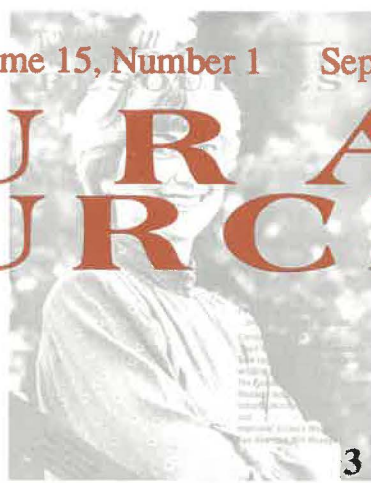




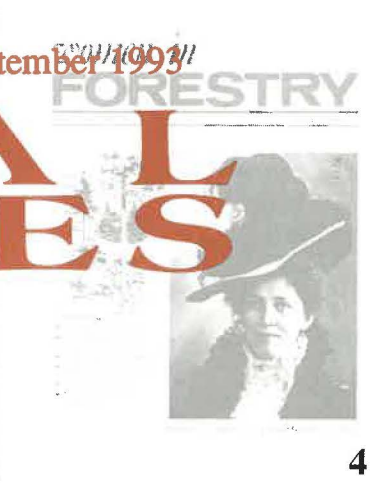
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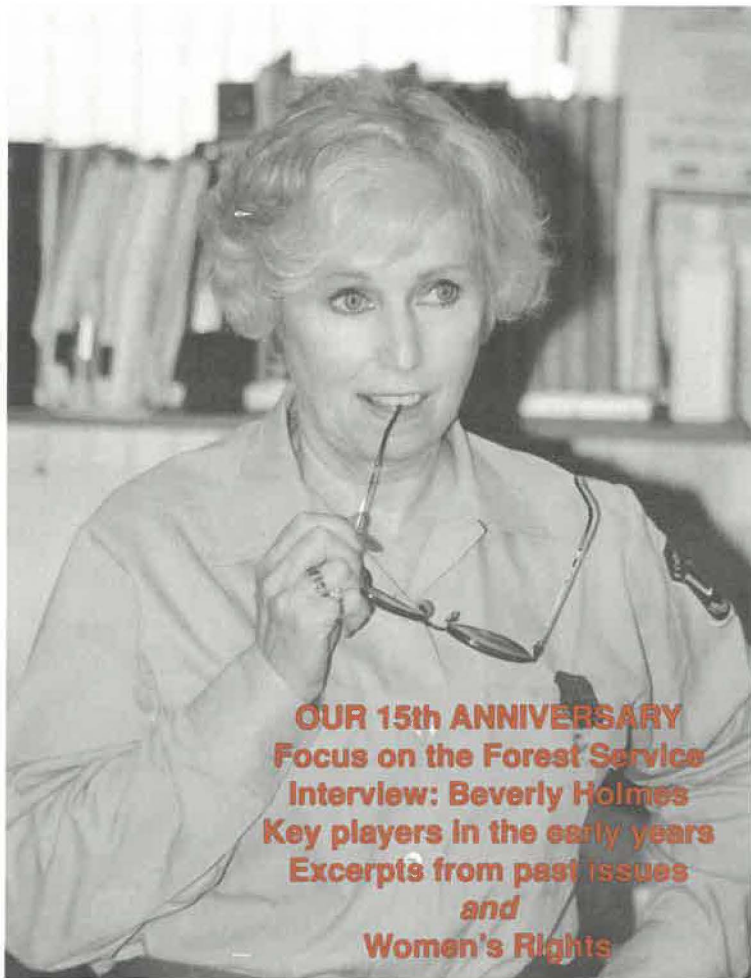
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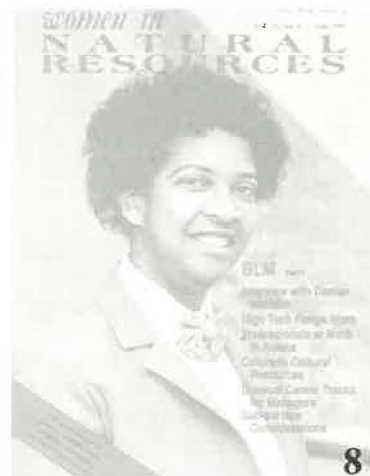
**OUR 15th ANNIVERSARY**  
**Focus on the Forest Service**  
**Interview: Beverly Holmes**  
**Key players in the early years**  
**Excerpts from past issues**  
**and**  
**Women's Rights**



6



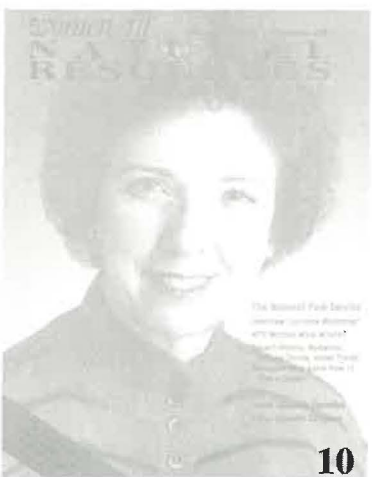
7



8



9



10



11



12

## Editorial

*Daina Dravnieks Apple*

This issue celebrates the 15th anniversary year of the founding of the journal *Women in Natural Resources* (Women in Forestry in its early years). In honor of the anniversary, the cover features a pantheon of resource professionals who broke through the glass ceiling. Fifteen years ago, few of us knew about each other, and it is with deep gratitude that we offer our thanks to Dixie Ehrenreich and all the other editors who inspired each of us to speak up and tell our stories, building up our knowledge about each other's successes. The journal fostered our ability to communicate with and about each other. As each of us read about the struggles and successes of fellow professionals, we were heartened by the realization that we too could make it.

In thinking back over the years I've been interviewing women for WiNR, many of whom appear on the cover of this issue, I found that a trait many of them shared is the early support they received from their parents and teachers who gave them confidence in their abilities and instilled the belief that they could be anything they chose to be. Another common characteristic is that most of the women had either never married or had been divorced in the course of their career progression, a phenomenon widely noted in national studies of successful women.

Each of the women was a pioneer, and often the first woman in the professional positions she took on. Many chose what for females at the time were non-traditional academic majors. As a group they are well educated—many hold advanced degrees, some of them Ph.D.'s. Compared to most of their male counterparts in similar positions these women are better educated, another phenomenon documented in national studies.

A clear sense of who she was and what she wanted was another trait, coupled with the strength to make personal sacrifices to achieve her goals. They all chose

## Ah, yes, we knew them when...

deliberately to be a first—the pioneer—and took risks to make it. They were each known for their indomitable wills and their perseverance in the face of opposition or indifference.

Each of the women throughout the interviews described how she valued her colleagues and friends and depended on them for both moral and professional support. These managers and scientists had extensive communications networks. One woman even takes regular vacations with her colleagues from around the country and considers them her extended family. These networks are extensive and strong, and particularly for single women, provided them invaluable support. One should not think of them as loners, however—they are intensely social and caring people who like to nurture and share their success with other aspiring professionals. They have been through trials, they learned, and are now helping others.

In a series of short snapshots, I'd like to recall my impressions and remembrances of the women I interviewed—and a few interviewed by others—to weave a tapestry of what these women have in common.

**Barbara Allen-Diaz.** In her position as Regional Ecologist in the Forest Service, she established the first ecosystem classification system, a concept that has now expanded to the new Ecosystem Management mission of the Forest Service. Later, striving for personal and intellectual excellence, with steely determination she pursued and got tenure at a traditional, male-dominated university. She is now Associate Professor of Range Management at the University of California, Berkeley.

**Geri Bergen.** She took non-traditional jobs to finance her education while raising small children as a single parent. Currently she is Deputy Director of Environmental Coordination Staff in the Washington Office of the Forest Service, and is remembered as the first female Forest Supervisor in the nation.

**Elesa Cottrell.** She is one of two State Directors for the Soil Conservation Service and was interviewed by Dorothy Abbott-Donnelly. SCS is transitioning into a regulatory agency which makes for difficult times, but Cottrell's work in Delaware is still largely conserving soil and water, water quality, natural resource surveys, nutrient and pest management, and community resource protection. She has been with SCS for 19 years, coming up through the ranks via the traditional field positions, emulating her father who had been with SCS before her.

**Jane Difley.** For the last 10 years, she has worked her way up the ladder to a national vice presidency (American Forest Foundation) in private and industrial forestry association work. Dixie Ehrenreich interviewed her (1993) while she was serving as the President of the 22,000 member Society of American

(continued page 33)

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# WOMEN IN NATURAL RESOURCES

September 1993



Volume 15, Number 1

## FEATURES

4

### Progress of Women in the Forest Service

*Mary Albertson*

Many women in the Forest Service have benefitted from this author's work with programs like the Federal Women's Program.

6

### A Letter to Dixie: We Fight for Bread and Roses

*Linda Donoghue*

The first editor of the newsletter *Women in Forestry* writes about why she continues to work for diversity so that each person can experience what it is to be fully themselves at work.

8

### Forest Service Women Professionals Begin the Journey

*Andrea Warner*

This journal didn't just happen. There was the idea, then the networking, then the meetings, then the plan, then the newsletter. But first there was the need.

11

### Cartoon Reprints

*Deann Zwright and Sally Lyon*

Chosen from earlier *Women in Natural Resources* journals, these cartoons poke fun at all of us.

12

### Excerpts from earlier journals

*Chosen by Editor Jessie Micales*

14

### Excerpts from earlier journals

*Chosen by Editor Elaine Zieroth*

16

### Why It Is Not Enough

*Susan Odell*

In the Forest Service, management alternatives are limited in design to eliminate, combine, or rename tasks rather than explore an alternative that would change the organization's structure.

Vol. 15, No. 1

## DEPARTMENTS

2

### Letters & Opinions

20

### Book Reviews

*Jonne Hower*

21

### Publications

22

### People

36

### Query

*Ellen O'Donnell*

41

### News & Notes

45

### Kiosk

45

### Information for subscribers, advertisers, and contributors

### Inside front cover

### Editorial

*Daina Dravnieks Apple*

Cartoon (right) by Sally Lyon is from an earlier issue of the journal.

The photo above is of

### *Beverly Holmes*

Deputy Regional Forester,  
Pacific Southwest Region  
USDA Forest Service.

## FEATURES

24

### Interview: Beverly Holmes

*Daina Dravnieks Apple*

Beverly Holmes is the Deputy Regional Forester for the Pacific Southwest Region of the Forest Service. She was deeply involved in the settlement of the Consent Decree crisis in California and is now downsizing.

31

### The First Wave

*Molly Stock*

As women trickled into natural resources 20 years ago, they were measured against what were perceived as fundamentally superior attributes: singlemindedness, loyalty to the team, and ability to beat the competition.

34

### Seeds of Change

*Diane La Course*

Moving from one focus to another is natural, in life and in careers.

36

### Women's Rights

*Linda Canzanelli*

The National Park Service has a Park which commemorates the work of the earliest feminists. These pioneers (men and women) knew how to network, to create media moments, and how to get to the heart of issues. It gives us some perspective on how quickly—or how slowly—things change.

YES, I HAVE YOUR  
LETTER ON MY DESK  
RIGHT NOW!



WOMEN IN NATURAL RESOURCES 1

I applaud the honesty and frankness of the three Ph.D. candidates in the Query Section of the June 1993 issue of WINR. Those of us women who are employed in universities have witnessed signs of progress, but know that academic institutions have a long way to go to create an equitable system with regard to gender issues. Recently, Cornell University underwent a classification review of all non-faculty positions. I wasn't surprised when administrators reported that more men received higher salaries than women.

I have been fortunate not to personally experience discrimination to the degree that the women in the article reported, which I attribute in part to being in a nontraditional field (i.e., researching the human dimensions of natural resource management) as well as working with some exceptional, unbiased male friends. However, I have witnessed the impediments placed on female colleagues in more traditional fields, and am sympathetic to the hurdles women must jump in order to achieve the same recognition that men begin with.

Becky Stout, Ithaca, New York

Hard to imagine, isn't it, a woman as president of the Society of American Foresters? Good for her, good for us. Jane Difley's interview struck some responsive chords for me. I work in the industrial forestry side of forestry and the business is in a schizophrenic period. There is no correlation between what is happening in one part of the country with what is happening in other parts, prices are crazy, and supply is in the "go figure" mode. What NAFTA might do to export and import of logs and lumber is anybody's guess but it's a mess now anyway. The Forest Service downsizes and releases foresters

into the job market, but colleges of forestry report surges in enrollment for the shrinking job base. I wish I had done all the jobs Jane Difley had done on her way up the ladder so that I would have something to switch to if something happens.

Annie Wrightson, Bellingham, Washington

*From* Volume 1, Number 1 of Women in Forestry Newsletter December 1979. *Written by Sue Little (Pacific Northwest Forest and Range Experiment Station, Portland, Oregon).*

**Detailing:** (a) provides a concentration of experts on short notice to solve a one-time problem without going through the red tape of personnel.... (b) contributes to the career enhancement of employees through visibility—and by allowing them to exhibit their abilities, knowledge, and skills at various organizational levels.

**If you get an opportunity to detail, here are some suggestions on how to make the most of it:**

1. Ask specifically what it is they expect you to do so that you can prepare yourself if you need to. Even assignments which may not sound great can provide good visibility and contacts.

2. While on detail, make sure you do the job assigned—don't get railroaded into xeroxing and fetching coffee.

3. Make it a point to contact people who can help your career either in the shortrun, or in the future. The Washington Office and the Regional Office are great places to do some interviewing.

4. Don't allow someone else to take credit for the work you do.

5. Have the unit, to which you were detailed, write a memo to your Supervisor about the great work you did. Make sure it is placed in your OPF and Employee Development Folder.

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## About this issue and our anniversary year...

This year is the 15th anniversary of *Women in Natural Resources* journal and its earlier precursors, *Women in Forestry* journal and *Women in Forestry Newsletter*. We intend to celebrate it for the full year. As you will notice, our cover will be different for the full year—featuring some of the covers of earlier journals. In addition to articles and regular departments, there will be pages of excerpted earlier articles, cartoons, letters to the editor, and photos. As we go through the year, various of our editors will choose the articles they would like to see reprinted, and we would like to hear about your favorites, too.

Our next issue, the December issue, will have a geology and mining focus, but *this* issue focuses on the Forest Service because Forest Service professionals got us started 15 years ago. Some of the women involved in that process, Andrea Warner and Mary Albertson among them, write about how it happened. I too, can remember the hiring of the first woman district ranger, the first deputy forest supervisor, the first supervisor, the first station director. To give you an idea of how long (or short a time) we've been publishing, in this issue, our interview is with a deputy regional forester and next issue with a regional forester—the top of the Forest Service's line. Looking ahead as well as back, Susan Odell, one of the earliest district rangers, begins a three-part series about the Forest Service's re-organization and what alternatives are available.

Two earlier editors, Linda Donoghue and Molly Stock, write thoughtfully in this issue about what being a professional woman means today. Molly herself was among the first handful of women who are now tenured professors hired to teach and research in natural resources at our nation's universities. Daina Apple, in her editorial, recalls interviews with other early pioneers in universities, in the Bureau of Land Management, Soil Conservation Service, National Park Service, National Marine Fisheries Service—as well as the Forest Service—who went on to become top managers in their fields.

In the last two years, WiNR has run two surveys among subscribers: one on job satisfaction, and one on the journal itself. Some of you made comments about WiNR in them that we will share—and we will have some tabulations from the job satisfaction survey in December.

Women in natural resources jobs are still spread extremely thinly in most places, and in some places, women's perspectives are nearly drowned in the clamor for attention to diversity and historical problems. But this journal, in all its 15 years of iterations, has never lost focus—our motto could be *Women in Natural Resources R Us*. Its easiest to describe what we are not: we have never been grant-driven to re-grow ourselves each time a bucket of money has been won; our open editorial policy is not agency-, discipline-, or university-directed because we are, for the most part, self-supporting and independent; we are not policy or lobbyist wonks who must marshal the forces in defense of ourselves or point of view. What does that leave us to be? *Us*. The journal leaves us to be us, to write what we want to say about our work, our problems, our place in the scheme of things. It allows us to take comfort and strength from each other. This strength enables us to go out to get the grants, to work for the agency, and lobby with the best. I'm proud of us.

What is the item that tradition says we should give each other to celebrate our 15th? Ink on paper sounds good.

