tourists? But Hartzog had made up his mind, "and that, in emphatic and colorful language, was that." Moreover, Ned Danson gleefully agreed with him. "So we marched over to the hearings and George nailed us firmly to [the living trading post] approach in his testimony," Utley remembered.

Hubbell's administrative history records the following:

Rep. O'Brien: "I would like to ask one question. Throughout all the statements, including yours, you emphasize the uniqueness of this particular place. We are all aware, however, that there are other trading posts scattered around, some going to pot. Would it be the idea of the Department that this would be selected not only because it is a good layout and historical but as a sort of symbol of the trading post? We will not be having in the years ahead a whole string of former trading posts coming into being as historical sites?..."

Mr. Hartzog: "Sir, this is what we consider to be, after surveying all of them, the best existing operating trading post. We would hope in our management to maintain it as an operating trading post. The operating trading post is fast becoming a thing of the past. Our study of it indicates that within a relatively few years there will be no more of them because of the competition from supermarkets, improved modes of transportation, changing tastes and whatnot. So we believe that as an operating trading post this will be the only one."

The NPS Looks for an Operator for the Trading Post

The Director of the National Park Service, George Hartzog, wanted the Fred Harvey Company involved. They were big, they had the money to back up any commitment, and they had been dealing in Indian arts and crafts for decades.

Near the end of July, 1966, the head of the Fred Harvey Company's arts and crafts department arrived at Ganado to size up the trading post as a possible business venture. Dorothy Hubbell and John Cook were on hand to show him around and answer his questions.

During the man's survey of the trading post, it became clear to Mrs. Hubbell and Cook just what Fred Harvey had planned for the trading post. Fred Harvey would turn it into an arts and crafts outlet and purchasing point, the most prized pieces to be sent to their Grand Canyon store where they could command higher prices. As the Fred Harvey man disclosed some of their plans, Cook became

increasingly disappointed and thoughtful. The bullpen, the canned peaches and tomatoes, the bottles of soda pop, the wool, the piñon nuts—it would all become a memory. What the Fred Harvey Company had planned for the trading post would kill the atmosphere of a true trading post.

Deciding it was time for immediate and direct action, Cook drove to the National Park Service regional office in Santa Fe. With visions in his mind of Hubbell Trading Post filled with tourist trinkets—rubber tomahawks and tom-toms—Cook tackled Assistant Regional Director George Miller. He told Miller that what the Fred Harvey Company wanted to do would fail. The National Park Service could wind up with a "trading post" little different from the tourist shops along U.S. 66 (SEE LIVE RATTLESNAKES AND BUY REAL MOCCASINS). The place would be an embarrassment. . .

If Fred Harvey wasn't the solution, did Cook have a better idea? Yes. They could try to get Southwest Parks and Monuments Association to take over the operation of the trading post. SPMA could continue to run the place as a genuine trading post. Cook knew an old-time trader. Maybe he could be talked into managing the store for SPMA.

George Miller considered Cook's ideas for a moment and then telephoned George Hartzog in Washington. He told Hartzog what Cook had in mind. Then Cook got on the line. He explained that the Fred Harvey Company, in spite of all their experience, were not going to be good for Hubbell Trading Post. SPMA, with the right man on the premises, could probably do a better job. He had to admit, however, that neither SPMA nor the trader he had in mind were yet aware of his plan.

A naturally audacious man, Hartzog told Cook to take the idea and run with it. And, Hartzog continued, if the arrangement turned out to be a success, Cook would earn everybody's thanks and congratulations. But if the plan should fail, Cook's career might "fail" at the same time. . .

It takes about four hours to drive from Santa Fe to Ganado. John Cook had plenty of time to think about what he would do next.

Enter Southwest Parks and Monuments Association

What Cook did next was call his old friend Dr. Edward B. Danson of the Museum of Northern Arizona. The ubiquitous Ned Danson was not only Director of the Museum and a member of the National Park Service's Advisory Board, he was also on the Board of Directors of Southwest Parks and Monuments Association! Danson was delighted with the scheme and promised to throw his weight behind it.

The problem they faced was one of timing. Matters would have to be arranged so that there would be a simultaneous transfer of the site to the government of the United States and a transfer of the contents of the store to the operator of the trading post. The trader Cook had in mind for SPMA was a neighbor of his at Canyon de Chelly, Bill Young, who was then managing the Thunderbird Trading Post there. . .

Hubbell Trading Post, Rug room, with trader Bill Young. Photo by Fred Mang, NPS.

The Board of Directors of SPMA voted in favor of the partnership that exists today.

All of this information exists today to be passed from one generation of managers and interpreters to the next generation, only because an administrative history was crafted while the subjects were still around and willing to share the whole story, not just static facts.

Question: Why do the Austins appear to have a monopoly in providing horseback tours at Navajo National Monument? Look to the monument's administrative history:

In visitor service, area Navajos played an important role that resulted from the non-contiguous nature of the park. The trip from the visitor center to either Betatakin or Keet Seel ruin crossed Navajo land. Eight miles distant, Keet Seel was easier to reach by horse than foot. In 1952, area Navajos began to make horses available for guided tours to Keet Seel. Pipeline Begishie, the patriarch of a local family, organized the trips. Many of the people in the area allowed their horses to be used—for a fee—and Begishie or one of

*(**Institutional Memory**—continued on page 16)*

(**Institutional Memory**—*continued from page 15*)

the others close by guided the trips. The fee was ten dollars per day for the guide and five dollars for each horse. The animals they used were big and strong, one observer recalled, and the trips had real appeal for visitors.

