

Dear John,

Thanks for the photo of Dale Bruns & Sonny LaSalle. It will be an important addition to the Taylor Ranch photo album. We received a copy of Jim Fazio's proposed improvements for TR/WRC. We appreciate his and Ed's dedication and concern for Taylor Ranch. I hope his suggestions will be incorporated into the changes in the administration of TR and WRC.

We also received notification from Leon about our inability to complete a major research project at Taylor Ranch if we leave our positions as managers. Does this decision preclude our continuing as research associates through the WRC if the Director accepts us?

July 20, 1989

Ranch with Ed
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Here is a summary of some of the things we discussed and my thoughts on them:

1. Budgets

In two weeks Ed has provided me with more insights on TWRC budget management than I had been given in the five months since Oz Garton resigned. Although the inadequacy of budgets is increasingly apparent, I think I am now in a position to play an oversight role in their administration.

July 31, 89

Budget related

Received a phone call from Jim Fazio about his proposal —

- A. Allow the ranch accounting & Operations budget to be remarkably good. The director should have a budget that is kept informed. The director is responsible for the ranch and its operations, so he/she bears the responsibility for monitoring this to the extent of preventing problems.

The Dean nixed it all & Taylor Ranch/WRC is now housed in the Dean's office with Leon & Bottger in charge!!

- B. Taylor Ranch Maintenance (UOI-X007) will be needed this year primarily for expenses related to moving the building from Cabin Creek. There is also a wood borer problem in the Manager's Residence that needs immediate inspection and probable corrective action. The director should retain control over this fund, making sure it is used solely as intended.

As of June 8, this budget shows a deficit of \$13,600.97 and I'm not sure why. I assume it is an accounting procedure, perhaps because funds are made available at the end of the fiscal year in this case. I have to clarify this with Dick, as it is a mystery to me.

- C. Wilderness Research Center (686-X035) is incorrectly identified as Wilderness Research Institute on this budget and should be corrected unless there is some technical reason to call an institute for the purposes of the budget. More importantly, as I understand it, this budget is mostly spread over salary money. The director is left with only \$1,695 to operate the "center". This is hardly an adequate commitment to help move the center up to "world class" status. An infusion of seed money for research is badly needed here, and all salary money should be used for personnel directly related to the center.
- D. Wilderness Research Center Operations (688-Y077). I have not been able to get a recent accounting, so I'm not sure where we stand, but as of June 8 we were in the black. Since this is an income account, I intend to restore the excellent accounting that Ed once did on this so we do not lose track of the accounts receivable.

I have also directed that all purchases of food or services for which we receive compensation be spent on this account only.

- E. Wildlife Resources -- EG&G Taylor Air Quality (158-K171). I need to find out who is responsible for this one, and what the remaining money is for.
- F. Other budgets, such as Monitoring Wilderness Wildlife and NAWSF Bighorn Sheep are, or should be, the primary responsibility of the projects' principal investigators.

In the case of the Bighorn Sheep study (currently the only bonafide research project operated out of the Taylor Ranch), Jim & Holly have been notified of an addition \$4,000 to complete the study next year. This amount will be channeled through UI, the same as the first \$10,000 was, if Jim and/or Holly continue to be affiliated as research associates.

The budgetary aspects of the WRC continue to be confusing at best, but with help from Ed, Jim and Holly, I believe I am finally getting a better handle on understanding them.

2. Building Move

We inspected both the new site and the inside of the building as it stands at Cabin Creek. This is going to be

a major operation next summer and I think the Taylor Ranch Manager should be designated as our project coordinator. However, many administrative decisions need to be made ASAP while options are still open.

A. The inside can be modified by the National Guard at the time of the move. We need to hold discussions with past and future users about the best use and configuration of this space. Positioning of the building on the new site was agreed upon by the three of us, but there is not consensus about the inside. We do agree that some of the walls should be moved. As something to shoot at, I recommend that the space be divided into:

- a. 1/4 research offices/desks/work space
- b. 1/4 expanded lab facilities/reference room
- c. 1/2 seminar-type meeting room

At a future date, I suggest that the overhang area at the one end of the building be developed into 4 sleeping quarters.

B. The National Guard wants ideas and firm decisions on other projects especially suitable for plumbers and electricians. It appears that materials will be our expense, other than the concrete for the building foundation. It is our recommendation that:

- a. Suitable solar panels be purchased for installation by the Guard on the new building, and added to others at the station.
- b. Gas lines in the living quarters can be replaced with a safer material.

With your agreement, I would work with Physical Plant and suggest that the managers be given the responsibility of researching the appropriate technology and recommending the material purchases and on a time schedule that will meet National Guard needs. Because of the amount of coordination necessary, we need to make final decisions on these details as soon as possible.

3. We suggest that the new facility be named Landon Hall or Cabin after the pioneering family that settled at Cabin Creek. However, I think it would be appropriate to present this suggestion to the WRC Advisory Council for a final decision.

3. Research Activity

An obvious need within the WRC is to produce more research! Our record is not impressive and current interest within the college appears weak. I also think the excuse that this is because the center is administered by the Department of Wildland Recreation Management is not the reason.

I believe that this matter needs to be given top priority. I recommend:

- A. Completing the continuous weather monitoring station which is now installed (and in a non-controversial location on T.R. property), and establishing a systematic method of record compilations that will be useful to future researchers.
- B. Adding the air quality monitoring equipment this summer, and likewise establishing a record system.

(Both of the above are ranch manager responsibilities, with assistance from Ed Krumpe, Ron Robberecht [Range], and Brian Oswald [Forest Resources] who know the equipment, and whoever you name as the senior scientists for vegetative and wildlife resources to advise on the record system.)