*Dixie Ehrenreich, Editor*

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MARY ALBERTSON HAS SPECIALIZED IN WOMEN'S AND MINORITY RIGHTS MOST OF HER ADULT LIFE. MANY WOMEN IN THE FOREST SERVICE HAVE BENEFITTED FROM HER WORK WITH THE FEDERAL WOMEN'S PROGRAM. SHE BELIEVES THE FOREST SERVICE HAS BENEFITTED TOO.

# PROGRESS OF WOMEN IN THE FOREST SERVICE

MARY ALBERTSON

Reviewing the progress of the Federal Women's Program and the changes which have occurred for women employed by the Forest Service is especially applicable to the anniversary issue of *Women in Natural Resources*. The journal was born as *Women in Forestry Newsletter*, and was published in 1978 by the Federal Women's Program of the Pacific Northwest



Region of the Forest Service.

It is important to review this *herstory* for two reasons: (1) to remind ourselves that where we are today in the Forest Service did not occur by accident but is the cumulation of many individuals' commitments, hard work, efforts and plans. It is important to understand that we owe to those who came before us so that we do not become complacent about our status and

expect others to achieve without our assistance and (2) to gain a more balanced view of the present; to know that when situations for women—and for minorities—seem at a low point (which does still occur) that in fact, over time, the situation for women in the Forest Service has changed for the better. It will continue to change as long as there are people interested and willing to do what it takes to make it happen—and as long as we do not rest on our laurels.

Before reviewing our progress over the last 15 to 16 years, it is necessary for those readers who may be unfamiliar with the Federal Women's Program (FWP) to state the objectives. The FWP is a government-

wide initiative, not just for natural resource agencies, the result of several executive orders, with the objective of increasing the employment and advancement of women in every facet and level of the federal government so that the federal workforce can be reflective of the nation's diversity. The early stages of the Federal Women's Program in the Forest Service included awareness sessions, career orientation to encourage women to reach their potential, equipping women with the informal tools to succeed, upward mobility programs, and recruitment programs targeted to reach women pursuing non-traditional occupations.

By the time the first newsletter *Women in Forestry* was published, the emphasis had shifted to the establishment of a goal setting and accountability process to ensure integration of women—and minorities—into all levels and occupations. All along, the FWP continued with the earlier efforts as they were still sorely needed.

After the first meeting of women "professionals" in the Forest Service and the subsequent publication of *Women in Forestry*, the late 70s and 80s saw a proliferation of conferences for women with the objectives of providing a forum for women to network, identify barriers to advancement, and propose solutions. These



conferences usually included top level managers—mostly males—and provided an opportunity for managers and women, together, to discuss issues of concern. These discussions also provided high visibility for many women which later contributed to their career advancement. Some of these conferences were designed specifically to address segments of the organization which were most resistant to women. For example, in the late 80s, the Pacific Northwest Region sponsored a conference for women in the fire management organization. This was followed by Forest Service-wide and other Regional conferences on the same issue.

With all the FWP activity of the late 1970s and the 1980s, did the employment and advancement picture for women improve? Yes, the achievements of the last 15 to 16 years have been substantial. Following is a 1976 and 1992 comparison of the participation of women in the Forest Service workforce:

	1976	1992
Women as percent of total permanent workforce	19%	40%
Women as percent of professional positions	01%	26%
Women as percent of Adm/Tech positions	11%	41%
Percent of total women GS-11 and above	04%	24%
<i>Number of:</i>		
Women in Senior Executive Service	00	04 (out of 57)
Women District Rangers	00	100 (out of 617)
Women Regional & Washington Office Directors	00	12
Women Forest Supervisors	00	10 (out of 122)
Women Deputy Forest Supervisors	00	11
Women Deputy Regional Foresters	00	03
Women Station Directors	00	01 (out of 9)
Women Regional Foresters	00	01 (out of 9)

In addition to the obvious improvement in numbers of women in higher level positions, women have been integrated and accepted into most segments of the Forest Service in a positive manner. Women firefighters are no longer referred to as “firefighters in petticoats,” although there are still few women in significant fire management positions. Numbers of women in higher level positions continues to increase steadily; but they still speak of isolation since their numbers are few. Sexual harassment, child care, dual careers are discussed often today—unlike the 70s—and action is taken to deal with these issues. Gender specific language which was a big issue for the 70s, has been eliminated from most Forest Service publications and from the speech of most of our managers, and indeed from that of most of our “aware” employees. These advances are a tribute to the many women and men who were pioneers, who were the front runners, who pursued goals, who risked speaking out and sometimes who suffered the consequences, but who in the end, MADE A DIFFERENCE.

From the fledgling firsts of the late 1970s, I think the Forest Service managers and employees see the benefit of a multicultural workforce, a workforce which includes women and minorities at all levels of the organization. Unfortunately, though, there are still forces which operate counterproductively to

the achievement of this goal. For those of us in the Forest Service, it is critical that we not rest on our laurels thus allowing these forces to gain strength and hinder our progress towards full representation. Anytime we begin to feel smug, we need only to look at the Forest Service’s pictorial organizational chart of our leaders to realize that a glass ceiling indeed seems to still exist; and that those of us in the Forest Service need to continue to work towards reaching the goal of a truly multicultural organization.

*Mary Albertson is Personnel Management Specialist/Regional Workforce Planning and Recruitment Manager, Pacific Northwest Region, Forest Service. She began with the agency in 1972 with the Willamette National Forest. In 1973, she moved to the Regional Office as Civil Rights Specialist and then became the first full-time Federal Women’s Program Manager for the agency.*

*She has been assigned to Washington at various times to work on a variety of Forest Service-wide issues including guidelines for Federal Women’s Program, Native American Programs, the Hispanic Employment Program, EEO goal setting and accountability systems. Albertson has been a Staffing Specialist/Regional Recruitment Manager since 1984 and revitalized the Regional Cooperative Education Program. Currently, as a member of the “Downsizing Team” she is recommending policies and procedures for resizing the Region. Her Bachelor’s in Social Sciences and her Secondary Teaching Credential are from San Jose State University.*

*Photo courtesy Forest Service.*

Alexandria, VA 22306  
June 30, 1993

Dear Dixie,

I drew a blank everytime I thought about writing an article for the 15th Anniversary edition of *Women in Natural Resources*. Nothing leaped to mind that women haven't heard before or someone else hasn't said better than I ever could. So I decided instead to share with you in a letter some of my personal thoughts about the past and the present. What I convey here is based largely on my experience as a woman who has worked the better part of her professional life with the USDA Forest Service.

I read with great interest a draft of Andrea Warner's recollections of "the beginning." Oh, the flood of emotions and memories as I recalled those times and the incredible women who gathered to share their experiences and discuss their concerns. Concerns not only about serving in the Forest Service but about surviving in it. We didn't know at the time that this grass roots effort, organized by and for women, would establish a precedent for the Agency. It led to other workshops, meetings, and conferences that focused on women and organizational factors affecting their productivity and contributions to the people and the land we serve. While these early meetings addressed barriers to success and organizational change, they served far more important functions--to affirm the worth of women and their contributions to environmental management, to encourage one another to "stay the course," and to support those who chose other alternatives to a professional career in the Agency.

The memories bring to mind a verse from a Judy Collins song, *Bread and Roses*, that goes something like this:

*As we go marching, marching,  
Unnumbered women dead  
Go calling through our singing  
Their ancient cry for bread  
No art and love and beauty  
Their trudging spirits knew  
Yes, it is bread we fight for  
But we fight for roses, too.*

Looking back at an organization--very different now than it once was--we were in a sense fighting for bread. We fought for changes that were essential if we were to survive, to remain fully functioning human beings in an environment that was frequently hostile, unwelcoming, or indifferent to us, that sometimes threatened our personal safety, limited our activities, confined our creativity, and dictated our behavior. Many of the Forest Service women marching during those times are still here pursuing their goals and vision for the Agency and the land we love and care for. Some have moved on, some have retired, and one has died. I am indebted to these women. Their fight for bread has enabled those of us who remain in the workforce to fight for roses, too.

In 1991, the Forest Service issued a landmark report *Toward a Multicultural Organization* that recommended that the Agency transform itself into an employer of choice by adopting both a strategy that focuses on people (rather than numbers) and on specific goals for diversifying the Agency's workforce. The authors of the report envisioned that "the Forest Service is multicultural and diverse. Employees work in a caring and nurturing environment in which leadership, power, and influence are shared. All employees are respected, appreciated, and accepted for their contributions and perspectives. As a result, Forest Service efforts and services are highly innovative, effective, and satisfying." Perhaps this is one of the roses we've been fighting for so long, Dixie. I think so.

As more and more women become supervisors, managers, and, yes!, leaders in our respective organizations, we have the opportunities to create and sustain innovative, creative, people-oriented work environments for our co-workers. Most of us know what an environment like this feels like, even if it is for a fleeting moment. I think back, for example, on the first meeting of Forest Service women professionals in 1979, and the 1985 Society of Forester's meeting in Dallas, Texas which *Women in Forestry*



co-sponsored. And to many other occasions when women have gathered to talk and to share, to lead and to guide, to care for and support one another. I remember the enormous collective and individual impact on our confidence and self-esteem, pride in our gender, energy to carry on, and hopes for the future. It can be exhilarating! Perhaps that is why, in spite of the enormous costs, I will continue to fight for roses in the workplace so that others, regardless of their gender, ethnicity, or background, can experience what it is like to be fully themselves at work and to experience the joy and energy that comes from being whole and being valued for that wholeness. It is an experience that words cannot capture.

And what of ecosystem care? Is that not a rose we fight for too? It is a great relief to me personally that those charged with Federal land management have finally embraced what many call "ecosystem management." I think we are at least on the right track, though I question whether or not we can actually "manage" an ecosystem. The word conjures up in my mind a one-up/one-down or a we/they relationship, a "doing unto" rather than "being a part of."

In her book *Buffalo Woman Comes Singing*, Brooke Medicine Eagle refers to All Our Relations. This phrase, she explains, "is used to represent the full Circle of Sacred Life, of which we are a part. This sacred circle includes not only two-legged relatives of all colors and persuasions, but also all the peoples with four legs, those with wings and fins, the green standing (tree and plant) people, the mineral and stone people, those that live within and crawl upon the Earth, those in starry realms, and those ancestors who have gone beyond, as well as those children of generations to come...whatever we do to any other thing in the great web of life, we do to ourselves, for we are one." A Pendleton Woolen Mills publication—explaining the Circle of Life—posits that the "Creator created the Earth, our Mother Earth, and gave her many duties, among them to care for us, His people."

Such worldviews in my opinion challenge us to see ecosystems in a different way than we are accustomed to. To see the different elements as "equal to" instead of "less than." Until we understand these other views, we cannot fully appreciate All Our Relations nor wisely work with them and care for them to assure their health and well-being as well as ours. I think this is important. For how we view ecosystems will affect our decisions and, ultimately, our behavior toward them. (I wish that our managers and executives would look to leaders such as Brooke Medicine Eagle as much as they do to Gifford Pinchot, Aldo Leopold, and John Muir.) Those of us considered "non-traditional" by textbooks on workforce diversity have very special opportunities to help define and broaden our understanding of and relationships to ecosystems. We can share our views from the heart during the intellectual debates and deliberations on what "ecosystem management" is and is not and how we should practice it.

Lest I ramble on too long, Dixie, I had better close. There is no doubt in my mind that we are still fighting for bread and roses, however each of us defines and experiences them. *Women in Natural Resources* continues to provide a vital link to one another as we walk our various paths. As I review the last 15 years since the beginning of the Women in Forestry network and newsletter, I wish to extend my deep and abiding gratitude to the women who have helped and supported me—Andrea Warner, Susan Odell, Susan Little, Barbara Luelling, Marla Lacayo-Emery—to name a few among so many.

And I extend special thanks to you Dixie for the work you have done and continue to do on our behalf. As a good friend and teacher of mine said to me in Tlingit, Stah Yu -- "Be strong in mind, in body, and in spirit." I pass his blessing on to you.

Linda

*Linda R. Donoghue is a staff fire specialist for the USDA Forest Service, Forest Fire & Atmospheric Sciences Research staff, Washington, D.C. Prior to her move to Washington in 1990, she served as a scientist and a Project Leader of a Fire Research Work Unit, North Central Forest Experiment Station, East Lansing, Michigan. Her Ph.D. in forestry is from Michigan State University. In addition to her staff responsibilities, she actively served on the Forest Service Work Environment Task Force. She is currently working with the Agency's Multicultural Organization staff to institute a Service-wide Continuous Improvement Process to improve the Agency's work environment and promote lasting cultural change. The photo of Donoghue appeared on the cover of Women in Forestry in 1984.*



i Mountain  
the Woods

WOMEN IN NATURAL RESOURCES JOURNAL DIDN'T JUST HAPPEN. THERE WAS THE IDEA, THEN THE NETWORKING, THEN THE MEETINGS, THEN THE PLAN, THEN THE NEWSLETTER. BUT FIRST THERE WAS THE NEED.

# FOREST SERVICE WOMEN PROFESSIONALS BEGIN THE JOURNEY

ANDREA WARNER

One day, probably in the early summer of 1979, I got a call from Linda Donoghue whom I had never met before. She was a research forester for the North Central Forest Experiment Station in East Lansing, Michigan, and wanted to talk about barriers that women in professional positions face in the Forest Service, focusing mostly on women working in the field. The new Station Director, Dr. Robert Hahn had recently transferred there from the Pacific Northwest Forest and Range Experiment Station in Portland, Oregon, where I was a civil rights specialist.



Bob was the primary supporter and very involved with the PNW Station's Civil Rights Program and knew of my concern regarding the barriers women foresters were facing in our organization. So when he met Linda and found out we all shared the same concerns, he suggested she call me because he thought I would be able to get some type of meeting pulled together.

Linda's specific interest in pursuing this topic was triggered by her research on organizational barriers to women professionals as part of her Ph.D. program. Linda's concern was that with the emphasis on recruiting minorities and women, the organization might be inadvertently neglecting the needs of women in non-traditional jobs who were already employees. She was interested in knowing whether her research findings were reflected in the experiences of professional women in the Forest Service. She focused on foresters since we had very few women professionals in other disciplines then. At that time we had a Forest Service total of 5,682 foresters, with 154 being women. Only 11 of those were above

GS-9. Since the majority of them were in Region 6, Linda felt that was the best place to gather information.

We talked about the negative impacts of these barriers and what we could do at our level, since we didn't see the organization initiating any actions, or changing very quickly. One thing we knew for sure was that if women were able to network, find out who each other was and that they weren't "alone", then they wouldn't feel so isolated and lonely. We decided we needed to figure out a way to get all the Region 6 women foresters together for a meeting.

Working in the area of civil rights, I also had the responsibility of managing the Federal Women's Program for the Station. As such, I worked closely with Mary Albertson, who was a civil rights specialist and the Federal Women's Program Manager for the Pacific Northwest Region (R-6), Portland. Mary and I were both involved in civil rights training and naturally women's issues. I called Mary to tell her about our idea of a meeting and get her ideas on how we might go about setting one up. Since the majority of the women foresters were in National Forest Systems rather than Research, the sponsorship

was going to have to come from the Regional Office in Region 6. Mary knew we couldn't have a separate conference because these types of Forest Service meetings have to be scheduled and approved on a Regional Training Calendar. We were also very skeptical that we could get a meeting of this type approved. A management conference was already scheduled to be held in Portland, October 4-7, 1979, co-sponsored by Alice Armstrong's Institute for Professional and Managerial Women, and Portland State University. Alice's organization was one of the few around at that time dealing with the issues of women moving into non-traditional occupations and Mary and I were real advocates of her training. Linda was scheduled to attend this conference as were many Forest Service women professionals from the Eugene, Portland, Vancouver area. Mary decided the only way we could get this meeting together was to tie it in to this conference. I don't recall how Mary took it from there to make this meeting official, but it worked, and we met for a day and a half.

We had 38 attendees for our meeting, primarily foresters. The age spread was most interesting—except for



five of us, everyone was 30 or younger. And two of the five were resource professionals, with the other three being in administrative positions. This of course was a reflection of the short time that women had been moving into non-traditional Forest Service careers.

Linda's objectives for bringing us all together were to: 1) define and discuss barriers faced by women in professional positions; 2) propose solutions to these barriers, and 3) recommend formal and informal outlets for this information. This was the first time a meeting had been held to discuss these types of issues, and everyone had a lot to contribute! Talking about the barriers was easy, coming up with solutions that could be implemented and would make a difference wasn't.