The [1962 memorandum of agreement with the Navajo Nation] formalized the outfitting process at the monument, requiring more than a verbal agreement and possibly precipitating a change in the vendor. One summer in the early 1960s, Pipeline Begishie decided that the horse trips were more trouble than they were worth. Some accounts suggest that one of Begishie's neighbors, E. K. Austin, bullied him into a cessation of his activity. Into this vacuum stepped Austin, who claimed the land through which the trips had to pass on the way to Tsegi Point and Keet Seel as his own. Much of the exchange between Begishie and Austin occurred without the knowledge of park personnel. Yet Austin stepped forward and claimed the right to offer services to Keet Seel. In exchange for the right of passage across Navajo lands, the Park Service agreed to let the Austin family offer guided horse trips to the outlying section.

E. K. Austin related a different version of the transfer. He claimed to have taken pack trips to the ruins since the days of John Wetherill. In his view, Begishie was an interloper, crossing on Austin's land. The monument was located in the district of the Shonto Chapter, but Austin was enrolled in the Kayenta Chapter. He believed this accounted for Begishie's presence. The disagreement became serious in the early 1960s, and both Art White and his successor Jack Williams tried to mediate. They were unsuccessful, and both Austin and Begishie were called to Window Rock. There, Austin claimed, he was vindicated and offered the service that was rightly his.

Austin's privilege to offer horse trips was not exclusive, although he worked to make it a monopoly. As late as 1966, Jack Williams noted that Begishie's permit to carry people to Keet Seel was valid, but he would not do so as long as the Austins did. The transfer may have been done by force or by intimidation, but the result was the same. E. K. Austin had control of the horse trips to Keet Seel.

The Austin family conducts these trips to this day.

The permanent Institutional Memory is the well-written administrative history. Besides being important historically, it can be fun to read. I invite anyone to catch the spirits of the wind and water, the blue sky and red rock, and the spirits of people's past captured in the unorthodox administrative histories of the southwest parks and monuments. I guarantee a few smiles and a collection of chuckles. Ah, the grandeur of place and the merriment of life—what a legacy!

View of Hubbell Trading Post site. Photo by G. Ben Witticks.

John Cook is regional director of the NPS Southwest Region.

(**Publishing**—*continued from page 13*)

good business. It enhances the credibility of the Service's historical research program, and it announces to a wide audience that the bureau has a strong research program that maintains the highest standards of the profession. And finally, by embracing an activist stance toward peer review and publishing, NPS historians can minimize the potential of being labeled mere public relations agents for a government agency manufacturing its own version of history. (In his 1992 book *Remaking America: Public Memory, Commemoration, and Patriotism in the Twentieth Century*, John Bodnar criticizes the Service for its promotion of a "public memory that served the cause of a powerful nation-state.")

The Park Service should take immediate steps to institutionalize the profession's standards and to require that all research reports be subjected to the peer review process. In addition, those same standards should require that all or a portion of every serious piece of research be published in a quarterly or press that employs the peer review process. There is a great deal of excellent scholarship being accomplished within the NPS. The producers of that work have the right to demonstrate that their work meets the academy's test of scholarship and is good enough to be added to the historical literature of the subject under consideration. Historical research worth pursuing is worth exposing to the widest possible review and readership.

Dwight Pitcaithley is chief of the Cultural Resource Services Division in the NPS National Capital Regional Office.

[1] George T. Mazuzen, "Government-Sponsored Research: A Sanitized Past?" *The Public Historian* 10 (Summer 1988): 35-40.

Washington Report

NHPA Amendments of 1992

Jerry L. Rogers

On October 30 the President signed legislation that included the National Historic Preservation Act Amendments of 1992. This was the culmination of several years of effort by historic preservationists, primarily in state and local government and the private sector, to make significant changes in the law. Ideas, some supported by the National Park Service and some not, had been threshed out in countless committee meetings of the National Conference of State Historic Preservation Officers and in other forums. The resulting bill was introduced by former senator Wyche Fowler of Georgia in the 101st Congress and reintroduced with modifications in the 102nd Congress by Fowler and Congressman Charles Bennett of Florida. Major modifications continued to be made in the House and Senate committees and in conference between the two houses. Few, if any, historic preservation bills had been the subject of so much effort by the time the President signed this one into law.

Although the minor changes are numerous, the major ones can be grouped into three areas: relationships with State Historic Preservation Officers, Tribal Historic Preservation Programs, and Preservation Technology. The law defines the duties of State Historic Preservation Officers (SHPOs) more comprehensively than before, but in ways that basically confirm traditional NPS management of the federal-state partnership. NPS is now authorized to fund and maintain the partnership through contracts and cooperative agreements, but it is not yet certain that there would be advantage in using such devices rather than the current grant relationship. A clear and strong authority to develop historic preservation programs among Indian tribes became law, with the support of NPS, the SHPOs, and other partners. If tribal programs meet prescribed standards, they can assume the roles heretofore played by SHPOs with regard to tribal lands. The Center for Preservation Technology and Training was established and was situated at Northwestern State University of Louisiana at Natchitoches. The WASO Cultural Resource programs have developed a "Statement of Program Approach" which offers a preliminary and informal interpretation of each change, and suggests the ways in which NPS proposed to implement them. The Statement is being circulated to SHPOs, federal agencies, local governments, the National Trust for Historic Preservation, and other partners. Their comments will be considered before NPS begins to draft the formal changes in regulations, guidelines, and other documents by which the law will be implemented.

It is anticipated that the Center for Preservation Technology and Training will become the long-needed cultural Resource Research Program. Growing out of a 1986 study by the Congressional Office of Technology Assessment, the Center is an entirely new entity within the Department of the Interior that is to conduct, coordinate, and financially support research, technology transfer, and training in the field of historic preservation. It is to meet needs of national park units, other agencies, states, local governments, Indian tribes, and the private sector—in other words, to support the full historic preservation mission of the NPS. By means of a Preservation Technology and Training Board, the Center is expected to draw upon the strength and knowledge of a wide range of disciplines and institutions as it decides which preservation problems to tackle, and in what order. Implementers are intent upon making it a major gain for historic preservation, which means that it must supplement, rather than supplant, current activities in research, technology transfer, and training. Both the Service and Northwestern State University are strongly and enthusiastically committed to the program. Its location at Natchitoches puts it in the oldest European town in the Louisiana Purchase, and in the heart of colonial-era competition between Spain, France, and England for domination of North America.