- C. Submitting a proposal to appropriate individuals in INEL for two years of financial assistance to help establish monitoring and use of the equipment as part of a scientific program.

(This seems like a director's responsibility with assistance from the senior scientists)

- D. Broadening the philosophy of use of the ranch and actively soliciting projects in fields such as botany, zoology, ecology, geology, archeology, mammalogy, entomology, herpetology and others as well as natural resource management.

I would like to develop a program to help funded researchers in these fields get to the ranch, have space and equipment to help with their projects, use the interns to assist with field work, and otherwise assist with a unique, wilderness-based site. In turn, the WRC would be credited as a cooperator, and I am sure this would build our reputation and result in the additional funding we always talk about, as well as actually contribute to the benefit of science.

With this philosophy and program in place, I would like to do a massive publicity effort to make it

known to all pertinent professors in all colleges in the US and internationally.

- D. Not wishing to abandon our traditional research thrust, I would also like to invite a small group of hand-picked (by me, with input from others) scientists such as Jack W. Thomas, Al Wolfe and others with notable successes and connections, to visit the ranch and advise on getting more research started. As a condition of the visit, I would collect pledges in blood that they would follow-up by helping to stimulate some projects.

4. Wilderness Management School

This proposal continues to be troublesome. I have re-read the file and we discussed this whole thing at length at Taylor Ranch. A couple things are becoming clear: (1) The Forest Service is not very supportive, (2) it does not seem to clearly meet a need not already covered in some other way, (3) Taylor Ranch does not seem to be the best location, and (4) the costs are high.

I have a meeting with Weingart scheduled on August 2 (a short one, unfortunately, so as not to interfere with his tennis game), and I hope we can have a good discussion on what he thinks might work -- and how to do it. I am not willing to continue this if it can not pay for itself. There are too many other needs in this department and college to be subsidizing this or other continuing education or outreach efforts that do not clearly meet some need.

Although I am not ready to cut bait on this project, a rabbit needs to come out of the hat very soon if it is to be pursued much further.

5. Managers

Increasingly I am coming to the conclusion that the current structure is a good one. I'm still ambivalent about what to do with the role of director. Right now I think that with a professional-level manager given more responsibility, perhaps a faculty member could serve as director on a half or more basis. In many ways I am reluctant to see another bureaucracy created to direct the center, but on the other hand I realize the problems of not being able to give it full attention. Again, ambivalence, and I hope that collective judgement will produce the right decision.

However, I do think that we are at the right level at the ranch itself -- a person or people with the M.S. degree in a relevant field and combined with a high degree of field knowledge and practical skills. In fact, I think Jim & Holly

are pretty damn ideal. My suggestion is to hold that sit-down session I suggested my first weeks on the job and see if we can hammer out an improved situation that would make it more attractive for J & H to stay. They have several desires (including more opportunity for professional growth) that seem reasonable to Ed & I, and I believe that we could make a good thing better if we worked at it.

From my standpoint, a better system of payment for the managers' services is badly needed. The current arrangement is awkward, sometimes unfair, always confusing, and just about guaranteed to lead to misunderstanding and ill-feelings. This would be part of what needs to be hammered out.

Jim & Holly would very much like to be part of any future brain-storming sessions about the WRC. This would be desirable, under the condition that they would leave the room when topics such as characteristics of the manager are discussed.

6. Senior Scientists

Your idea on this seems like a good one, and I have not heard any opposition to it. However, more needs to be done than pronouncing it. With the annual cycle approaching the time when we develop position descriptions for the year, we need to agree on who these people are, and what is expected of them. As a department head with one of these people on my faculty, I am particularly interested so I can write this into Ed's and avoid any later problems or misunderstandings. In fact, I have asked Ed to develop a couple sentences to describe how he views this new role so it can serve both the interests of the WRC and his career.

7. Acting Directorship

When Oz Garton plopped the pile of files on my desk and resigned "immediately", I took on the role of acting director as well as being executive coordinator, the latter already part of the duties of department head. I neither asked for nor received any additional compensation, assistance, equipment or space. Nor was there any public announcement of any kind. Apparently many people do not even know that Ed is no longer director.

I thought this would sort itself out in time, but as this situation drags on, I think some clarification is needed. If I am acting director, this should be acknowledged. If I am not, I should not be trying to do the job and depriving the department of my fuller attention.

However, I do wish to reverse myself on my interest in continuing as the acting director until a more permanent and better solution is found. The two great days at Taylor Ranch in the company of wilderness colleagues vividly reminded me of why I have been involved with the ranch and the center in some way for the past 15 years -- pre-dating even the legendary Ken Sowles. In my hyrda-headed life that is dominated by paper-pushing, I often lose sight of my real interests. Wilderness and all things related to it were ~~one of~~^{among} the things that brought me into this field. It is why I did my doctoral research on a wilderness-related topic. The WRC and Taylor Ranch are good things and real attributes to the entire university. If I can be of service and have enough real authority to influence its continuation and direction, I am willing to remain the acting director for the time being. If this extends into the new semester, I think some payment to the Department of Wildland Recreation Management is appropriate to pay for some of the departmental chores I am neglecting or will need to.

Most of the rest of our discussions were house-keeping details. I hope the above accurately reflects the content of our meeting and will serve as guidance or talking points as you decide what should be done with this important unit of the college.

cc: E. Krumpe
J. & H. Akenson ✓

7/21

Well see what happens from this. No word on the prez's visit - yet.

Thanks for your great hospitality and all the information. It was a big help to me.

In a note on the doc's copy, I am also suggesting getting our new president in to visit ASAP.

Take care, JF