It was evident that everyone had a need for sharing information and establishing some type of communications with each other and reaching out to other women in the Forest Service. Establishing a support network was something that we could initiate immediately and knew it would make a difference. That is how the Women in Forestry Newsletter and Network began. Linda volunteered to coordinate the newsletter by compiling and xeroxing articles that attendees volunteered to send to her, and Mary and I volunteered to distribute them under the umbrella of the Federal Women's Program. The first issue came out December 1979.

After the first newsletter, we ran into our first organizational barrier. I don't remember the particulars of how this all came about, who the men were, or even why the newsletter was a problem. But, some Forest Supervisors wanted the newsletter

officially sanctioned and distributed to all Forest Service employees in Region 6. Linda, Mary and I didn't like that option at all. We would then be faced with having to follow stringent Forest Service editorial rules and regulations, and the probable censorship of articles dealing with sensitive issues. We didn't want anyone controlling our newsletter but us!

So, we decided to make the newsletter a private publication by removing it from the Forest Service altogether and supporting it by private contributions via subscriptions. We would then be in control of the content and design.

With the second edition, April 1980, we became a quarterly newsletter with the subscription dues of \$10 per year. Subscription money was used to cover the cost of xeroxing, collating, envelopes, and postage.

With the April issue, Linda explained what Women in Forestry was all about. We wanted to:

- share information and resources regarding our work
- give support to one another for "individual initiative, self-definition, courage, and sense of responsibility"
- develop a body of knowledge that contains the vital seeds for social change
- personalize a large organization
- affirm our presence as active, contributing members to the forestry profession.

The newsletter contained feature articles on human and natural resources; fact articles dealing with regulations or working with the Forest Service system; training and development opportunities; book reviews; myths and facts; questions and answers; and statistics.

continued page 10

**ATTENDEES: WOMEN FORESTER'S WORKSHOP October 1979**  
(Listed in the order they appeared in the original report document)

Maria Mastrangelo	Forestry Tech	GS 4
Barbara Simon	Forestry Tech	GS 3
Annabelle Jaramillo	Research Botanist	GS 11
Jody Barker	TSI Refor. Tech	GS 5
Christine Arredondo	Lands Clerk	GS 4
Carol Thompson	Presale Forester	GS 5
Karen Nolan	Reforestation Forester	GS 5
Margo Duncan	Ref & TSI Block Mangr.	GS 7
Mary Kay Vandiver	Forest Mngt., Student	GS 5
Andrea Carpenter	Forestry Tech	GS 5
Judy Mikowski	Forestry Tech	GS 4
Deborah Black	Forester	GS 5
Brenda Woodard Cuyler	Silviculture Forester	GS 9
Andrea U. Warner	Civil Rights Specialist	GS 7
Susan Little	Sup. Forester	GS 7
Kathleen Jordan	Logging Systems Forester	GS 11
Linda Brandley	Forester	GS 7
Cynthia Swanson	Archeologist	GS 9
Cherry Dulaney	Forester	GS 4
Jane Kollmeyer	Forester	GS 7
Connie Riha	Forester	GS 5
Shirley Timson	Presale Forester	GS 9
Diane LaCourse	Salvage Sale Forester	GS 7
Darci Birmingham	Presale Forester	GS 5
Linda Christian	Forester	GS 7
Mary Albertson	Civil Rights	GS 12
Linda R. Donoghue	Research Forester	GS 11
Virginia P. Tennis	Or. & Rec. Forester	GS 9
Janet Anderson-Tyler	Silvicultural Assistant	GS 5
Janet Ayer-Sachet	Research Forester	GS 7
Michele Drury	Hydrologist	GS 7
Susan Odell	Planning & Info Specialist	GS 9
Amy Cox	Forestry Tech	GS 4
Monica Roppo	Forester Trainee	GS 4
Connie Mehmel	Forester Trainee	GS 5
Karen Soenke	Forester Trainee	GS 4
Louise Parker	Public Information Officer	GS 13
Karen Geary	Forestry Tech	GS 5

Of this group of 38 women, 17 had been employed by the Forest Service one year or less, 17 had been employed between 5 to 10 years, four employed for 11 years or more.

## *In the beginning, there was the Forest Service's* **FEDERAL WOMEN'S PROGRAM**

by Andrea Warner

The first noticeable attention paid to Federal employment of women was when a Task Force of the Federal Personnel Council, composed of directors of personnel, was established in 1954. Their job was to look at increasing part-time jobs, thereby recruiting skilled women not working at that time.

The next activity didn't occur until 1961, when President Kennedy appointed the first Commission on the Status of Women, headed by Eleanor Roosevelt, to study Federal employment—among other topics. At that time, a major obstacle to women's employment was the ability of agencies to request from the Civil Service Commission (CSC) men only, or women only, to fill job openings. A 1960 study by the CSC showed that agencies requested men only for 29 percent of all jobs involved. For policy positions GS-13 to GS-15, however, men only were requested 94 percent of the time. In 1962, at the request of the President's Commission on the Status of Women, the CSC began asking that agencies submit substantiating reasons when only one sex was specified, resulting in most agencies eliminating this practice.

In 1963, President Kennedy established an Interdepartmental Committee on the Status of Women to continue the emphasis on women's employment begun by the 1961 Commission, which had expired. The Committee was composed of Cabinet Secretaries and the Chairman of the Civil Service Commission.

It was thus in 1963 that the CSC Chairman asked Evelyn Harrison to coordinate the women's program for him. The

foundation for the Federal Women's Program began then.

However, it was not until October 13, 1967, when President Johnson signed Executive Order 11375 forbidding sex discrimination in all aspects of Federal employment, as well as by Federal contractors, that the program gained some focus. As a result of that Executive Order, the CSC established the Federal Women's Program (FWP) and directed agencies to take specific actions to address the employment concerns of federally employed women.

Again in 1969, President Nixon issued Executive Order 11478 which integrated the FWP into the total Equal Employment Opportunity (EEO) program under the direction of the CSC and agency EEO officials. This raised the level again of official attention. Not surprisingly, however, a program like this took considerable time to develop and evolve. Thus, the Federal Women's Program did not take hold in most federal agencies, including the Forest Service, until the early 1970s.

So what then does a Federal Women's Program Manager do? S/he (there are many male FWPM's but most are women) is the organizational official most knowledgeable about the concerns of employment of women. S/he is the person designated in a Department, Agency, Region, Station, Forest, District, to work with management officials in planning and implementing programs designed to eliminate discrimination against women.

Full-time FWP Managers are generally designated at Department and Agency levels, and in the Forest Service, most at the Regional level are full-time (and

filled through merit promotion procedure by competition and OPM regulations). Some Regional Offices and Research Station Headquarters have the FWP as collateral duty.

At the Forest level and the Ranger District level, the duties are collateral. The Regional Forester, and Forest Supervisor have the authority to determine what type of appointment and program level they want on their unit. Collateral FWPM's have authority to spend 20 percent of their official time on FWP matters, but some may spend as little as five to ten percent, depending on the emphasis the program has by the unit manager. These are filled by appointment by the designated EEO Official, generally after seeking nominations or volunteers to serve an indefinite term.

The roles vary depending on the level, but generally they:

- advise line/unit managers on matters impacting women employees
- serve as consultants to women employees, other employees, supervisors
- act as an agent for change within the organization
- are the liaison and representative within their unit and with outside organizations.

Organizationally, there is a full-time FWPM in the Washington Office who serves as the Service-wide liaison to Region and Station Program Managers. The Region and Station FWPM's give guidance and assistance and provide a focal point for their Forest/Research Lab FWPM's. They are the primary contacts for networking within their area of influence. These Regional FWPM's then provide service to the Districts.

**Continued from page 9**

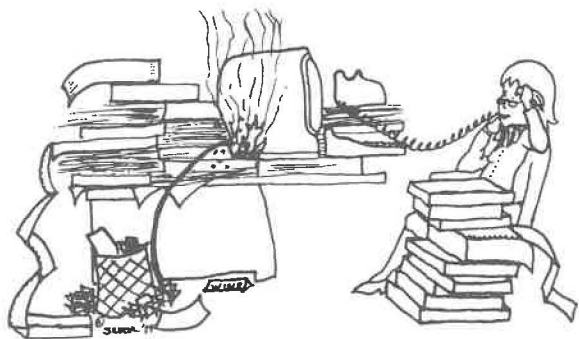
All of us involved with the newsletter were so enthused with what it was doing regarding communication between women of like concerns. It was so fulfilling to see Women in Forestry grow and its membership expand. This however, caused difficulties. Even though we paid to have the copying and collating done, Linda handled everything else: subscriptions, mailing, getting the newsletter to the printer and picking it up, retyping articles, just to name a few.

She continued doing this through nine publications (two and a half years) until it became too big for one person. By 1982 we had over 100 members and that summer was the last issue of Women in Forestry Newsletter.

I feel very privileged to have been a part of Linda's vision. It was wonderful to see the positive results of our networking, and most gratifying to see the Women in Forestry Newsletter transform into the Journal that we know today.

*Andrea U. Warner recently retired from the Alaska Region of the Forest Service as a Staffing and Classification Specialist and Regional Federal Women's Program Manager, after 27 years of Federal employment. She began her Forest Service career in 1969 on the Six Rivers National Forest in Eureka, California, Region 5, as a resource clerk, and has worked in the Regional Office in Region 6, Portland, Oregon, as well as the Pacific Northwest Research Station Headquarters in Portland.*

*The last 12 years of her career have been in the Regional Office in the Alaska Region where she has also been an Equal Employment Opportunity Specialist, and Staffing Specialist. She and her husband John, who also recently retired from the Forest Service as Alaska Regional Logging Specialist, will eventually move to Bellingham, Washington. Being avid flyfishers, they are enjoying a long fishing vacation in Alaska before relocating.*



Look, I know you think this new program is hot and sexy, but my CPU is having hot flashes. Can it be hosed down?

CARTOONS  
SELECTED  
FROM EARLIER  
JOURNALS  
BY DEANN ZWIGHT  
AND SALLY LYON





# Notes From A Recovering Imposter

Lynn Levine

At the symposium for Women in Natural Resources in Dallas in December 1985, I was struck by how few women present were privately or self-employed in the natural resources fields. Many, many women, especially Forest Service personnel, considered themselves "on the inside". Many wanted to know if or how one could make it outside the womb. It suddenly seemed that sharing my experiences might be helpful to other women, but what started out as a superficial account turned deeper when I was asked to speak at the Stumbling Blocks and Stepping Stones Conference, held in Tennessee a year after the Dallas Conference.

It's always helpful to know another's background. I'm one of those multidisciplinary types. I started out teaching elementary education in 1973. At that point I didn't even know that there were any other options for women. I lived in Brooklyn; that's right, in New York City. When I left teaching, I had no idea what I wanted to do. I did know that there were a few things I loved: Being outdoors, trees, and dealing with people. In 1975, I applied and was accepted at the University of Massachusetts, where I finished a degree in forestry and then became a Master's candidate. Since I had only a vague notion of why I was there, I made a promise to myself that I would attend school only as long as I didn't have to go in debt. Unbelievable as it may seem, through work study and tuition waivers I made it through school without owing anyone money. Lack of indebtedness was important for my next transition.

After the first year of forestry school, I realized that there was a job that I could make for myself: Consulting forester. That seemed to meet all of my needs. First of all, I wouldn't have to move. I was in a fairly new relationship at the time and the person I was living with was not—no way, no how—going to pick up and move with me as the Forest Service or any other organization would demand. I really loved the southern Vermont area and had many established good friends. The job description also fit. I loved diversity. The thought of marking timber or doing inventory day in and day out had no appeal. In consulting, I would be involved in marketing, selling the business, supervising loggers, and so on. I would also be able to develop my own systems, something I dearly loved to do. Luckily, my work study jobs at school prepared me somewhat for this. I had worked as an assistant to county foresters and had gotten a look at what was ahead.

Starting the business was scary. I really wanted someone to step forward and offer me a position in their consulting company, but no one held out the silver plate. So I took the leap myself. I was financially able to take the risk because I had few living expenses. I was caretaking a house in exchange for rent and I was otherwise debt-free. I was also able to acquire the "huge" amount of capital required to start a business: I borrowed \$1,000 from my mother to buy equipment and to support myself during the expected transition period.

That first year was exciting. My initiation rite into the business was my business card. I have a vivid recollection of handing out my business card and having a landowner ask me, "How long have you been in business?" I answered ever so proudly, "Oh, two days." Just naming my business seemed

magical. When I finally decided on Forest Care, I planned to hyphenate it. But, when I first typed it in caps, the dash came out as an asterisk, FOREST\*CARE. I thought it was so wonderful I kept it.

Through contacts with county foresters and friends of friends I was slowly able to build up a clientele. My chest was puffed out so far since I couldn't believe I was getting paid for walking in the woods. By the second year I had managed to put a pin through my chest and felt a bit deflated. I still loved the idea of being a forester. I loved it when people smiled at me after learning that I worked in the woods. I didn't, however, enjoy the actual work in the woods anymore.

I discovered I had to be accountable. I began feeling the repercussions of what I did. The white birch stand I thinned

example. One Sunday night I was in the bathroom late, concentrating on getting a drink of water. I heard a sound and got quite scared. I quickly realized it was my husband, Cliff,



FOREST • CARE

EXCERPTS FROM  
EARLY JOURNALS  
SELECTED AS FAVORITES BY  
EDITOR JESSIE MICALES

but my body was still in the fight-or-flight response. I heard my inner voice reassuringly say "It's only Cliff," but it took some time for my body to relax. In the same way, just knowing about the patterns didn't mean I'd changed. It takes a lot of effort and practice.

Another key factor was talking and sharing with others. Whenever I got together with other women foresters, we talked openly and discovered that we had many similar problems. It was a hard step to take, but well worth it. To be able to find out that one forester was having trouble getting out of bed each morning, and another felt herself very incompetent in all aspects of her fieldwork, was more than reassuring. Occasionally, I would dare to find out how these issues plagued my male counterparts and would learn other reassuring things. All of these people appeared self-confident and self-assured, but only by digging deeper did I find out more.

Once, when I went to a depression support group, I was shocked to see I knew half of the people present, some of them the most smiling people in town. I learned one's inner and outer worlds do not necessarily match. In fact, I am now quite suspicious of people who always seem to smile, and I do not take them at "face value". For me, finding out that I was not alone was a key factor in my self-healing.

I am now a supervisor and employer. Over the years, many women have come to me looking for some kind of role model or mentor. These are the women I have hired. Time after time I have discovered that these women all feared that they were just faking it. I have found these closet impostors to be the most energetic, intelligent, dedicated, and hard-working employees.

Since I am quite sensitive to my employees' problems, I have made a special effort to be supportive. I have tried to provide them with a comfortable workplace, where they can talk about their self doubts. I also share with my fellow workers the mistakes I've made and continue to make. I hope this will prevent them from believing that I am superhuman, at the expense of their self-worth. Whenever I give these foresters or (secretaries) criticism, I make sure it's surrounded with positive feedback. I ask my employees to repeat back what they have heard to ensure they have not heard only the negative. And, most importantly, I emphasize to them over and over again that when they are out in the woods, they should try to have a good time. They have *chosen* to be foresters because they love the woods, and it's important that those good feelings not be lost. I have found that production follows good spirits, not the other way around.

Vol. 9, No. 3

The ability of wood-based construction to endure fire depends on a number of factors.

## The Burning Questions Really Are Asked In This Lab

Susan L. LeVan

Wood has been used as a building material for centuries. Lightweight yet strong, wood is aesthetically pleasing, plentiful, and renewable. Traditionally, wood has been used primarily in single family dwellings, but in recent times, it has expanded to multiple family dwellings and to light commercial buildings. Wood is combustible, however, and as the use of wood increases to satisfy new markets, the concern for fire performance increases. Today, many design procedures are available for reducing the hazard to wood building materials during fire. Certain chemicals can be applied to reduce flammability. Computer modeling techniques can help us estimate how the fire might grow.

The Forest Products Laboratory (FPL) has served as the national center for wood products research since 1910. The Fire Safety of Wood Products research work unit of FPL is generating new technologies to improve the fire safety of wood-based construction. Our fire research program concentrates on fire growth, fire endurance, fire retardant treatments, and the hazard to structures in the wildland-urban interface.