Jerry L. Rogers is the Associate Director for Cultural Resources in the National Park Service.

Preservation Resources

Publications

AIC Journal

The American Institute for Conservation of Historic and Artistic Works announces *The 1993 Journal of the American Institute for Conservation*. The *Journal* contains articles on current issues and technical procedures. Topics focus on the conservation of books and paper, paintings, photographic materials, sculpture, wooden artifacts, objects, ethnographic materials, archeological objects, and architectural materials.

For information on subscription rates as well as obtaining back issues and cumulative indexes of the *Journal*, contact the American Institute for Conservation of Historic & Artistic Works, 1400 16th Street, NW, Suite 340, Washington, DC 20036; 202-232-6636; fax: 202-232-6630.

Canal Guide

A field guide to the historic canals and navigable rivers of Virginia, Maryland, Delaware, and the District of Columbia is now available from the American Canal Society. This is the fifth in the society's American Bicentennial series of regional inventories of the Nation's historic canal resources, *The American Canal Guide*.

Part five covers 506 miles of towpath canals and over 1,800 miles of upland river navigation. Altogether, 508 locks and lock locations have been identified in this region. It is essential to know where these historic canal resources are if they are to be used for parks, historical research, and archeological studies.

The goal of the American Canal Guide series is to provide park planners, historians, and canal enthusiasts with a basic inventory of America's historic canal resources for research, preservation, restoration, and the creation of parks, trails, and open space.

The guide has 31 pp, 65 illustrations and maps, and costs $3.00 ppd. Order from ACS Sales, 2240 Ridgeway Ave., Rochester, NY 14626.

For information on the American Canal Society, or to apply for membership, write to Charles W. Derr, Secretary-Treasurer, 117 Main Street, Freemansburg, PA 18017.

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Oral Histories Tell Tobacco Story

Tobacco barns dot the landscape of Southern Maryland's Calvert County as year-round reminders of the crop which has dominated the area's economy for hundreds of years. Unseen is the story of people for whom tobacco is a "culture" and life. *The Money Crop* shares their words and memories from collected oral histories accompanied by a photographic story. The book, edited by Sally V. McGrath and Patricia J. McGuire, captures the intensity of the labor, agriculture's impact on the family, and the cycle of activity from cultivating, cutting, hanging, stripping, and packing for market. More than 28 oral histories were collected; sections of the book outline the tobacco process, covering tobacco and the land, labor and the harvest, storing and processing, the market, lifestyle, and the future.

The Money Crop: Tobacco Culture of Calvert County, Maryland is available by direct mail for $8.95 per copy, plus $2.50 for postage and handling, from Maryland Historical and Cultural Publications/DHCD, c/o Department of Finance, Central Cashier, P.O. Box 500, Crownsville, MD 21032-0500.

Information Series

The National Trust for Historic Preservation has published six new *Information* Booklets.

Maintaining Community Character: How to Establish a Local Historic District by Pratt Cassity provides citizens with a proactive strategy for influencing local policy and opinions regarding what can be one of the most important and controversial decisions a community can make—the creation of a local historic district.

Cultural and Ethnic Diversity in Historic Preservation by Elizabeth A. Lyons examines some of the issues surrounding the preservation of diverse ethnic and cultural sites and suggests ways to encourage increased participation by minorities in the preservation movement.

In Search of Collaboration: Historic Preservation and the Environmental Movement by Edward T. McMahon and A. Elizabeth Watson explores the potential partnerships between preservationists and conservationists and suggests ways to ensure that our natural and cultural environments are preserved for future generations.

Controlling Disaster: Earthquake-Hazard Reduction for Historic Buildings by Rachel Cox outlines the steps to take to assess the risk for your particular building, to identify your goals, and to select and work productively with an engineer or other qualified professional.

Building Support Through Public Relations: A Guide for Nonprofit Preservation Organizations by Olivia Meyer explains how to conduct a successful public relations campaign and includes tips on news release, press conference, radio and TV spots, public service announcements, and special events.

Systems in Houses of Worship: A Guide to Heating, Cooling, Ventilation, Electrical and Lightning Protection Systems by Michael Cruz and Neal A. Vogel examines the development of various building systems and provides guidance on routine maintenance.

The cost for each *Information* booklet is $5.00 including postage and handling. The cost for bulk orders (any 10 or more copies) is $2.50 per copy, plus a $5.00 postage and handling charge. Orders are shipped prepaid only. Contact Information Series, National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW, Washington, DC 20036; 202-673-4000; Fax: 202-673-4038.