Architects and engineers are concerned with how wood materials perform in a fire, and, in particular, how these materials will affect people: occupants and firefighters. To understand fire performance, we research how wood products contribute to the growth of a fire and how well it maintains structural integrity during a fire. Once these performance properties are known, then the potential risk of using wood materials can be addressed.



Flashover conditions at fire test house.

Our fire research program concentrates on four areas:

- Fire growth, meaning the initiation, spread, and propagation of fire.
- Fire endurance, which is the ability of a wood assembly to maintain structural integrity and to prevent fire from penetrating.
- Fire retardant treatments which are the chemicals added to wood products to alter flammability.
- Fire hazard assessment in the wildland-urban interface. In this research, we assign a relative risk factor to a structure within rural settings, which considers the type of forest fuel surrounding the structure and the type of construction materials.



WOMEN IN FORESTRY SPRING 1986

A sense of humor and the ability to cope can ease you through the rough places when you fight fire.

## Being Just One of the Guys Has It's Odd Moments.

Barb Beck

Vol. 11, No. 1

I immediately hit it off with the guys in my six-person squad. They indicated no concern at working with a woman. Although feeling moderately intimidated at the physical task ahead, I took some comfort in the fact that I was fit through exercise and field work. I did have fire fighting experience, of course, but I had never fought fire in California under the unique conditions there.

With the limited amount of socks and underwear I took, I rinsed and hung them out to dry often. This proved mildly embarrassing at first, but it was necessary and done by everyone. After three weeks, I was encouraged to hear that a commissary had been set up: I desperately needed to replace my wool socks and thought more underwear and tee shirts would ease the washing routines. Several of us headed over to buy after our long shift, only to find boxer shorts, extra large tee shirts, and size twelve wool socks (which would be helpful only if I were to wear them outside my boots). Thinking the selection of sizes and merchandise would improve, I checked back the next day to be told that nothing else would be available. Not excited to begin wearing boxer shorts, I decided to endure with what I already had.

VOL. 15, No. 1

Usually when nature called, I was able to slip quietly off behind a bush or tree, but in one instance this did not prove successful. One day, on our trip to spike camp in the Marble Mountain Wilderness Area, the bus trip to the heliport took some time. Upon arrival we were instructed to remain on the bus until called for our flight. When we received permission, all the men exited to relieve themselves in front of the bus. Going behind the bus was not an option for me as there were loaded buses lined up for some distance behind us. The country was weedy and open. Feeling desperate, and knowing time was short, I climbed the cut bank of the road to get above the line of buses. Just as I got my pants down, which was no small feat with canteens, lunch, and a fire shelter hanging around my waist, I heard the WOPWOP of an approaching helicopter. In seconds, a Jet Ranger zoomed up just over my head from an adjacent draw with pilot and copilot waving and enjoying my predicament. Fortunately, I found the situation quite funny as well and I was simply glad to have taken care of myself before boarding.

There were two positive benefits of being the only woman on the crew. We had many rides to and from the fire line in uncovered army transport deuce and a half trucks. The rides were either too hot or cold, too windy and dusty, and always loud. Because I was a woman, I was invited to ride in the cabs with the National Guard drivers—more frequently than any of the others—where I could lean my head back and doze. The cabs were also too loud for conversation, but they were more comfortable. The second time I had the advantage was when a local band showed up to play for us at the fire camp. There were plenty of dancing partners and I never sat one out that I didn't want to. And, of course, there was a third major benefit: I learned I could perform in this physically and psychologically demanding job. It was being done by good people, some of whom became my special friends, and who shared a determination to perform the job well, with, whenever possible, a sense of humor.

WOMEN IN NATURAL RESOURCES 13

EXCERPTS FROM  
EARLY JOURNALS  
SELECTED AS FAVORITES BY  
EDITOR ELAINE ZIEROTH

## JUGGLING THE DUAL CAREER: PARENTING AND PROFESSION

Beth Horn  
Programs and Legislation  
USDA Forest Service  
Washington, D.C.

According to the Working Woman Report (by the editors of *Working Woman* magazine), there are more than 32 million mothers in the work force today; more than 18 million of these have children under the age of six. Almost 60 percent of all mothers with children under 18 and 50 percent of those with children under six are working full time.

Children with working mothers not only survive, they appear to thrive. Clinical child psychologist Frances Fuchs Schachter compared children of employed mothers with toddlers of similar background whose mothers did not work outside of the home. She found no discernible difference between the two groups in language or emotional development. She also found that the group with working mothers was more peer-oriented and self-sufficient. Other studies have found that teenage offspring of working mothers feel better about themselves, are better adjusted socially, and get along better with their family and school friends.

Finally, in a study of working women, nonworking women, and working men, Yale researcher Faye Crosby found that married working women seem to enjoy work more than those who aren't wives and mothers. Family life appears to both enhance career satisfaction and put job problems into perspective. Those who love their jobs most are those who are also parents.

In the government, maternity leave is made up of a combination of sick leave and annual leave. Those who have accumulated a fair amount of this leave will have paid maternity leave; otherwise it is unpaid. I think there are a few keys to making this leave as smooth a transition as possible.

In addition, talk with other women in your work setting to find out what worked for them and what didn't work. This will give you a clue about management's attitude on maternity leave and how much flexibility you will have. Have others taken any sort of maternity leave in your organization? What were their options? What did they ask for? How did it work out for them? For the organization? How do people remember the occasion--was it smooth or disruptive?

Answers to these kinds of questions help you get a sense of your organization's attitudes and also reveal experiences from which you can benefit. Did someone successfully negotiate a long leave by combining some vacation leave with sick leave? Did part-time work become successful? Did someone's career and status in the workplace suffer?

Then talk with your supervisor and have a plan of action in mind. What projects will you want to wrap up before you leave? What projects will your boss want you to wrap up before you leave? Is there anyone who can sit in for you during your absence or who would be willing to share your responsibilities?

I kept a daily log of projects I was working on, their status, and where the pieces were so that someone else could pick up where I left off. We contacted a person from one of our field offices to "pinch hit" for me, someone who had an interest in my activities and wanted to gain the experience. He was "on call" to come in the week after I had my baby.

Have clearly in mind how much time you wish to take off, possible changes in scheduling, whether you could assume some work at home, and so on. I found that a great deal depended on the flexibility of the individual supervisor, and also the professional rapport between the supervisor and the employee.

Overtime, travel, training. Co-worker relationships can help or hinder the choices and options you have when juggling the demands of profession and family. I try to treat having a child as any other responsibility. If you know your co-workers well, you know that they all have other concerns and responsibilities than those at work--elderly parents, household emergencies, community responsibilities. When in a bind, these are the people who will understand and can help. One learns not to be shy when it comes to asking for help. Can someone else work overtime in your place? Can you trade responsibilities for travel or training?

People always ask how you manage to travel when leaving a child at home? My husband and I always check out calendars to ensure that we will not both be out of town at the same time. When this was not always possible, our daughter has stayed with neighbors or overnight with her regular sitter. It helps to have a grandma handy. I once sent airline tickets to my mother to join me in Tucson so she could care for my daughter while I attended a meeting. Mom had never been to the Southwest and they had a great time. A single parent I know found another single parent in her neighborhood; they traded overnight child care arrangements to their mutual benefit. Again, the key is flexibility, and peace of mind is to have some options lined up in advance.

Survival tips. Do any of you really want to be a supermom? A superwoman? The word conjures up an image of a person always on the run, always looking her best, always too programmed. We all hear tales of the successful superwoman, who combines parenting, being a wife who entertains beautifully, and being a top-rate manager. There is a lot of pressure to believe this superwoman exists. Anyone who knows such a person also knows she pays a dear price of pressure and anxiety. Yet the image of supermom is one we all hear about. I decided early on to be realistic. Frankly, I found a great deal of survival value in lowering my expectations. I found that I don't need to get all the chores done every night after work. In many cases it doesn't really matter whether they get done or not. In the early 70s, I authored three little books. Friends and co-workers often ask me when I am going to do another. My usual reply is that I just don't seem to have the time for that sort of thing anymore. And that's true. They were all before Frances. But I find that I don't mind. It's important to put everything into perspective. We all have changing interests. Few of us have the same interests and activities at 30 years of age that we did when we were 20. That's normal and natural. Right now, the enjoyment of spending time with my daughter is much greater than the desire to do another book. I'm sure that when she gets older and more involved in her own things, my interest will change, too. And that's OK.

WOMEN IN FORESTRY SPRING 1986



# TRANSFORMERS: WOMEN IN NON-TRADITIONAL ROLES

Ann Forest Burns  
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Less than 20 years ago, I was refused permission to major in forestry at one of the nation's top forestry colleges (a refusal that, I hasten to add, lasted less than an hour--just long enough to bypass the freshman advisor and get to an associate dean). I chose forestry precisely because there were so few women foresters, none practicing as far as I knew. Being a woman was, in my family, something you overcame to achieve something important.

I suggest to you that most of us are like this to some extent. We are drawn to nontraditional careers (forestry, wildlife biology, veterinary medicine, law) because we chafe at the confines of more traditionally female pursuits. In overcoming the barriers to these careers, we risk leaving behind the company of other women. If we do, we lose touch with an ancient and valuable part of ourselves. We risk becoming "queen bees" who cannot abide the presence of other competent women in our working circles; women who, having gotten to the top, pull the ladder up after themselves; women who declare, "Who needs the women's movement? I got here on my own. So can other women."

If, instead, we are willing to connect or reconnect with that special thing that is distinctly female within ourselves, we become women together. For me and the women I have shared this aspect of the life experience with, this has meant a freedom to admit when we need help and when we feel unsure of ourselves, as well as a chance to try out some leadership skills without risking overstepping boundaries traditionally associated with gender. There is a special kind of joy in sharing our competence and in being on our own, proving we can do it and still honor our more traditional priorities, such as home and children.

Another striking accomplishment of women working together has been the ability to overcome a set of class or artificial boundaries that seem to prevail among men. Using forestry as a concrete example, I learned quickly that agency personnel have little in common with corporate foresters; that industrial forest land owners were different from small private land owners; that game biologists were the natural enemies of forest managers; and that loggers didn't talk to mill operators.

With very little practice and prompting, women working together are usually able to leave these "obvious" distinctions behind. I don't know whether this is because we are too new in the forestry field to have the ideas deeply entrenched, or whether we find our common interests more persuasive than our differences. What is important is that women working together with women seem able to transform a we/them tradition into a team effort.

## Life Companions

Another transformation I have observed in my nearly 20 years in forestry is the way in which we find our mates. It was once supposed that women who found their path to practicing forestry blocked by the nature of their gender had only to marry foresters to find fulfillment. Women who did practice non-traditional professions have always been asked (and it is my experience that we still are) "Is your husband a forester/lawyer/doctor, too?" I am sure no one ever says to a man, "Is your wife an engineer, too?" or "Is your wife a nurse, too?"

When I was in forestry school, and again in law school, where I graduated just a year or two ahead of the big influx of women that brought class ratios to 1:2 or 1:1, dating within your major was risky business. It singled the guy out of the rest of the class. It could make professional association with him after a breakup positively stilted, if not a little funny. Conventional wisdom was that there was too much competition within common career marriages, competition that would kill the marriage or force the woman--always the woman--to hide her competence or change her career. And how, in heaven's name, could you expect to find two jobs in the same field in the same town?

I am not sure how much progress we have made with these issues. I do know that males and females are refusing to accept the limitations that the formulas imply, finding alternative solutions and shunning employers who are not flexible in helping to balance career and family priorities.

## Career Development

While I was teaching undergraduates at the University of Washington, I began to be aware of a disturbing phenomenon. Young women who had graduated with professional degrees in forestry or in law were coming back to me complaining that the corporations, firms, and agencies for whom they worked were stifling their careers, that they could not get ahead fast enough, that they were being kept down. It seemed to be a common theme among women but not among men. I began to think about this problem and to check it out with some of the employers. I reached a conclusion that I admit is not based on scientific data: Many women do not believe, at a fundamental level, that they have as much time to develop their careers as do their male counterparts. We are in a rush because we believe we have only a limited amount of time to make it.

This is, perhaps, largely a product of the way most of us were raised. Please realize that the women's movement is very recent in our culture. Yes, the work has been going on for many decades, but I think it is fair to say that for most Americans, women's lib was not a reality any time prior to 1970. If you are over 30 (and I am), that means you spent at least 15 years accepting some very common cultural wisdom: You were probably taught that most women find a husband about the time they complete their educations whether that is high school or college; women generally leave the work force when they marry; women who do not leave the work force upon marriage certainly leave it when they have their first child; women who have children do not work outside the home until those children are in high school, at the earliest; most women who work for money do so because they do not have a choice--they do not have a husband able to support them. These "truths" may seem to you to be out of the Dark Ages, but I submit that even the youngest of you spent many of your formative years in a culture where they were universally accepted. My own mother worked through her pregnancies and returned to work shortly after the birth of each of her three children. In February she marked her 50th year of practicing law, yet I myself believed all of the things I have just told you, and I think that I believed them at some hidden level for years after I had consciously given them up.

WOMEN IN FORESTRY SPRING 1986

continued on page 19

IN THE FOREST SERVICE, MANAGEMENT ALTERNATIVES ARE LIMITED IN DESIGN TO ELIMINATE, COMBINE, OR RENAME TASKS *RATHER THAN EXPLORE AN ALTERNATIVE THAT WOULD CHANGE THE STRUCTURE OF THE ORGANIZATION.*

## WHY IT IS *NOT ENOUGH* (PART ONE)

SUSAN ODELL

Ever look back over your life and think, "Wow! I can hardly believe the things I've done, where I've been, the changes I've seen and been a part of—I never expected to see this much change in ten, fifteen, or twenty years! BUT..."

**Hey, with all those accomplishments, where'd that "BUT..." come from? What could be lacking? Just look at where women are in the world today; look at what we are doing—in the workplace, in our homes, in the community, in politics, in education! Look how far we've come! BUT...why isn't it enough? Why DO we still face such a big task before we see a real transition to multi-cultural organizations, for example?**

And it's not just women or members of minority groups who keep feeling this "BUT..." Many men too are examining

what they are doing and how they are living and they are feeling this same mixture of accomplishment and disappointment, advancement and delay, hope and discouragement. With the increased attention on Re-inventing Government, *Total Quality Management (TQM)*, creative thinking and humor in the workplace, *In Search of Excellence* role models, pilot or demonstration organizational changes, new governance concepts—and a host of others—why aren't people more satisfied with workplace dynamics and workforce diversity? Why are we still grappling with the issues of poor supervision, low employee morale, downsizing versus right sizing, leadership versus management, and breaking glass ceilings?

**Why isn't it enough—to see the changes that we, as individuals and as part of larger groups, have made over the last 15 to 20 years?**

One of the major reasons is that we are still working within conventional organizational structures; we are still tinkering with systems which were never designed to be responsive to the needs and desires of human beings. Even with

creative reorganization plans, most people are still working within an organizational structure that was set up to direct and control—not respond or collaborate. In 1970, D. McGregor identified some truths which still operate today: *Direction and control are essentially useless in motivating people whose important needs are social and egoistic... People deprived of opportunities to satisfy...at work the needs which are now important to them behave exactly as we might predict—with indolence, passivity, resistance to change, lack of responsibility, willingness to follow the demagogue, unreasonable demands for economic benefits.*

Do you know people who match some or most of the above descriptors? Do any of us fit this model at times as we tire of the struggle for something better or different in our organizations?

What does McGregor really mean? We have yet to make a major structural change in how organizations function. The structure for the vast majority of organizations in the United States (government agencies, business and industry, educational institutions, service clubs) falls under the category

Susan Odell, shown below boarding a plane with fellow planning team member, Joe Brown of the Southern Region, USDA Forest Service.



of autocratic bureaucracy. M. Emery (1993) defines bureaucracy: "The redundancy of parts results in an organization built on the one person one [job], where responsibility for co-ordination, control and outcome is located one level above where the work is being done." This structure affects both the employees of the organization and the manner in which the employees and managers deal with "others" (other agencies, special interest groups, members of the general public, media).

In a 1993 *Journal of Forestry* article, Jeff Sirmon, William E. Shands, and Chris Liggett, (hereafter referred to as Sirmon, Shands, Liggett) summarized the background of the USDA-Forest Service organization:

*From its beginning in the late 1800s to the 1960s, the Forest Service's authoritarian leadership models took after its charismatic first Chief, Gifford Pinchot. If appropriate laws or rules did not cover a situation, line officers applied their own interpretations and backed up the decisions with science and experience. The decentralized nature of the Forest Service gave district rangers, forest supervisors, and regional foresters a unique leadership role. These officers could, for all practical purposes chart their own course.*

**Ironically, management agencies have unwittingly promoted divisiveness and polarization as they deal with the publics they serve. In too many cases, they exert authority instead of sharing power.**

Sirmon, Shands, Liggett

The authors continue: *Whether developing projects or setting local priorities, the fabled solitary forest rangers (and many supervisors and regional foresters, too) acted as benevolent monarchs... The pervasive hierarchial model worked well, fit the social landscape of the frontier, and rang true with the 'manifest destiny' mindset of the developing nation... Today, decisionmakers must not only follow specific, legally mandated processes... they must also share decisionmaking responsibility with the public* (Sirmon, Shands, Liggett).

The Forest Service still prides itself on this decentralization of authority and lack of bureaucratic tendencies; on the other hand, people continue to feel constrained by policies and initiatives set externally or at higher levels. Although environmental legislation in the mid-1970s directed the agency to incorporate public participation into decision-making processes, many employees have spent the last 15 to 20 years trying to figure out how they could retain the freedom of the early rangers. Resource managers are still being trained in the rugged individualist mode—which adversely affects their ability to deal with their publics and their employees.

The line officer can only do what s/he can coordinate, influence, or inspire "others" to do (administrative and resource staff, other line officers, etc.). That's not so different from what has been expected of line officers for years in resource management agencies; but all of us know how much more complicated our personal and work lives are today, compared to even 15 years ago. And amid the chaos, all those "others" in this organizational structure are still at least somewhat depen-

dent on the line officer and other supervisors to figure out what to do.

Have you heard complaints about poor or lacking communication, the complexity of today's issues and choices, the difficulty of getting "real work" done because of all the meetings and other modes of coordination necessary these days? Are you concerned about the lack of managers with leadership skills appropriate for the level of change and sophistication necessary to lead a large organization into the future? Have you seen, heard of, or attended training courses and workshops to address these problems too?

The "can do" attitude of the Forest Service culture is wearing thin in many places. A fair number of individuals in the agency have been serving as agents of change for several years—and often working against the mainstream—in spite of the conventional organizational culture. A critical mass of employees and managers, however, has yet to form enough energy to truly turn the tide, although even a glimpse of a new paradigm for the organization can greatly re-energize people! But that glimpse must be followed with some concrete vision and believable leadership actions which align people for a coordinated course of action for change to be successful.

**"The Forest Service—and other public agencies—need a new approach to working with the public and a new model of leadership to guide society toward a more sustainable future"** wrote Sirmon and his fellow authors. I would include in that call a new approach to managing itself and its employees; perhaps a new organizational structure which supports the open decision making which the authors describe and which allows managers and employ-

ees to develop the skills necessary for a new model of leadership.

**What if the underlying problem to dealing with communication, coordination and complexity concerns is really the organizational structure itself? What if the underlying problems which lead people to keep trying TQM or the latest excellence theory are really problems which are related to the bureaucracy that stays in place while TQM or it's successor is tried? No amount of training, reinventing, or retraining is going to help if we work on the wrong problem, or if we don't understand why a solution works or doesn't work.**

**What if what we need is not conventional training, but training in different concepts which enable enlightened leaders, managers, and employees to create structural change?**

In what has been dubbed "scientific management" of

In traditional practice, the leader is an authority figure who calms the winds of change and restores order. In a community of interests, by contrast, a leader causes work to be done by stimulating members of the community to engage each other and ultimately resolve the issues that concern them...

Leadership is exercised by many people in different ways, simultaneously, and sequentially.

Sirmon, Shands, Liggett



**Bureaucracy:**  
Any administration in which the need to follow complex procedures impedes effective actions.  
*American Heritage Dictionary*

bureaucracies, the two key dimensions of human organizations (1) control and (2) coordination, are the responsibility of the supervisor. Achieving results is directly related to the successful coordination of tasks. In 1992, the Emerys noted: *It is the organizational design that has been used by the western world to go into large scale production...Redefinition of individual jobs has no real chance of changing things...Such manipulation leaves the power structure and communication pattern basically unchanged* (emphasis added).

The Forest Service, like so many other organizations today, is not a "large scale production" company. We manage public lands for commodity and non-commodity outputs; we provide technical and financial assistance to communities; and we are increasingly a service and information agency. But even with some parts of our work in a "growth" mode, many management teams, when faced with budget reductions, are still choosing to make cuts across all programs and services instead of looking at what a new organization structure could offer in increased productivity and reduced costs. Some managers have been trying to redesign organization charts—to regroup specialists, emphasize role versus function, or combine districts. They recognize the traditional structure isn't matching with

the needs for increased flexibility and responsiveness to change. Even at the national level, the Agency is finally looking for significant changes under the banner of "Re-inventing Government"; Regions and Forests are taking up the same banner.

However, in general, management alternatives still are limited in design to eliminate, combine or rename tasks rather than explore an alternative that would change the structure of the organization. Even in locations where people are actively working in redesigned positions and organizations, what one boss allows can easily be undone with the advent of a new boss since the overall organization of the Forest Service has not embraced similar changes. In fact, we are very proud of each line officer's autonomy in organizational decision making—one of the last vestiges of the rugged, individualistic ranger. The problem is that the empowered, autonomous ranger/supervisor could just as easily be someone wishing to hold onto the past as it could be someone ready to lead into the future.

Currently, field units (Ranger Districts and Forest Supervisor's Offices) in the Forest Service are struggling with redesigning organizations based on ecosystem management and developing a multicultural organization. My initial feelings of encouragement changed as I thought about the context in which these changes are being made. These efforts are still seen as tests; observers say that the *projects are not necessarily formulated under [the] specific terms [of community of interests] and [they] encompass considerable variations in purpose, structure, and cohesiveness.* (Sirmon, Shands, Liggett).

I still firmly believe the field is where redesign and

restructuring have the best chance of transforming the agency, but what happens when a new line officer arrives at one of these test sites and decides that open decisionmaking is not going to be practiced any longer? Oh, yes, it's possible the employees and publics currently involved can prevail, but think of the effort they would put into the fight, instead of continuing to work towards common ground.

I'm not saying, don't try open decision making; I am saying, its time for an even bigger change to happen. The Forest Service started "pilots" on the Mark Twain (in Missouri) and Ochoco (in Oregon) National Forests and in all of the Eastern Region nearly 10 years ago. But we are still "piloting" away, with very little evidence of having found a new or different structure that can be effectively replicated by other Forest Service units. Instead, people claim new policies or "big bucket budgeting" made the difference or that a certain manager had the vision to lead in a new direction—or some other unsubstantiated theory of what "worked" in the pilot.

This new structure I refer to CAN be replicatable and yet flexible enough to work for diverse resources, communities, employees, and managers within the agency. This new structure is based on concepts which have been researched and used with success in the real world for a number of years; concepts which do not change and are no longer considered "pilots" or theories." Perhaps we're getting the hang of some of this, without knowing what we've developed, but I think we can **learn more about the underlying principles that are allowing these processes/models to work.**

*Next issue*  
**PART II: PARTICIPATIVE DEMOCRACY and SELF-MANAGING GROUPS**

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**Editor's Note:** At press time, the Forest Service is reportedly establishing a "re-invention lab" group to take a hard look at change.

I was leading the crew and running on instinct by this time, but he confused me and I stopped. Dave, thank goodness, said "Nance, what the \$#%# are we doing?" That brought me back to reality. We could now see flames constantly. There was no time for hesitation. I had everybody get in the one-acre safety zone and stepped back to confer with Todd. Yes, it was happening. It felt like a dream. I actually pinched myself to make sure it wasn't. The worst possible thing that could ever happen to anybody, was happening to us. There was no time to think of anything besides saving our hides. All the training I had ever had came back on automatic. We had the crew start digging themselves a spot for their shelters. I remember hearing sounds of disbelief from a couple of them. During all this, Fred was still in a panic and wanted to run up the hill to join his crew. Todd said to him in a very calm voice, "Hey Mister, come down and join us, we'll be alright." He did and started digging a spot for himself. By this time, there was a wall of flame advancing, bearing down on us. Todd and I got together and said, yes, it's time to deploy. I gave that order to the crew and some people still couldn't believe it. Steve was next to me and yelled "Maybe we should go down there," indicating back down the line. I got him calmed and he crawled into his shelter. I looked around to make sure everyone was getting in OK. A couple of guys who had never had hands-on shelter training were having trouble but Squad Bosses Wolze and Kobbie helped them. The fire was a solid wall by now and every second it took for those guys to get in their shelters, seemed like the instant the fire would hit. I was so scared. I took a last look around and saw Dave just watching! I yelled "Dave, get in your shelter!" and he promptly did. While everyone was getting ready, I had them chuck their fuses as far as they could throw them, but then people were asking "What about our webgear?" I couldn't remember! Then it came back: yes, we would need that so take it in.

Morale had been very good and the crew was still maintaining it. We were singing and chattering right up until the point of the blast. It was like the roar of a jet or a train. Inside the shelter, I finally realized what was really happening to us and the classic reactions to my own possible death occurred: I lost bladder control for a moment, I saw my life unreel before my eyes. I thought this was it—we were really going to bite the big one. Then, I snapped out of it and woke up to the fact that it would be terribly embarrassing to have wet pants and that I still needed to keep my head for the crew.

**M**y name is Donna Veno. At birth, I was a premature baby, and so was placed in an incubator. I was hyperoxygenated, and as a result, became blind. The excess amount of oxygen burned out my retina and optic nerve. The doctors didn't know that at the time and I am quite glad that they didn't, because they may not have chosen to give me the extra oxygen—and I would rather be blind than dead any day.

Today I spend a lot of time in the out-of-doors. I have a very dear friend with whom I go camping, canoeing, and hiking. One day driving through the White Mountains of New Hampshire, my friend said, "Do you want to see a waterfall?" I said, "Of course, what have you got in mind?" She said, "Well, we've got a beautiful waterfall here—I see a way to get down to the middle of it—but if we do this, we've got to climb over and down some pretty steep rock. If we slip we are history." So we put on our hiking boots, she walked in front of me, and I put one hand on each of her hips so that I could feel exactly where her feet were going and make mine do the same. We very carefully climbed down, and at last, we were able to stop and sit quietly in the middle of a waterfall in Jackson, New Hampshire. When I put my hands out all around me, the water was just cascading on me from every direction. I looked at the rocks around me, and marvelled at their smooth faces; it struck me then that they had been there forever!

VOL. 15, No. 1

*No one ever expects to face the worst nightmare while fighting fire. Sometimes it happens.*

## Deployment

Nancy E. Rencken

It seemed like the fire was moving unreasonably fast while we were trying to get in our shelters, but once we were in, it was tortuously slow, lying in the ol' shake 'n bake, waiting to be crispy crittered. It was a fight to hold the shelter down. Embers came in under the edges I couldn't hold down, which I had to pat out with my hands, causing another part of the shelter to lift up and let more sparks in. I was thinking "This is the final blow." I could feel the shelter getting hot now. When I wasn't patting out sparks, I could look around and see the orange glow of the fire through the pinholes. Somebody likened it later to the jaws of hell.

After awhile (it seemed like forever), the blast subsided and we were alive. I called to everyone on the radio and had them yell to each other to make sure we were alright. The people around the outside of the group (I was in the middle of the 24 of us) were taking the brunt of the blast and I heard Jerry had gotten burned. But, everyone was alive and we prepared for the next blast which came on the heels of the first. It didn't seem as intense as the first blast. We experienced three or four blasts like this. I honestly don't know what was burning around us. People speculated later that it may have been the volatized gases burning and exploding.

Every couple of minutes (whenever the shelter wasn't ready to blow off), I contacted those with radios and yelled to the people closest to me to make sure we were all there. Spirits were still high. Steve, next to me, kept rolling around and swearing—I thought he had flipped. Jerry was not in good shape. It took a couple of yells over the radio before he answered. He had gotten a lung full of smoke along with being burned. I felt helpless and a bit guilty because I thought I should go over and see how he was, but was afraid of getting out of that protection. There was a lull in the inferno, so Greg Wolz ran over to check on Jerry. He confirmed that the burns were not serious, comforted Jerry, and ran back to his shelter. Other folks also wanted to get out, but even though our immediate area was black, the forest around us was still burning in the same explosive way, and we had heavy smoke and ember fallout.

We stayed in the shelters for another couple of hours. At about 1AM on this horrible night, people started getting fidgety, wanting to smoke, find a tree, just get out of the tinfoil baker. Several people had body parts that had gone to sleep, including me. When we deployed, we had no time to look for rock-free areas to lay in. The radio that had been strapped to my chest during this time left a bruise that lasted for a

week. It was painful laying on the thing in the shelter.

I didn't let anyone stay out long because of the heavy smoke, we didn't need a bunch of people in trouble with smoke inhalation. During all this time, I had been communicating with Gene Colon, the Operations Chief. He and several others were back up the line and above us. They had also deployed, but only because the ember fall was so heavy. They were located at the head of Sawpit Canyon. The fire continued burning up the draw and up Grassy Ridge. Our Division Supervisor, Tom Case, talked to Todd as often as possible, and Tom wanted us to move soon, to the bigger safety zone because of the possibility of burned trees falling over around us. Around 3AM we decided to move.

It was a long walk down the catline in the middle of the night to the other safety zone. The rest of the forest around us had continued to burn while we were deployed, but there was still a section of trees that we had to walk through that had not. We had to hustle through this area because it was hot. I was bringing up the rear and 10 minutes after we walked through, it blew up. Luckily, it was close to the edge of the large 10-acre safety zone we were heading for, so we didn't have to deploy again—shelters wouldn't have worked in the timber anyway.

The other crew was very glad to see us. They had been watching the firestorm and pretty much figured that we were dead. They said they had been praying for us—I think it probably worked! The fire was now burning up to the edge of this meadow (safety zone #2) and I was ready to deploy again. I kept a very close eye on the crew. Finally, we could calm down enough to roll up in our shelters to try and stay warm and possibly sleep while we waited for dawn. Some fire had gotten into our meadow and the other crew was using it as a warming fire. After awhile, part of my crew went over to get warm, too. It was a strange feeling, something that had just about sent us to the big R and R in the sky, was now keeping us warm and, in a way, keeping us alive. What a night.

Vol. 11, No. 2

*Pull up a chair and read this message from a woman whose view of recreation may open your eyes. Her no-nonsense approach about how easy it is to get disabled people to help plan recreation experiences may surprise you.*

## How To See a Waterfall

Donna Veno

Disabled people know what it is that they need, and we know that our civil rights are, unfortunately, often attached to a dollar figure. Think of it, we're probably the only minority who, when inclusion is discussed, are told it will cost too much! We are very sensitive to cost, so we are not going to tell you that we need a lift when a ramp would do. We won't tell you that you need to install an elevator if moving the program or service to an accessible site will achieve the same effect. While we're working toward the goal of improved—and eventually full accessibility—we are not going to tell you that every trail in every recreation area in this country needs to be accessible. Instead, we'll tell you to agree on standards describing the nature of each trail, give us the information, and let us make the decision—because we know best what we can do.

I hope that the experiences and suggestions shared here will help you to see things differently, and that you will open your minds and your programs so everyone can participate. I do not intend to speak for all disabled people, except to say that we are people first and disabled second. So, like you, we want the chance to live, work, and play—along with our friends and neighbors—in an environment that promotes challenge. Those of you who now manage programs and resources are in the admirable position of being able to promote that concept. The world of disability is, by nature, a creative and inventive one.

I invite all of you to enter that world by challenging yourselves to take the first step and remove the barriers to access. I think once you do, you will agree that the rewards are immeasurable.

Vol. 11, No. 1

These books are about writing, reading, and the forces in us which we can tap to do what we want with our lives. These forces can motivate or inspire us to write, to read, to learn, to continue to grow as our jobs and our lives change in a changing world.

### Books Reviewed by Jonne Hower

**If You Want To Write: A Book About Art, Independence and Spirit.** Brenda Ueland, (Graywolf Press, Saint Paul, Minnesota. Second edition, 1987.)