Accessibility Leaflet

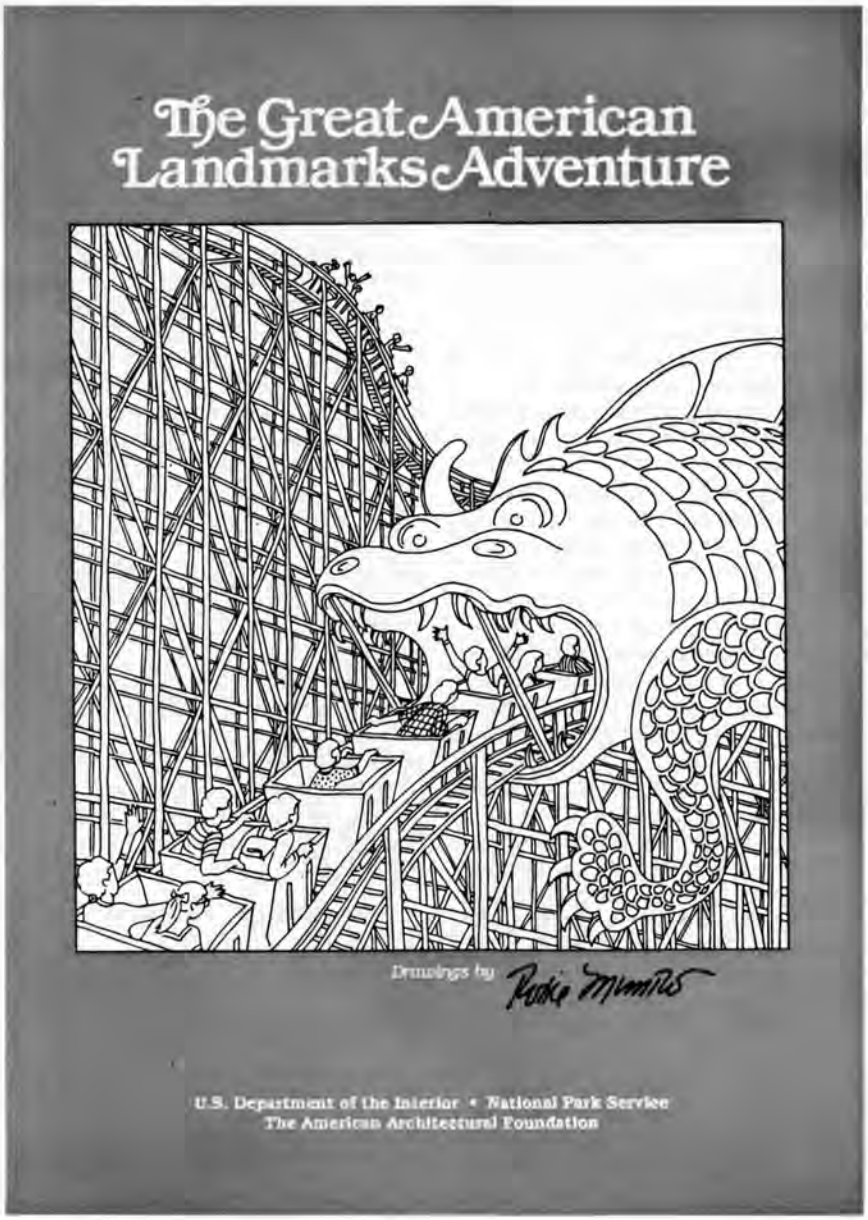
Providing accessibility for people with disabilities in our Nation's historic buildings, sites, and structures is an important and challenging task. To balance accessibility and historic preservation mandates, owners of historic properties should take care to provide the greatest level of accessibility without threatening or destroying features and materials that convey a property's significance. An information pamphlet entitled "Preserving the Past and Making It Accessible for People With Disabilities" provides answers to some of the most common questions about historic properties and their relationship to the Americans with Disabilities Act (ADA). For more information, contact the author, Thomas C. Jester, National Park Service, Preservation Assistance Division, P.O. Box 37127, Washington, DC 20013-7127.

PRESERVING THE PAST AND MAKING IT ACCESSIBLE FOR PEOPLE WITH DISABILITIES

U.S. Department of the Interior
National Park Service
Cultural Resources
Preservation Assistance

Landmarks Children's Booklet

The Great American Landmarks Adventure, created by Kay Weeks; drawings by Roxie Munro. This fun and educational book for children depicts 43 National Historic Landmarks, from a prehistoric cave painting to the 1969 moon rocket, and explains their significance in representing events, achievements, ideals, and cultures in America. The cost is $3.25; stock number is 024-005-01105-6. Order from: Superintendent of Documents, Government Printing Office, Washington, DC 20402-9325.



Bulletin Board

Labor National Historic Landmark Theme Study

On August 17, 1991, President Bush signed P.L. 102-101 authorizing the Secretary of the Interior to prepare and transmit to the Congress a National Historic Landmark theme study on American labor history (*CRM*, Vol. 15, Nos. 2 and 5).

The purpose of the theme study is to identify the key sites in American labor history, including the history of workers and their work, of organizing, unions and strikes, of the impacts of industrial and technological change, and of the contributions of American labor to American history, for possible designation as National Historic Landmarks. In addition, the theme study will recommend a selected number of sites for possible addition to the national park system.

The labor theme study will be completed under contract over a three-year period. Work to be completed during the first year will include a thematic essay of at least 100 pages in length outlining the history of workers and their work and the contribution of workers to American history, of organizing, unions and strikes, and of the impacts of industrial labor to American history. Appended to this essay will be a list of recommended sites to be considered for further study within the context of the theme of labor history.

During the second year the contractor will oversee the completion of a minimum of 20 nominations of new sites for designation as National Historic Landmarks in the labor history theme. These sites will be chosen to reflect the full diversity of America's labor history and will reflect and illustrate the themes developed in the thematic essay previously prepared.

During the third year the contractor will work with the National Park Service planning office to determine what sites have high potential to meet the criteria for suitability and feasibility as defined by National Park Service management policies.

Any suggestions regarding the form and content of this study, sites to be considered, or other inquiries should be directed to: Harry Butowsky, National Park Service, History Division, P.O. Box 37127, Washington, DC 20013-7127; Phone: 202-343-8155.

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Design Access

The National Building Museum and the National Endowment for the Arts Design Arts Program have announced the establishment of **Design Access,** a national design resource center that provides information about the design field to design professionals, the academic community, and the general public. Design Access contains information on architecture, landscape architecture, urban design and planning, historic preservation, interior design, industrial and product design, graphic design, and design education.

Located on the third floor of the National Building Museum, Design Access is open for walk-in visits Monday through Friday from 10:00 a.m. to 4:00 p.m. and telephone inquiries Monday through Friday from 9:00 a.m. to 5:30 p.m.