I love books. I love reading. (Which are only two of the reasons why I've begun to review them.) And, I wish I could say I love writing. Well, I do, but it's really hard work. So, after I had seen several references to *If You Want to Write*, I had to read it. But it took me almost a year to read its less than 200 pages. It asked me to think about my writing and how my internal editor was working.

Although written for writers of fiction, there is lots here for those of us who write environmental documents, planning reports, even memos. This book will free you from (Ueland's word) "uninterestingness." She explains the mystery of "interestingness" as an infection:

*The writer has a feeling and utters it from his true self. The reader reads it and is immediately infected. He has exactly the same feeling. This is the whole secret of enchantment, fascination.*

While maintaining "the imagination works slowly and quietly," she admonishes readers to take action:

*Think and then let it out, act. Always. Think quietly for a time. Express it quietly later.*

Even if the 18 short chapters in this book contained only the chapter titles, this would still be a book to read. Now wouldn't you read a chapter entitled

*Everybody is talented, original and has something to say or Be careless, reckless! Be a lion, be a pirate when you write or He whose face gives no light shall never become a star.*

In the preface to the second edition, she writes that Carl Sandburg, an old friend said: "This is the best book ever written about how to write." How can you resist that?

Ueland was a long-time teacher of writing as well as a writer—and she was prolific. In her 93 years, she claims she followed only two rules: to tell the truth and not to do anything she didn't want to do.

**Education of a Wandering Man.** Louis L'Amour. (Bantam Books, 1989. Hardcover, \$16.95).

When I told a friend I was going to review memoirs by Louis L'Amour, the premier novelist of the settling and taming of America's west, she laughed outright. He didn't seem to be a typical author that would appeal to the journal's readers. But, the title to the introduction at the front of the book by Pulitzer Prize winner Daniel J. Boorstin, an historian, describes something for us all: Joys of Random Reading.

Boorstin writes that L'Amour was not a "gourmet reader but was blessed with an insatiable literary appetite." He invites the reader to become, as was L'Amour, "wandering readers," joining the search for the joys and surprises in the pages of books.

I thought I read a lot. But that was before I looked at the list of the 115 books L'Amour read in one year. He noted that since he expected to reread them, he kept a list; however, the books he did not plan on re-reading, he did not list. The memoirs explain he did this reading in addition to working and travelling. He found and read books everywhere.

*In the one year during which I kept that kind of record, I read 25 books while waiting for people. In offices, applying for jobs, waiting to see a dentist, waiting in restaurants for friends...*

In the very first chapter of this book, L'Amour writes:

*As can be guessed from the title, this book is about education, but not education in the accepted sense.... I know that no university exists that can provide an education; what a university can provide is an outline, to give the learner a direction and guidance....*

*Education should give... breadth of view, ease of understanding, tolerance for others, and a background from which the mind can explore in any direction.*

In the ensuing 28 chapters, the author describes his wandering and work: by ship around the world, doing assessment work for owners of small mines in the Californian desert, working for ranchers and lumber mill owners in Oregon, for example. All his experiences and many places he visited or worked appeared in the 86 novels he wrote before his death in 1988.

**DO IT! Let's Get Off Our Butts.** John-Roger and Peter McWilliams. (Prelude Press, Los Angeles, 1991. Softcover, \$11.95.)

The McWilliams' are teachers and writers in the New Age movement. Their books and classes range from meditation to how to deal with wealth and prosperity. Each of the six parts and many chapters of this book provide an almost instantaneous mental recharge.

*We all have a dream, a heart's desire.... This is a book*

*about discovering (or rediscovering) those dreams, how to choose which dreams to pursue, and practical suggestions for achieving them.*

I found this book in a colleague's office when I was looking for a quote and was immediately intrigued by it. Laid out in an unusual format—an apithy quote on the left-hand page and a (often) one-page chapter on the right hand page—the book is easy to read.

Chapter titles include: Yes; Yes-But; Discouragement; or Fear is the Energy to Do Your Best in a New Situation. Quotes are from both famous and not-so-famous people. This one is from Star Wars by Luke Skywalker's trainer, Yoda: *Do or do not. There is no try.*

Each quote relates to the chapter. To illustrate the chapter, *We Live the Life We Choose*, the authors offer: *It is hard to fight an enemy who has outposts in your head.* In the chapter titled *Choice and Consequences*, the authors pithily remark: *Quit now, you'll never make it. If you disregard this advice, you'll be half way there.*

There is a distinct element of pop psychology here as well as New Age. However, the authors encourage us to live our lives and our dreams. Their theme is that we are all, right now, living the life of our own choosing:

*The choices we are talking about here are made daily, hourly, moment by moment.*

How did these books make it into a review about writing and reading? Writing obviously requires inspiration—even the writing that makes up an environmental assessment or site plan. I complain I don't have enough time in my life, but L'Amour's reading lists (in addition to his daily life) inspires me to read more of the classic conservation literature, and McWilliams' *DO IT!* tells me how. It inspires me to read and learn and prepare myself for a new century.

*Jonne Hower works for BLM and lives in Baker City, Oregon. She is a WinR Editor.*



In her book *When Someone You Love Has a Mental Illness: A Handbook for Family, Friends, and Caregivers* (Jeremy P. Tarcher/Perigee Books) author Rebecca Woolis reminds us that condescending attitudes or infantilizing speech will make matters worse for the mentally ill sufferer. Their world is already full of chaos and disorganization and our goal should be to relieve their feelings of sickness and badness. Speak calmly, directly, in short sentences and acknowledge their adulthood.

If you are brought in from the outside to straighten out problems, learn how things work before you make any changes, otherwise you look impetuous and incompetent. You need good relationships with staff so they talk candidly with you, you need to identify troubled processes and suggest corrections to superiors, and you need to correct the most visible problems immediately. Identify strengths—good equipment, team spirit, etc.—and put them to work immediately. These are among suggestions from Leonard Sayles in his book *The Working Leader* (The Free Press).

Evelyn Brooks Higginbotham wrote a book about women in the Black Baptist Church at the turn of the 20th century, called *Righteous Discontent*. Cheryl Gilkes wrote a review of it in *Center for Research on Women*, Memphis State University's *Center News*: "In spite of the overwhelmingly female memberships of civil rights organizations, congregations, and denominations, their chief executives remain abjectly male. This paradox of extraordinary female investment and commitment in the face of sometimes militant masculinism is most obvious in the churches."

In her social history, Higginbotham reveals the gender, class, and racial splits (and surprising alliances) which occurred as educated black women organized and sought to become a force in America.

*One for the Earth: Journal of a Sierra Club President* (1992, Sagamore Publishing) was written by that organization's president, Susan D. Merrow, with Wanda A. Rickerby. Merrow presided over the environmentalist organization of 620,000 from 1990 to 1991, administering a budget of \$50 million. In her review of the book in *Forest & Conservation History* (July 1993) Polly Welts Kaufman notes that Merrow credits the Sierra Club for "laying the groundwork for the Clean Air amendments of 1990 and defeat of the Johnston-Wallop energy bill, which would have opened the Arctic National Wildlife Refuge to oil development." According to Kaufman, Merrow and her board decided early on that consensus and change from within were to be their methodology, thus distancing themselves from more radical groups like Earth First! and the Sierra Club Legal Defense Fund.

Here are some resources for office pack rats who need help organizing the work space: *Conquering the Paper Pile-Up* by Stephanie Culp—provides a simple, step-by-step organizing plan. Another useful one is *Organizing Your Home Office for Success* by Lisa Kanarek. If all else fails, call the National Association of Professional Organizers at 602-322-9753 to get in touch with their nationwide referral system.

John Malone wrote a book about dogs titled *The 125 Most Asked Questions About Dogs: and the Answers* (William Morrow & Co.). He says, for example, to get very large dogs for young children because they are unafraid of children and don't mind standard roughhousing. The gentlest breeds he suggests are Old English Sheepdogs and Newfoundlands.

There is a 12-book series (IDG Books Worldwide, San Mateo, California) offered for computer "Dummies." Titles include *DOS for Dummies*, *Macs for Dummies*, *PCs for Dummies*. Got the picture?? Hmm?? And if that appeals to you, we are also

advocating *Clutter Control: Putting Your Home on a Diet* by Jeff Campbell (Dell Trade). One of his bits of advice is to stand next to your trash can or recycling bin after getting your mail so you can throw out pieces you don't want. Now why didn't I think of that?? Hmmm??

Women are taught to control impulses toward violence. For them, aggression is the failure of control. Men, however, are taught to use aggression to establish control. For them, it is a legitimate way to assume authority over frightening forces. *Men, Women, and Aggression* by Anne Campbell (Basic Books) explores some of the ramifications of aggressive behaviors.

*Black Feminist Thought* by Patricia Hill Collins has received much acclaim and numerous awards. Lynn Weber the Director of the Center for Research on Women at Memphis State University referred to it in the Fall 1993 issue of *Center News* and said that it is the best book she had ever read. "Part of its value is that it does what very little work is doing—puts race at the center of analysis and shows us how doing so reveals the previously obscured place of other systems of dominance and subordination. We come to see that privilege and oppression do not exist—one without the other—and that any analysis that leaves out either is partial and incomplete," she noted.

*The History of Women and Science, Health, and Technology: A Bibliographic Guide to the Professions and the Disciplines* by Phyllis Holman Weisbard and Rima D. Apple is a core bibliography. It is updated from a 1988 version edited by Apple and Susan E. Seering. The objectives of the project are (1) to assist development of new college courses on the history of women in science, (2) integrate the new feminist scholarship into existing survey courses, and (3) guide the reading of professionals who want to explore the history of women in their disciplines. Single copies are free (while supplies last) from Women's Studies Librarian, University of Wisconsin System, 430 Memorial Library, 728 State Street, Madison, WI 53706.

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*Arati Prabhakar* is the new Director of the National Institute of Standards and Technology. The NIST assists private industry with technological and scientific problems. Prior to working at NIST she worked at the Advanced Research Project Agency. Her Ph.D. is from the California Institute of Technology in applied physics.

*Margrit von Braun*, associate professor of chemical engineering at the University of Idaho was one of 50 Americans selected by the W.K. Kellogg Foundation for Group XIII of its Kellogg National Fellowship Program. Von Braun, who researches and teaches topics relating to hazardous waste, will receive a three-year \$35,000 grant to fund her self-designed plan of study.

She has served as an environmental engineer for the Idaho Division of Environmental Protection Quality and as an environmental engineer for the EPA in Atlanta. A new program von Braun leads is one which offers bachelor's and master's degrees in environmental science.

Denise Meridith, a 20-year veteran of the Bureau of Land Management (BLM), has been named Deputy Director of the agency. She becomes the first African American and the first woman to hold the BLM's No. 2 position. Meridith's appointment is the latest in a series of firsts for her: she was the first female field biologist, its first female career Senior Executive, and its first African American State Director. Her last position was as Director of the BLM Eastern States office in Springfield, Virginia. Since July 1993,

she has concurrently worked as an Acting Assistant Director of the National Biological Survey, a proposed new bureau within the Department of Interior.

Meridith, pictured right, began with BLM in 1973 as a wildlife specialist in Las Vegas. Her Bachelor's is in natural resource management and wildlife from Cornell.



*Diana Freckman*, associate professor of nematology at the University of California, has joined the College of Natural Resources faculty at Colorado State University as associate dean. She earned her Bachelor's and Ph.D. from the University of Kentucky. Her work in cold desert ecosystems is supported by the National Science Foundation. Freckman currently serves as president of the American Institute of Biological Sciences.

"You cannot survive as a woman or a person of color in a major organization without having some people on your side, without having a mentor" said *Paula Bradley* the new superintendent at Seattle City Light. The utility is one of the biggest municipal utilities in the country with a history of personnel strife that goes back nearly two decades. Bradley aims to change that and said that diversity was important for a lot of reasons. "The main reason is just business reason. This isn't a sociology project. If you don't have diversity, you're missing out on what a major part of your market has to say." She came to Seattle from Pacific Gas and Electric in San Francisco where her jurisdiction included Napa Valley, Sonoma and Solano

counties, an Exxon Refinery, and 300,000 customers. Conservation is a personal priority for her because she noted that it costs a lot less to save a kilowatt-hour than to create one.

*Mary H. Sizemore* and her husband *William* received American Forests' William B. Greeley Award for their contributions to forest conservation. Mary Sizemore served two terms as a director of American Forests. The Sizemores own and operate a forestry consulting firm.

*Deann Zwright* recently moved to Denver to become the Assistant Regional Planning Director in the Rocky Mountain Region of the Forest Service. She formerly was based in San Francisco in the Southwest Region and was Timber Appeals Group Leader. She has drawn cartoons for Women in Natural Resources for 10 years. Below is a cartoon she drew of herself for an earlier issue of the journal.

*Johnnetta B. Cole*, president of Spelman College in Atlanta, noted in *Glamour* magazine (January 1993) that African American women have been seen nationally more often these days. "But proportionally, there are still fewer of us than our white American sisters on the best-seller lists and in Congress. And we womenfolk of every color have to be real careful when we have a few accomplishments. This is not the time to lighten up. It is the time to charge ourselves to gain more....

Most of our mothers have worked. Our aunts worked. Our grandmothers worked. So for us, the notion of where our place is in the world of work is not new. That doesn't mean there isn't the dilemma of how to have it all. We just have a longer history of facing it."

The Atlantic Center for the Environment has launched the Atlantic Region Riverkeepers Project, a set of complementary public outreach and river conservation

*Christine Thomas*, (pictured below), associate professor of resource management in the University of Wisconsin-Stevens Point's College of Natural Resources, has been the recipient of several recent honors. She is the first woman tenured in the college, and she received the college's 1992 Outstanding Faculty Award and a University-wide Excellence in Teaching Award. She serves as national secretary of the American Society of Environmental History and has pioneered the Becoming an Outdoors-Woman program. With *Ann Mayhew* of the University of Minnesota's College of Forestry, Thomas recently co-chaired two midwest regional conferences related to work force diversity.



activities designed to stimulate greater community involvement and grassroots river conservation leadership in the Atlantic Region. The EPA selected it for one of its 1992 National Environmental Education Grants. Under the Riverkeepers Project, school classes and citizens in pilot watersheds will be encouraged to become better stewards of their rivers, or riverkeepers. So far, projects on the upper Connecticut, St. John, and Penobscot rivers are part of the multi-year initiative. *Mary Aitken* is the project coordinator, working with *Elliott Gimble*, Director of UPRIVER. Other coordinators are

*Barbara Slaiby* (Connecticut River) and *Jo Anne Eaton* (Penobscot River).

Seton Hill College (Greensburg, Pennsylvania) received \$5 million from the US Department of Commerce to fund the National Education Center for Women in Business. The money will be spent on research, education, and information about women entrepreneurs, a group often overlooked in academic and business circles. The first Director is *Cynthia Iannarelli* whose Ph.D. is from the University of Pittsburgh. By the year 2000 it is expected that half of all businesses will be owned by women and

the center plans to begin the educating process for entrepreneurship with girls as young as seven.

*Barbara L. Dugelby* has won the \$10,000 1993 F.K. Weyerhaeuser Forest History Fellowship sponsored by the Forest History Society. She is a doctoral candidate at Duke University's School of the Environment (Durham, North Carolina) and her research focuses on chicle latex extraction in northern Guatemala.

*Mary Bradford*, a National Park Service employee for the past 25 years, has been named NPS deputy regional director for the Southwest

Region, based in Santa Fe. As the region's second ranking officer, Bradford will oversee national parks in New Mexico, Texas, Oklahoma, Arkansas, Louisiana, and northeastern Arizona. She replaces *Richard Marks*, who recently retired after 31 years with the Park Service.

Bradford started as a seasonal ranger in 1967 at Fort Washington Park, then she went to Grand Canyon National Park. Over the years she has worked at Yosemite, Cabrillo, in Washington DC, and as an attorney adviser for legislation affecting all the national parks. Bradford's

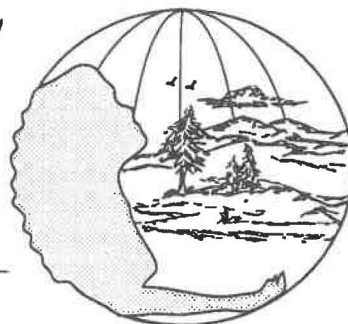
Bachelor's is in history and political science (University of Maryland), Master's in management (Stanford) and a law degree specializing in environmental law from Georgetown.