Design Access houses a relational database that provides information on every program or product ever funded by the Design Arts Program, information on design organizations, and a calendar of design-related activities. Through the relational database visitors can receive information on previous grants by a variety of criteria including subject matter, grant recipient's name, or general design themes. The 3,500-square-foot Design Access office also includes an exhibition space where examples of previous Design Arts program grant projects are displayed and a media room and resource center where visitors can view materials and products resulting from Design Arts grants, such as final reports, videos, slides, photographs, drawings, and sketches.

Design Access succeeds both the Liveability Clearinghouse, run by Partners for Liveable Places, which housed a database of information about Design Arts Program grants, and State Arts/Design Arts, a design outreach service to state and local art agencies.

The Design Arts Program of the National Endowment for the Arts supports excellence in the disciplines of architecture, landscape architecture, urban and regional planning, historic preservation, interior design, and graphic, industrial, and product design through grants and leadership activities.

The National Building Museum is an educational institution that examines and interprets the many aspects of building through exhibitions and public programs. The museum is located at 401 F Street, NW, Washington, DC 20001.

Meeting Report

The George Wright Society

Harry A. Butowsky

From November 16-20, 1992, more than 500 professionals in natural and cultural resources management from the National Park Service and other agencies met in Jacksonville, FL at the **Seventh Conference on Research and Resource Management in Parks and Public Lands** sponsored by the George Wright Society. The theme of the meeting was "Partnerships in Stewardship" and emphasized the interdisciplinary nature of cultural and natural resources management. Speakers and participants at the conference came from the United States, Mexico, Canada, Europe and the Far East.

The George Wright Society was founded in 1980 as a non-profit society for protected area professionals. The Society is dedicated to the protection, preservation and management of cultural and natural parks and reserves through research and education and serves as a professional organization for people working in protected areas and public lands. The Society is dedicated to carrying forth the legacy of George Melendez Wright who initiated the first wildlife survey program for the national parks in 1929 and later wrote his famous *Fauna of the National Parks of the United States* series, which detailed the first scientific principles related to natural resources management.

Since 1982 the George Wright Society has organized and been the primary sponsor of conferences on research and management in the natural and cultural parks and other protected areas. The purpose of the meetings is to promote research and management by fostering communication among the diverse disciplines involved in protected areas.

The Jacksonville meeting was co-sponsored by the National Park Service and seven other federal, state and private agencies including the Environmental Protection Agency, the Department of Agriculture Forest Service, the Bureau of Land Management, the National Parks and Conservation Association, the Wilderness Society, the Smithsonian Institution, and the Duke University School of the Environment.

The keynote speaker was Dr. Stephen J. Gould, a noted paleontologist on the faculty of Harvard University, the author of seven books including the best seller *Wonderful Life—The Burgess Shale and the Nature of History,* and since 1973 the author of a monthly column in *Natural History Magazine.* Dr. Gould spoke on the subject of stewardship, the scope of geologic time as opposed to human time, and the nature of mass extinctions. In his remarks Dr. Gould combined his knowledge of geology and the scientific disciplines with his knowledge of the liberal arts to help his audience to think of the natural and cultural resources management disciplines in a way to establish linkages between the two subjects.

Following Dr. Gould's speech the conference began with papers representing an assortment of themes including such varied topics as Cultural Perspectives in Wilderness Areas, the Interface of Archeology and History in Managing our Cultural Heritage, Historical Ecology, and Education: Teaching with Historic Places.

After mid-week field trips the participants attended a banquet and listened to Dr. Alfred Runte, author of *Yosemite—The Embattled Wilderness,* who spoke about the important contributions of the American West and the railroads to environmental history and the tensions that exist in our national parks involving the management of park resources.

The conference concluded with papers involving Canadian national parks, the role of private and non-profit organizations in the conservation and preservation of natural and cultural resources, and a speech by former Senator Gaylord Nelson of the Wilderness Society.

The conference was a successful meeting that completely fulfilled the legacy of George Wright. It fostered interdisciplinary communication between professionals in many disciplines and a sense of shared purpose in the management of our parks and public lands. If we are to preserve and defend our protected areas, historians must communicate with natural resource managers, foresters with coastal biologists, archeologists with interpreters, area managers and supervisors with computer data specialists—and all of these professions with the public.

The George Wright Society will publish a selected number of the papers presented at the conference. For further information concerning this publication or for general information about the George Wright Society, contact The George Wright Society, P.O. Box 65, Hancock, MI 49930; 906-487-9722.

Historic Preservation Week

Historic Preservation Week is May 9–15, 1993. We will be happy to include a brief article about your celebration in a future issue of *CRM*. Send your news to the editor at the address printed on page 2.

Conferences

Olmsted Parks

The 1993 Conference of the National Association for Olmsted Parks (NAOP) will meet in Atlanta, GA from April 1-4.

Frederick Law Olmsted, Sr's legacy in Atlanta has endured for 100 years to provide a vision for urban living into the 21st century, a fact the 1996 Olympic planners have not overlooked. The 1993 NAOP Conference will showcase what makes Olmsted's original 1893 design for the Druid Hills neighborhood unique and how this has influenced the development of the entire city.

Conference attendees will explore this rich heritage with the help of nationally recognized landscape and urban planners, experiencing the Olmsted thread from the past to the present and visualizing the thread in plans for the future. This conference is designed for anyone interested in the role of the environment in our quality of life. Urban planners, architects, historic preservationists, community leaders, students and concerned citizens will all find inspiration and meaning as we face the challenge of the next century.

For more information, contact Beth Nathan, Conference Coordinator, at 404-817-6787, or write 1993 NAOP Conference, City of Atlanta, Dept. of Parks and Recreation, 675 Ponce De Leon Ave., NE, Suite 800, Atlanta, GA 30308.

Archeology of Cities

The Archaeology of Cities Conference will be held May 3-4, 1993, in Minneapolis, MN. The conference is specifically aimed at teachers and the general public, as well as professional archeologists working in government agencies. It focuses on cities as a category of human settlement and shows that archeology can contribute to our understanding of cities' foundations, growth, and functions. For more information, contact Mark Allen, Professional Development and Conference Services, University of Minnesota, 221 Nolte Center, 315 Pillsbury Drive SE, Minneapolis, MN 55455-0139; 612-625-6358.

Industrial History

The 1993 **Lowell Conference on Industrial History,** June 3-5, will explore the link between the slavery system and the textile industry. Other aims include discussion of white working class attitudes toward enslaved African Americans, the notion of wage slavery, and abolitionism and antiabolitionism. The conference will include workshops, media and living history presentations, panel discussions, and a distinguished group of speakers. Sessions and activities are geared for scholars, museum staff, teachers, public history professionals, and the general public. The conference will be held at Lowell National Historical Park in Massachusetts. For more information, contact Marty Blatt, Historian, Lowell NHP, 169 Merrimack Street, Lowell, MA 01852; 508-459-1025.

Landscapes

The Landscape Universe symposium will be held on April 23, 1993, at Wave Hill in New York City as part of the 1993 Preservation League of New York State's annual meeting, April 23-25. The symposium is aimed at exploring America's significant designed historic landscapes within a broad national context. In-depth presentations by landscape historians and landscape architects will profile pioneer practitioners' design philosophies, review their career canons of work, and consider the extent of their legacy on the American landscape today. This broad perspective will then serve as guidance for an individual site's historic preservation treatment.

The symposium is co-sponsored by the National Park Service, The Catalog of Landscape Records in the United States, Wave Hill, the American Society of Landscape Architects, and the Preservation League of New York State. Base funding was provided by the NPS Cultural Resources training initiative.

Registration deadline is March 21. For a conference brochure or poster, contact Charles Birnbaum, NPS Preservation Assistance Division, National Park Service, P.O. Box 37127, Washington, DC 20013-7127; 202-343-9597.

Newport, RI

The **Newport Symposium** will be held April 26-28, 1993, and is titled, "Golden Age to Gilded Age, Patronage in Newport, Rhode Island, 1700-1900." It will focus on the patrons, architects, and associated artisans and craftsmen who created Newport's great houses and collections. The symposium is intended to introduce an audience of scholars, collectors, and interested individuals to Newport's artistic legacy.

The $300 fee for the symposium includes lectures, on-site viewing, and a special dinner at Rosecliff which was built in 1902 by Stanford White after The Grand Trianon at Versailles. For additional information, contact The Preservation Society of Newport County, The Breakers, Ochre Point Avenue, Newport, RI 02840; 401-847-6543.

Courses

Advisory Council

With a successful advanced seminar on preparing agreement documents now supplementing its popular introductory course, **Introduction to Federal Projects and Historic Law,** the Advisory Council on Historic Preservation is offering several classes in 1993.

The three-day introductory course teaches the basics of the project review process—usually referred to as "Section 106 review"—that is mandated by the law. Participants learn exactly what Section 106 review is, when the procedure applies, and what they need to do to carry it successfully to completion. The Council offers this course in cooperation with the General Services Administration Interagency Training Center.

The advanced course, **Advanced Seminar on Preparing Agreement Documents Under Section 106 of NHPA,** focuses on drafting and organizing the major documents used to conclude project review under Section 106.

Both courses are open to any federal, state, tribal, or local official, government contractors, and others who carry out Section 106-related responsibilities for a tribe or government agency.

For more information on qualifications and schedules, contact Shauna Holmes, 202-606-8505.

CRM Continuing Education

The University of Nevada, Reno, offers a program of continuing education short courses in cultural resources management. This program is conducted in cooperation with the Advisory Council on Historic Preservation, the Bureau of Land Management, the National Park Service, and the U.S. Forest Service. The courses are designed for historic preservation and cultural resource management professionals working in government agencies, museums, or the private sector, and those working in related fields, such as land management or environmental assessment.

For a brochure and more information, contact Cultural Resource Management, Division of Continuing Education/048, University of Nevada, Reno, NV 89557-0024; 1-800-233-8928; Fax: 702-784-4801.

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Short Courses Abroad

The International Council on Monuments and Sites (ICOMOS) is sponsoring several short courses in historic preservation outside the United States. To obtain a list, contact US/ICOMOS, Decatur House, 1600 H Street, NW, Washington, DC 20006.

Conservation Seminar

The Northeast Document Conservation Center (NEDCC) and the National Gallery of Art will present a seminar, "Conservation Considerations in the Design of Museum Facilities," April 22-23, 1993, at the National Gallery of Art in Washington, DC. The program will present a synthesis of viewpoints from architects, conservators, museum administrators, and engineers.

The seminar fee is $125.00 with limited enrollment. To receive registration information, contact Gay Tracy at 100 Brickstone Square, Andover, MA 01810-1494, or call 508-470-1010.

Career Opportunities

The Historic American Buildings Survey/Historic American Engineering Record (HABS/HAER) Division of the National Park Service is seeking students and professionals in the fields of architecture, engineering, history, material culture, historical archeology, and photography to work on 12-week documentation projects at historic sites located nationwide during summer 1993. Applications are due March 1, 1993. For instructions and application materials, contact Summer Program Administrator, HABS/HAER Division, National Park Service, P.O. Box 37127, Washington, DC 20013-7127; 202-343-9618.

Short Term Training Interim Report

Emogene Bevitt

When the *Directory of Training Opportunities in Cultural Resource Management (Short Term)* is released in late September/early October, we incorporate all the information available to us that covers the Oct. 1992-Dec. 1993 time frame. Many programs have scheduled their training so that they know by that point what courses will be offered. Others that are more summer-oriented may not be able to provide information until December or January. Since they are offering courses that take place prior to October, they may not be included in the directory at all. This interim report provides information about training that has recently come to our attention.