*Richard A. Skok*, dean of the College of Natural Resources, University of Minnesota, has retired after 34 years of service, 19 of them as dean of the college. He joined the faculty in 1959 as an instructor in forest economics; all three of his degrees were from the same university. Replacing Skok is *Alfred D. Sullivan*, since May 1993, the new dean for the college.

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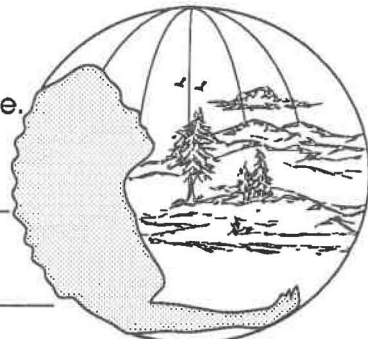
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# BEVERLY HOLMES

AN INTERVIEW BY DAINA DRAVNIKS APPLE

# INTERVIEW

WiNR: Where you were raised, what kind of early life did you have?

Holmes: I think everybody believes they had an atypical childhood and background, but I really think mine was atypical. I'm the oldest of eight children. Two sisters, five brothers. I can tell you where I was born, Tulsa, Oklahoma, Cherokee County, but I grew up all over the South. My family was Cherokee and I grew up with my Cherokee extended family. There were always several families of us who lived together in these various places.

WiNR: The nuclear family didn't live together?

Holmes: Never, it was always extended family. I was probably five or six before I figured out who were birth brothers and sisters and who were cousins, because it really didn't matter. My grandmother, who is full-blooded Cherokee, was a major influence on me. She's a very strong-willed person, very talented.

WiNR: In which southern states did you live?

Holmes: I lived in 24 states before I got out of junior high. I went to school in six different states in *one* school year, my fourth grade. You name the state, and I was probably there.

WiNR: How did it happen that you lived in so many states?

Holmes: I think it was really a combination of a couple of things—economics and, frankly, cultural biases. In the South, the depression era lasted a long period of time after it was over elsewhere. At a young age, I was not conscious of racism, but I know that it was there, and I am sure the moving had something to do with trying to find a place to live and be happy. And there was maybe even a little measure of wanderlust in the family.

WiNR: You mention different numbers of people at different locations. How did the family grouping move around?

Holmes: It was my father's family we lived with, who were Cherokee. My mother came from Utah. We might live with one or two of his sisters and their families at one location, and then maybe only one of my father's sister in another location.

WiNR: Tell us about your family's influence.

Holmes: When you are living on the land, so to speak, you learn to do with your hands a lot. Art has always been a really big thing in my family. I have two brothers who make their living as artists. My mother is very, very good, and my father could do literally anything with his hands. So there is a long interest and tradition that we carried around with us. I don't know how much of that is cultural and how much was environment. If I had to, I could make a pair of shoes. I can tan hides. I can do a number of those kinds of things. I've trained a whole generation of Cub Scouts in Utah to tan hides. I guess I also have the ability to size up a situation pretty fast and be mostly right. And I found that has been—in the Forest Service of the 1990s—a beneficial background. Also I am not afraid of change. I'm not afraid to meet people. And there is a tremendous amount of strength in that. By contrast, I bore rather easily. I'm sure that has a lot to do with my background growing up around many people.

WiNR: That's interesting, because many people would look at moving around that much with trepidation.

Holmes: I know I am an optimist, but I see no drawbacks in my background whatsoever. I have an interesting need that came out of that, however. One of the really exciting things in my life was to buy a burial plot in Inter Mountain, Liberty, Utah. It's my husband's family's place, but it's also where most of our kids were married and making their attachments. Now my children and my grandchildren are pretty much in and around Utah. On the other hand, all but one of my brothers and sisters and my mother are in Texas.

WiNR: How many grandchildren do you have?

Holmes: Eleven grandchildren, all adorable and brilliant, every one of them. I've got this little biographical paragraph that introducers can use when I give speeches, and I always circle the bottom part that says that I am married, have four children, and 11 brilliant grandchildren. I tell them, "I don't care what else you say, you need to say this." There are two reasons. I'm very proud of them, and being a grandmother is also a cultural thing denoting status. Grandmothers are the teachers, the keepers of the



heritage, the keepers of the genealogy. While most people take it as a joke or one of those facetious icebreakers, they don't know that it's really been a very strongly held belief for me.

WiNR: It sounds like your grandchildren aren't as mobile as you were as a child. What was school like, travelling around that much?

Holmes: Those memories are foggy. When my mother comes to visit, as we reminisce about early years, I always have to say to her, "Now, where were we?" We literally lived in tents. I often laugh at where I am now—in the Forest Service—because my idea of recreation is *not* to go out in the forest and sleep in a tent! But I don't ever recall having really bad things happen in school. There were some. For instance, as a sign of respect to my elders, I was taught from a very early age to lower my eyes. So if someone has stolen lunch money in the classroom, and the teacher says, "Who did this?" everybody who is looking at their lap is going to be lined up to see which one took the money. I, my brothers and cousins and sisters were generally lined up. And the more they would demand that one of us had taken the money, the more respectful we would be and lower our heads. Nobody ever told us: "This is the way the dominant culture views behaviors, and it's different from the way we view behaviors."

There is always some trust when you are a little kid that teachers know better, and that they know what is going on. I know as an adult, that certainly is not true. I finally figured out that I had to lift my head up and look them in the eye, because it means something different to them. That's about the only kind of bad experience that I remember.

WiNR: Most typical caucasian Forest Service people haven't been exposed to what it means to be a minority.

Holmes: I lived with many minority groups in the South. As a general rule, Indians were a minority within a minority. There were a lot of African Americans, a lot of Jewish children, a lot of Cajun and Mexican-Americans. I went to Sunday School in a black Baptist church for a number of years. Cherokees, too, are matrilineal—not matriarchal, ruled by women—but matrilineal, which means that you trace your family name through the female line. There is a certain amount of strength in that. I never really did feel second class or subservient, and if other people seemed to treat me that way, I chalked it off, not as a gender/male-female thing, but that they just don't know any better. I certainly knew better. I now know that that probably is a big over simplification, but it certainly made life easier when I had to face other kinds of things. I always have been very confident.

WiNR: What were some of your early jobs?

Holmes: Economics being what they were, a big family, I really had to work at an early age. At age 13, I worked as a lifeguard—those kinds of jobs. I graduated from high school, signed up with an employment agency, and they sent me to work in a

bank. I worked for a number of banks, both in Texas and in Utah. From there, I worked in aerospace with Thiokol. I also worked for Boeing and for Marcquardt.

WiNR: Doing what kind of work?

Holmes: I was everything from a bookkeeper to a teller. I worked in a hospital, a large hospital system in Utah. I designed an admitting system that is still in use; I'm really quite proud of that. Traditionally, a patient was exposed during a stay to maybe 15 or 20 employees from the time they were admitted. I inaugurated an account manager, so that a patient had one person that they dealt with, from complaints about their diet to how their insurance was going to be billed, or how to renew their driver's license while they were in the hospital.

WiNR: Do you think private industry is different from government work? In what ways?

Holmes: I got to try innovative things and do an awful lot of things that in government I never would have been allowed to do. One of the benefits of private enterprise, I always felt, was that if you were willing to do the work, they're willing to let you do it. But they may not pay you for it especially if you are a woman. The man who took my place when I left the hospital, which was my last private enterprise job prior to going into the government, made three times as much money as I did, going brand new into my job, only because he was male. But there was no limit to what they'd let me try or do. Classifications and qualifications and other government restrictions sometimes stifles creativity.

WiNR: Which agency did you work for first?

Holmes: Bureau of Indian Affairs [BIA]—I came in at a GS 11 by virtue of the kinds of jobs I had had in private industry. I was an Administrative Officer for a field-based Washington Office in Brigham City, Utah. It started out being an instructional service center. BIA runs the largest school system in the United States with the Indian Schools. Our mission was to train teachers to teach Indian students, and Indian adults as well. When the director retired, they named me the acting director. I leap-frogged a number of the people who were higher-graded than I was. I then made a pitch to what was then the Civil Service Commission, to their training branch, to streamline the bureaucracy and provide training directly to Indian tribes. So we became the National Indian Training Center in Brigham City, Utah, offering training to Indian tribes. It was a joint venture

*Beverly Holmes  
is the  
Deputy  
Regional  
Forester for the  
Pacific  
Southwest  
Region of the  
Forest Service.  
She was deeply  
involved in the  
settlement of  
the Consent  
Decree crisis in  
California, and  
is now  
downsizing.  
She looks back  
on her long  
career.*



between the then-Civil Service Commission and BIA.

WiNR: When did you move to the Forest Service?

Holmes: After some seven years with BIA in Brigham City, they had decided to move the office to Albuquerque. It wasn't a good time for me to make that move with my family and four children. But one of these wonderful happenstance-timing things worked out for me. I had been working with a Forest Service researcher in Ogden and over the phone I had also developed a dialogue with personnel management at the Intermountain Research Station who would routinely call for Indian students to take jobs with the Forest Service. The personnelist called right at the time that they were looking at moving the BIA office and said, "I'm leaving. Why don't you come down and see about my job." The Civil Service Commission sat me down, and said, "Don't do it. You will not like the Forest Service. Forest Service won't like you."

WiNR: Why would they say that?

Holmes: I think because of the reputation that the Forest Service had in other government circles of being a white, male, macho-oriented group. Fortunately, they were wrong. I've really loved every minute in the Forest Service.

WiNR: How long at Intermountain?

Holmes: From 1974 to 1976, then I went to the Washington Office. I was the first female staff assistant to the Deputy Chief, Dr. Buckman, and was there over two years. When we discovered that I had a health problem, I felt that our family needed to be back where our support systems were. So I asked to return to Intermountain Station then. Thank goodness they were willing to accommodate that. I worked in Planning and Applications and became Assistant Director.

WiNR: As I recall, you set up an automated system there that was widely copied.

Holmes: Yes. It was. Then I became the Assistant Station Director for Administration. We also did Shared Services with Region 4, where one of the staff units that serviced Region 4 reported to me at the Station, and then four of them reported to the Deputy for Administration in Region 4.

It was directly from there that I went to Region 5 in California for the Consent Decree in 1988. I moved into the Deputy Regional Forester position in September 1991 and entered the Senior Executive Service (SES) in May 1992.

WiNR: As the highest ranking Native American woman in the Forest Service, had there been times at this point in your career when you felt discrimination and discomfort?

Holmes: I came in at a time when there were no women counterparts at my level, so there was no track record about how to behave. We got into discussions: "Can Beverly really travel with the male group leaders who report to her?" A lot of that used to make me really crazy, and seemed to have nothing to do with the job. And it happened even when I worked in the Washington Office. There were times that I yearned to be the second professional woman that somebody traveled with, rather than the first. I actually traveled with one group of men who had to "meet" me so the wives wouldn't know they were traveling with me, they said. And some of it was silly. The region and the station used to have a joint meeting with the university called the stag party. Invitations actually went out that way through the official mail. I decided to go and see what stags do. There were only two women there: myself and a woman from the university. You could tell from the watchful eyes that whatever the stags had intended to do they saw they couldn't do. I'm glad that stuff is over.

WiNR: Did you ever have a mentor? Someone who prepared you for the next step very consciously, paved the way, and was in a position to really network and help you literally move to your next career step?

Holmes: I've had them all my career, both in private industry and in the Service. The best supervisor and mentor I ever had was a female in private industry. I'm really glad that happened, because I had never heard that women don't make good supervisors before I started working for the Forest Service. I was really glad that I had that first-hand knowledge to know that just ain't so! Another mentor was Bob Harris. Bob had been the director of Intermountain Research Station. He was the Associate Deputy Chief for Research, but he was instrumental in hiring me at Intermountain. Carter Gibbs was working for North Central Station, but I met him at a training course and was impressed with his humanity and integrity. Roger Bay, Bob Buckman, Jack Dienema, Bill Rice, Rex Hartgreaves were others. And especially George Leonard.

I think my husband Denny has been my long-time mentor and that goes beyond love. He's an educational psychologist. He would tell me, "Just describe. Don't be judgmental. Just describe, and stay out of the personal judgments of this is good or this is bad. Try to find those critical points where if someone intervened, it would make a difference. Don't try to change everything."

WiNR: Was that his advice to you concerning the Consent Decree work you were assigned to in Region 5 in California?

Holmes: Yes. It was fraught with every pitfall, every opportunity to make mistakes, to be a disaster. A thankless job. But remember, I said earlier, I bore easily. I think my life was just too perfect! And while there were issues and problems, they were the same issues, the same problems, just different names. I guess I was really ready for another challenge. Fortunately, Denny hit that period about the same time I did.

WiNR: You were Special Assistant to the Chief on Consent Decree Matters, assigned from Washington?

Holmes: Yes. I saw my job primarily to end successfully the Consent Decree.

WiNR: Give us a thumbnail sketch of what a Consent Decree is.

Holmes: Well, a Consent Decree is a legally binding, voluntary agreement between two parties involved in litigation where no "blame" is assessed, but the parties agree to take certain *actions* rather than *process* with litigation. It is a widely used method of reaching settlement in complex Class-Action litigation and consists of a "Contract" with terms and conditions that are enforced by the Court.

In our case, the Consent Decree in California was the result of a discrimination class action suit on behalf of all USDA women. This was negotiated to a settlement (Consent Decree) covering all women in California in the Forest Service. It began under court oversight July 1, 1981, and ended May 18, 1992.

As for my role, I saw myself as being in a place to do things that others couldn't do. Bring resources to bear. Remove bottlenecks. Highlight good kinds of things. And, frankly, to develop a different rapport with the monitor that nobody had because I had no turf to protect. All the players seemed to be divided—the class and the monitor, Jeannie Meyer, on one side, and everybody else on the other side. Jeannie Meyer was a brilliant woman.

I was never sure exactly how the Region saw my role, or even the Station, for that matter. I also had a lot of dealings with the Office of General Counsel, the Department of Justice, the Regional Consent Decree Committee, and the Washington Office, about the Consent Decree.

WiNR: I was there in Region 5 and I remember your coming. My impression was that the class monitor felt, "Now they're really serious. They're sending a high ranking,

very respected, competent person—and a woman. Now Washington is really not treating it like they wish it would go away, or hoping to get away with as little as possible.” It was a turning point psychologically.

Holmes: Sometimes I think it’s a lesson all of us forget. You almost need a significant, tangible event to say, “This denotes change.” I had to have the toughest skin in the whole world to do it, though, because the more I was able to interact with the monitor and the Washington Office, sometimes it seemed the less I was accepted in the region. To be honest with you, that hurt, because I saw myself as Forest Service, first and foremost, and I really thought everybody’s goal was the same as mine, to successfully end the Consent Decree.

WiNR: What made you decide to take that job? Or did you have a choice?

Holmes: I’ve thought of that 100 times. But remember, I wrongly thought it was a three-year job, and I was going to be in and out of there. But I’ve never looked back. I really think everything leads to something. I’m not a fatalist, but I do believe that who I am is the sum total of everything I’ve done and everyone I’ve ever known, and life continues that way.

WiNR: You became Deputy Regional Forester?

Holmes: Yes. We were at a critical place in the Consent Decree, and that position was critical to successful closure. Ninety-nine percent of the things that affected what was going on in the Consent Decree fell in those administrative staffs: selections, processes, orientation, training. You remember the chaos: it was taking us almost a year to fill a job. We needed to have someone in that crucial spot who knew about the Consent Decree and who had a good relationship with the monitor. The Forest Service had taken care of me, so I took care of the Forest Service.

WiNR: What are your specific areas of responsibility today?

Holmes: I have six areas for which I am responsible: Personnel, Civil Rights, Administrative Services, Fiscal and Public Safety, Information Systems, and Budget. In the target FY 1995 reorganization, we are looking at the possible combination of Personnel and Civil Rights, and Budget and Fiscal. Heavy on the possible. In the next two years we will see how that really plays out. But basically it will remain, any way you shake it, the Deputy for Administration. Our target organization will have PAO and State and

Private reporting to Administration. At least it was in one of those organizational charts.

WiNR: Do you have a philosophical view that assists you in your work?

Holmes: I think so. My orientation is to community, for example. It’s impossible to be an Indian without belonging to a tribe or being part of the community, even though, in these modern times, sometimes they aren’t even of your own tribe. So my orientation is that the group is more important than individuals. I have a tendency to want to be part of a team, to work in a team. Everybody’s now trying to define a team, how you do team work. Doesn’t everybody know this?