The Campbell Center for Historic Preservation Studies course catalog is currently available. Some financial assistance is available. To obtain a catalog contact:
Mary Wood Lee
Campbell Center for Historic Preservation Studies
203 East Seminary
P.O. Box 66
Mount Carroll IL 61053
815-244-1173; fax 815-244-1619

Courses being offered include:
Preservation and Reproduction of Architectural Metalwork; May 13-15, 1993
Architectural Ceramics: Nature, Deterioration and Conservation; June 9-12, 1993
Stabilization and Maintenance of Historic Structures; July 13-17, 1993
Preservation and Reproduction of Historic Wallpaper: July 21-24, 1993
Preservation of Historic Plaster; August 11-14, 1993
Workshop on Masonry Cleaning and Preservation; August 18-21, 1993

Collections Care Courses
Earth, Air, Fire & Water: Disaster Mitigation Conference; May 10-11, 1993
Disaster Mitigation Workshop; May 12-14, 1993
Care of Works of Art on Paper; May 11-15, 1993
Care of Photographic Collections; June 22-24, 1993
Design and Construction of Custom Mannequins; July 13-17, 1993
Handling and Storage of Oversize Paper Materials; July 15-17, 1993
Care of Textiles; July 21-24, 1993
Evaluation of Materials for Storage and Exhibit; August 11-14, 1993
Buildings and Collections: In Search of Balance: August 11-14, 1993
Design and Construction of Mounts for Exhibit: August 18-21, 1993
Computerization and Collections Management, July 22-24, 1993

Conservation Refresher Courses
Mycology for Conservators; Sept. 7-11, 1993
Microchemical Analysis for Object Conservators; Sept. 7-11, 1993
Reweaving of Damaged Textiles; Sept. 7-11, 1993

Collections Care Core Curriculum:
Section I: Materials and Collections; June 8-18, 1993
Section II: The Museum Environment; August 10-14, 1993
Section III: Management and Planning; August 16-20, 1993

The Goucher College Center for Continuing Studies course catalog is currently available. Some financial assistance is available. To obtain a catalog contact:
Deborah Culbertson
Center for Continuing Studies
Goucher College
1021 Dulaney Valey Road
Baltimore, MD 21204-2794
410-337-6200, fax 410-337-6405

Courses being offered include:
Winning Preservation Battles in Your Town, March 2-April 13, 1993
Managing Preservation Organizations and Historic Properties, March 4-April 15, 1993
Community Development and Planning, April 20-June 1, 1993
Maintaining Historic Properties, April 22-June 3, 1993

The Preservation Institute for the Buildings Crafts course catalog is currently available. Some financial assistance is available. To obtain a catalog contact:
Judy Hayward
The Preservation Institute for the Buildings Crafts
Windsor House, Main Street
P.O. Box 1777
Windsor, VT 05089-0021
802-674-6752

Courses being offered include:
Preservation Philosophy for People who Maintain Old Buildings; March 3-5, 1993
Restoration and Conservation of Painted Finishes Onsite at the Justin Smith Morrell (1810-1898) Homestead; March 31-April 3, 1993
Accessibility and Historic Preservation; April 22-23, 1993 (tentatively)
Ornamental Plaster Repair; April 29-May 2, 1993
Structural Evaluation and Repair: Timber

Frame; May 12-13, 1993
Structural Evaluation and Repair: Masonry; May 14-15, 1993
Historic Paint; May 17-20, 1993
Stonewall Repair; May 21-23, 1993
Constructing a Small Post and Beam Barn; June 3-6, 1993
Repointing Historic Brick Masonry; June 5, 1993
Historic Plaster Repair; June 10-13, 1993
Accessibility and Historic Preservation; June 24-25, 1993
Window Conservation; September 10-12, 1993
Decorative Repointing of Rubble Stone Foundation; September 11, 1993
Epoxy Repairs for Exterior Wooden Details; September 18, 1993

The **U.S. Department of Commerce, National Institute of Standards and Technology** course listing is currently available; there is no fee for these symposia. To obtain further information contact:
Geoffrey Frohnsdorff
U.S. Department of Commerce
National Institute of Standards and Technology
Building and Fire Research Laboratory
Gaithersburg, MD 20899
301-975-6706

Courses being offered include:
Facility Diagnostics; March 16, 1993
Developing Standards for Seismic Safety of Existing Buildings; April 13, 1993
Building Materials Database-Design and Use Issues; May 11, 1993
Research and Implementation Needs for Infrastructure with Emphasis on Lifeline Response to Earthquakes; June 15, 1993
Advanced Materials for Facilities; September 21, 1993

The **University of Victoria** cultural resource management course catalog is currently available. To obtain a catalog contact:
Joy Davis
Cultural Resource Management Program
Division of University Extension and Community Relations
University of Victoria
P.O. Box 3030
Victoria, BC, Canada V8W 3N6
604-721-8462, fax 604-721-8774

Courses being offered include:
Museums in Historic Buildings; March 24 - April 2, 1993
Cultural Policy in Context/in Canada; April 14-23, 1993
Management Principles in Cultural Organizations; May 3-12, 1993
Interpreting Historic Sites; May 25-June 3, 1993
Introduction to Museum Studies; June 7-25, 1993
Cultural Tourism; July 5-14, 1993
Exhibit Design and Installation; September 22-October 1, 1993

National Park Service FY 1993 Cultural Resource Training Initiative courses being funded include:
Professional Skills in Preservation: Training Activities at the University of Maryland, 1993; Robert Kapsch 202-343-9606
Heritage Preservation Programs for Alaskan Natives, March 1993 (4 days), Sande Faulkner and Susan Morton 907-257-2658
Historical Archeology and the National Register of Historic Places Workshop, March 1993, Robert Spude 303-969-2875
Introduction to Cultural Resources Databases, Spring 1993 (1 week); Veletta Canouts 202-343-4103 or Diane Miller 202-343-9552
Two Workshops on Accessibility and Historic Preservation, Spring 1993 (2 days); Tom Jester 202-343-9578
Archeology and Ethnography Collections Care Training, May 3-14, 1993; Tony Knapp 202-343-8141
Considering the Designed Historic Landscape in Context/Selecting an Appropriate Preservation Treatment, May 1993 (1 day); Charles Birnbaum 202-343-9588
Preservation Planning Workshops, May-June 1993; Sue Henry 202-343-9505
Lest We Forget: Surveying and Protecting Cultural Traditions and Properties, May-June 1993 (1 week); Leo Barker 415-744-3916
Historic Landscape Maintenance Workshop, Summer 1993 (3 days); Lucy Lawliss 404-730-2275
The Meaning of Slavery in the North — A Conference to Enhance Education, Interpretation, Exhibitry and Scholarship, June 3-5, 1993, Martin Blatt 508-459-1027
Documenting Your Community's Traditions, June-July 1993 (1 week); Patricia Parker 202-343-9505
Historic Landscape Sessions for Regional State Historic Preservation Offices, August 1993 (1 day); Mary Hughes 402-221-3426
Housekeeping for Historic Sites: Assessment, Planning and Training, September 1993 (2 days); John Maounis 617-223-5055

Also Contact Cynthia Scott, Executive Coordinator, **California Association of Museums,** 900 Exposition Blvd, Los Angeles, CA 90007, 213-744-3343, fax 213-746-2999, for information on the workshops offered throughout California on such topics as funding, sources, building networks and approaches to exhibit production. Cost ranges from $10-$30.

Contact Ginny Graves, **Center for Understanding the Built Environment,** 5328 West 67th Street, Prairie Village, KS 66208, telephone 913-262-0691, for information on the Walk Around the Block: Any Town USA, June 10-12, 1993, Kansas City, MO, which costs $225 (includes graduate credit) and provides the basic training needed to implement building environment education and heritage education into your classroom or into the community through your architectural, historical, preservation or museum organization. Based on curriculum developed by course sponsor includes: the Box City; walk around the block with Polaroid; reading the streets; the city game; a way to look, and way to think; access to print and video materials in the resource center and presentations by teachers. Also, write for a schedule of other workshops presented nationally throughout the year.

Contact Jeffrey M. Chusid, **University of Southern California, School of Architecture,** The Freeman House, 204 Watt Hall, Los Angeles, CA 90089-0291, telephone 213-851-0671, for information on the Historic Preservation Summer Institute, July 30 - August 14, 1993; Los Angeles, CA, which costs $125/day or $1500/2 weeks and offers intensive day-long seminars in such topics as History of Southern California Design and Planning, Real Estate, Preservation Law, Adaptive Re-Use (2 days), Building Documentation, Sources and Resources, Structural and Seismic Upgrading, materials properties and conservation (4 days), Urban Revitalization, and preservation of Gardens and Landscapes.

Additional Notes

Copies of the October 1992-December 1993 directory are still available. Contact Ms. Emogene Bevitt at 202-343-9561, fax 202-343-3803 or by mail at National Park Service (424), P.O. Box 37127, Washington, DC 20013-7127.

Ms. Bevitt has prepared an information release on the two directories that came out in October 1992; if any newsletter editor would be interested in receiving a copy of this or future information releases, please contact her.

The deadline for information for the next directory is June 30, 1993. Please contact Ms. Bevitt if you need a form or if you have any questions or suggestions.

*(**Researching and Writing**—continued from page 4)*

what prompted them and identify differences of opinion. Especially beginning with the George Wright era, resource management issues were often strongly debated within the Service. Personal expressions by key players can reveal alternative perspectives and illuminate the mindsets of the Service's leaders. Gathering these viewpoints has required in-depth research into the writings of a great variety of individuals inside and outside the Service over seven decades.

The National Archives in Washington holds a collection of dusty archival boxes containing Park Service documents which total about 2,500 linear feet—nearly one-half mile. Alas, this collection covers only up through part of Conrad Wirth's directorate (1951–64). A voluminous amount of subsequent material is found in the Washington National Records Center in Suitland, MD. Fortunately, these collections can be separated and called up by file codes according to functions or topics. Yet for the researcher interested in the period from 1916 to the recent past, this presents a truly formidable task—the necessary first sniff of the two thousand pound marshmallow.

The record collection in the Park Service library at Harpers Ferry Center is much smaller, but materials there are far easier to get at than are the documents at the National Archives and Suitland. Assisted by a helpful staff, I found these records another major source of information. Other valuable collections for specific periods are at the Yale University Library, the Pennsylvania State Archives, the Denver Public Library, and the Bancroft Library and the Museum of Vertebrate Zoology at the University of California, Berkeley.

Record collections in national parks are another matter. Many are nonexistent; many others are poorly cared for, some being managed by part-time, untrained help. I often found it difficult to get information on park holdings before traveling to the parks. Most park staffs made earnest efforts to assist my research endeavors; the librarian and historian at Yosemite particularly come to mind.

Despite the Yosemite staff's very good work, that park's records badly need attention, as do Yellowstone's. If Yosemite and Yellowstone are national and international treasures, hallmarks of one of America's most high-minded aspirations, surely their collections documenting the national park movement are themselves treasures deserving the utmost attention and care. Overall, the records situation gives clear and irrefutable evidence that the Park Service, which prides itself in presenting major historic sites to the American people, has not taken sufficient pride in its own history to develop a professional records program.

Believing that my topic, combining national parks and ecological issues, is potentially of broad interest, I am attempting to write for both Park Service readers and for the general public. I am seeking to be soundly analytical and to take full advantage of my "academic freedom" to record and interpret history as I believe the sources warrant. So far, even though numerous Park Service readers have reviewed completed chapter drafts, there have been no efforts whatsoever to suppress unflattering findings or interpretations. As a result, publication by an academic or commercial press now seems quite likely, and I am hopeful that the Service's considerable investment in this project will be rewarded with a widely distributed product.

Dick Sellars is a historian in the NPS Southwest Regional Office.

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