WiNR: How would you characterize your management style?

Holmes: Wilma Mankiller, who is the Principal Chief of the Cherokees in Oklahoma, was recently interviewed about great Cherokee leaders. A leader, she said, always considers every decision made on how it will impact on the next seven generations. Every one of them, not just the big Land Management Plan or the big this, but *every* one. This was something I was taught as a child, one of those basic truths. I told you earlier that one of the most important things to me is community, whether that community be those staffs that I directly supervise, or my family or church community, or even the regional management team community.

I’ll give you an example of how I consider community in decision-making. We recently tried to pare money out of the budget to get more money to the field. We did that with the Regional Forester and the Deputies and the Budget staff. When that group would break for lunch, I spent that time bringing all of my Administration staff directors together. We would sit around the table and we would broker. *Administrative Services has been heavily hit by this cut. Who has something somewhere to help them out?* And there was wonderful give and take. Somebody would defer expenditures until later in order to help another out. Almost every one of those staffs have come back to me and said that was the most useful thing that they’d ever gone through, because there is nothing that will make you feel like a team so much as helping one another out.

WiNR: It is especially helpful on negative things. You aren’t the one to make the decision—it’s a group decision.

Holmes: That’s right. We went through it several times. *There’s been another change, new figures. How are we going to make this work so that no one is fatally wounded?* That had not happened in times







past. I think anytime you don't do that sort of thing, you just set up an unhealthy competition. There are times and places where competition is a wonderful motivator. There are other times when it's not. Budgets are one of those. A lot of times, you really don't know how important that decision is going to be, except with the passage of time. I say that every time we hire a person. *We made a 30-year commitment.* Thirty years. You've got to consider that.

WiNR: Does your self esteem depend on your job?

Holmes: No. And I wouldn't characterize myself as a workaholic. If work isn't there to do, I'm not going to be there, but the job didn't get easier after the Consent Decree. In a lot of respects, it got harder, because we don't have a monitor or court now telling us, "Do this, do that. And do it this way." The same philosophy I had under the Consent Decree is the same one I have about my managerial role now. That is, to unbottle the bottlenecks, help bring resources to bear for someone to get the job done, which is, I suppose a way of helping others with *their* self esteem. It's been a practice of mine for 20 years, when I do performance evaluations, I ask, *how am I doing? What do I do that you would like to see me stop doing, or like to see me do more of?* I've been told that is a dumb thing, but I find it useful.

WiNR: Are you a good delegator?

Holmes: I'm a good delegator, but that's harder for people to accept than they think. Some staff directors want to know what I want them to do. Those who work with me know that you have to tell me what you think you should do. The nature of my job, though, also means that I am generally the person who has to deal with the EEO complaints, all of the resolution agreements, all the union grievances, all of those kinds of things. Region 5, unlike most of the other regions, carries a backlog of them—about 200 consistently. We close out 200 and get 200 new ones it seems. That takes up a lot of my time and can't be delegated since most the time, the deciding official has to be in the Regional Forester's office.

WiNR: There are a lot of opinions on the Consent Decree, of course. What do you think the Consent Decree did positively for Region 5?

Holmes: I think on the positive side, the Consent Decree forced a change in the Forest Service that unfortunately probably would not have come about any other way. Let me give you some examples: we hired a female Forest Supervisor from outside the Forest

Service—from the Park Service, in fact. Everybody said it was impossible; can't be done. But Sandra Key on the Sequoia National Forest is tremendously successful. We have hired female staff directors who were new to the Forest Service from other agencies—BLM, Bureau of Mines, other places. And they have been tremendously successful.

I think the Forest Service has always believed that you had to work for them for 30 years starting on the District level. Right now, if you look at our regional management team, Forest Supervisors, Deputy Forest Supervisors, Staff Directors, Deputy Staff Directors, Regional Foresters and Deputy Regional Foresters, that group, we are 36 percent female and 16 percent minority at my last reckoning. There is no place in the Forest Service that looks like that, including Chief and Staff. Our total work force is really about 45 percent female. And we don't make those kinds of selections and get those kinds of people in, if the most important thing is to fill a job in three months.

WiNR: What is it that takes so much longer?

Holmes: It's complicated to explain, but the main reason is what we call outreach and recruitment. Under the Consent decree, we systematically had to outline for outside reviewers—called the Clearinghouse—how we were going to fill the job, what series, which grades.

WiNR: What was the Clearinghouse? And what is the process?

Holmes: The Clearinghouse constituted someone from the Consent Decree staff, someone from Civil Rights, and someone from Personnel. Now that we're under directives, it's someone from Personnel, someone from Civil Rights, and someone no lower than the group leader level on a staff. They take a look at the plan and the package for filling a job. It must say what kinds of series you advertise at what grade levels. And then you attach to that what your outreach was.

If there are not a variety of women and minorities who have said they would be interested in applying, we will tell them to expand the outreach, expand the grade levels, expand the series that they would consider.

We also make personal contacts with those people. It's not enough to read some list and say, "Well, there are 47 women and 10 minorities in this series, so I'll just go with that." We have to contact each of them and say, "Would you really apply?" If all of them say, "No," then that's not authentic outreach and we find another list. And then we ensure that those people who said yes, they would be interested, get a copy of the vacancy



announcement. It also makes you think ahead, plan ahead, to where you are going to have the holes.

WiNR: You spoke earlier about reorganization. Are any of these highly placed women in Region 5 going to suffer in the downsizing, or in the combination of staffs?

Holmes: It depends on how you look at it. We aren't going to look at that in the traditional way. Our challenge is going to be to get those staff directors in the Washington Office to look in the very same non-traditional way that we do. We don't believe that it has to have an adverse impact, because we are going to be ending up with some pretty sizable staffs, in all likelihood. You might have, for instance, in Ecosystem Management, group leaders or branch chiefs. Maybe one for Timber, maybe one for Wildlife. What we are trying to get at is less functionalism. So we have to be careful that we just didn't move everybody down a notch, call it good, yet have the very same organization. Will it be a true reduction in status for some? I don't know any way to get beyond functionalism into something that is truly Ecosystem Management-oriented without doing that, however. It certainly won't lessen the influence for that program, so if you look at it in terms of influence, it shouldn't make a difference. I hear people say you can't work for two people, but of course you can. I worked for the medical chief of staff as well as the hospital administrator when I worked in the hospital. Most people in a lot of lines of work clearly believe that you can do that.

WiNR: But isn't it a lot of work on the employee's part to make sure that both bosses are satisfied?

Holmes: It takes more effort if you have never done that before. But if you came up that way and worked in different lines of work where that is traditionally done, it takes no effort at all.

WiNR: How do you respond to people who criticize Region 5 because of all the factionalism? You now have Asian, Hispanic, Native American, black and white male "factions" that are competing and demanding placement for their people. Some people perceive that it's like a war zone.

Holmes: Let me just say right off, that's absolutely dead wrong. We do have places where morale is not too good, but I've worked in lots of places in the Forest Service, including the Washington Office, where you could say that about an individual segment. We've got other places where everything is going great. If you really want to be where it's all happening, every issue you can imagine in

the Forest Service that every other region has only got some of, everything from spotted owls to urban interface to fire, we have them all in Region 5. It is remarkable, and it is beautiful. Where else would I be able to end my career working with women peers, where we could do business in the bathroom like men do! And we do!

WiNR: Is anything left over from the Consent Decree which has had a negative impact on the region?

Holmes: Yes. We were forced, in order to be successful, to create automatic systems for just about everything. The Washington Office Personnel people, especially Rex Hartgreaves, worked with us to automate reports that we used to do laboriously by hand. Any time you do things by hand mechanically, you up the ante for making a mistake. That hurt us all the way through the Consent Decree. We were told repeatedly by the court, don't think about it. Just do what we told you to do. Lockstep, one, two, three, four. We had checklist after checklist. We had checklists that checked on the checklist. So we built some bad habits in terms of being process-driven. Our challenge now, particularly with a tight budget, is to cut out all the stuff that doesn't mean anything, concentrate on the ones that have a big payoff, and then do those exceedingly well.

WiNR: You alluded earlier to segments which have morale problems. What is happening to the factions?

Holmes: We are trying to bring the work force back together into Employee Councils.

WiNR: What was the rationale for them? How do those work?

Holmes: If Group A wanted to have a training program and Group B heard about it, they would want one, and then Group C would want a bigger one. But most managers know that if something is hurting one group of employees it's probably hurting them all. So the issues were really with the work force. By going to the Employee Councils—the committee for women, the committee for males, the committee for blacks, Hispanics and others—every employee gets an opportunity to vote for a representative. So I got two votes, one for women, one for Native Americans. Some of the groups are very small. That doesn't lessen the fact that they have concerns. So they can use the strength and the experience from some of the groups that are bigger. We have just had this system in effect since October 1992.

WiNR: What happened to the civil rights committees?

Holmes: We didn't do away with our Civil Rights Action Group. We see them as different. There is some overlap, but I don't believe overlap is all bad. That way you make sure you really sweep the whole area, and you don't have any gaps or falling through the holes. Our Civil Rights Action Group has been more issue-driven. My hope is that the Employee Councils will zero in on policy reviews, helping us to sort through some of the how-is-it-best-to-do-this kind of thing. We in management have got to get better at remembering they are there and using them in the appropriate places.

WiNR: Are the white males going ahead with a suit?

Holmes: Yes, they have one. I can't tell you where it is in the scheme of things. But to my knowledge, they were not certified as a class.

WiNR: This is *Women in Natural Resources* 15th anniversary. The founders of what would become the journal were in the Forest Service. They questioned their place in the organization and banded together to insist upon change. What are some of the things about the Forest Service culture that still give you, and maybe other women, trouble?

Holmes: There are still problems, but they are fixable. We're the last of the old-line organizations that has something called decentralized management. They don't teach that in schools. Only the Forest Service long-timers can tell you what *decentralized* means; most people can't even articulate it. But the Forest Service has always operated—and still wants to operate—as if every employee had 30 years working for the agency to learn how to get ahead, how to make the decentralized system work for them. I'll tell you,



however, the rest of the Forest Service better assume a heads up position, because we don't have 30 years anymore. We're going to have to take good people wherever it is we find them, wherever it is they are in their career, just as we did in Region 5. Like it or not, learn from us. That's the reality.

WiNR: You came from another agency at mid-management level. Are there particular problems?

Holmes: There is an awful lot of risk, particularly for women and minorities, to bring them in at that level, because they are often already watched and perhaps resented. I can remember when I came to the Forest Service 17 years ago, I went to a national meeting. They kept talking about Gifford, who would have said this or that. I asked who Gifford was. The resulting ridicule followed me everywhere. I decided right then and there, I'll never ask these bozos another thing.

When you are new to the agency, you pick up really quickly, by our terminology and acronyms, who are the insiders and who are the outsiders. We have 1,000 little subtle signals that tell you that we didn't intend to have anybody like you in here. Acronyms are one of those insider tags. When we continue to use them in management team meetings, that's the best way I know to be exclusionary. We've got to find avenues and ways to allow new hires to avoid this hazing.

WiNR: That's a very interesting viewpoint. You have turned it around to the organization. The onus to make employees succeed is on the organization, not on the individual.

Holmes: For many of those women and minorities coming in at that high level, it's a big risk to stand up and say, "Who's Gifford Pinchot? What's Working Capital Fund?" Our old expectation was that you need 30 years to become molded, then, when you get to be a staff director, you would know all this stuff. Or, the tendency has been to think, "Well, we'll just train women better, and then they'll be *just like us*." I think that's wrong. I think we have to *redefine* success. I believe we have to look at the way we do business, the behaviors that we have, and test every single one of them. Are they still valid? Should we still be doing these things? Clearly the answer in a lot of instances is no. But if everybody looks just exactly alike and have all been there 30 years, you don't have any real push or need to change.

Up to now, the methodology was to bring one in at a time of these new and different kinds of people, and somehow or other, they quietly sink or swim. But in

Region 5, we brought in a *whole lot*. So we have a whole lot collectively questioning what success means. And they can't be ignored to sink or swim. That I honestly believe is our strength.

WiNR: Is Region 5 really that much of a bellwether for the Forest Service?

Holmes: I think that if you are afraid of Region 5, you are probably pretty close to dinosaur status. Because I believe the rest of the Forest Service will hit soon the same kinds of issues that we've been hitting there for some time. Not necessarily the kinds of resource or legal issues, but those having to do with different work forces.

A new staff director from the Washington Office said to me in a conversation that we were having with a consultant about team building, "I'm surprised that never once did you use the term multi-cultural." I said, "I'm so glad that you mentioned that, because I don't believe we have to—I believe we are beyond that. We *are* multi-cultural."

We don't have to have little cards that say *Think Multi-cultural!* Look around! In our Regional Forester's office with a Regional Forester and three deputies, two are women and two are minorities. You're not going to find that any other place. It's real for us.

*Interviewer Daina Dravnieks Apple is Assistant Regulatory Officer for the Forest Service, Information Systems and Technology Staff, Washington DC.*

*Her 16-year career in the Forest Service began as an Economist at Pacific Southwest Research Station, Berkeley, where she*

*designed public involvement models and published studies on public involvement in land use planning; designed administrative systems; conducted organizational analyses; developed organization design options for Forest Service administrative units and staffs; and conducted strategic workforce planning at the Forest, District, and Regional Office Staff level. She next took positions in the Pacific Southwest Regional Office in San Francisco where she served as Regional Land Use Appeals Coordinator and as a Management Analyst for the Regional Engineering Staff.*

*Her B.Sc. is in Political Economy of Natural Resources, and her M.A. is in Geography—both from the University of California, Berkeley. She has served as Chair of the Continuing Education Committee of the Society of American Foresters National Capital Chapter; she was President of Phi Beta Kappa for Northern California and served as National Secretary; and is a member of Sigma Xi Scientific Research Society.*

**Photos of Beverly Holmes on these pages:** page 27, in her office, Regional Forester's headquarters, and Grinding Stones archaeological site, Eldorado National Forest.

The following photos were also taken on the Eldorado National Forest with Forest and Regional staff: page 28, *top*, Gerle Creek Campground, *middle*, Placerville Nursery, *bottom*, Pacific Ranger District, the site of the 1992 Cleveland fire which burned 22,500 acres.

Page 29, listening to staff; page 30, *below*, electrophoresis lab.





AS WOMEN TRICKLED INTO NATURAL RESOURCES 20 YEARS AGO, THEY WERE MEASURED AGAINST WHAT WERE PERCEIVED AS FUNDAMENTALLY SUPERIOR ATTRIBUTES: SINGLEMINDEDNESS, LOYALTY TO THE TEAM, AND ABILITY TO BEAT THE COMPETITION.

## THE FIRST WAVE

MOLLY STOCK

As you will probably know from other contributions to this issue, Dixie Ehrenreich and I co-edited *Women in Forestry* from 1983 to 1985. I know I'll repeat a common theme when I say that much has changed between then and now, but I'd like to talk about some of these changes. My problem is distinguishing between changes that are real for women in natural resources in general and changes that have occurred in my own life and those of my closest women friends. Perhaps, in this case, the personal and the professional are truly similar and a reflection involving both might be appropriate.

Jane Difley's smiling face on the cover of the latest issue of *Women in Natural Resources* suggests how far we have come. Women have moved into much more influential positions in resource-related professions. In 1983, virtually all the women we could identify as readers and contributors to the journal were in entry-level or near entry-level professions—assistant professors, technicians, interpreters, GS 4s or 5s, and so on. Now Jane Difley is president of the SAF, there are women USFS station directors, fish and wildlife senior scientists, park regional directors, supervisors, more women full professors in academia, more women in top management, and many other women in senior leadership po-

sitions in the natural resource professions across the country.

As these changes have occurred, the special contributions of women have begun to be recognized, but this recognition is being achieved slowly and at considerable cost to all involved. In the 60s, 70s, and early 80s, women who entered the workforce and succeeded did so largely by mimicking a model of behavior established almost entirely by the men who went before us. The name of the game was hard work, productivity, long hours, fierce competition, and downplaying, as much as we could, concerns about family, children, or outside interests. If we had problems, it was because (as Betty Harragan told us in her book, *Games Mother Never Taught You*) we hadn't learned the rules in early training based on competitive sports and the strategies of war.

On a recent camping trip I commented, in jest, that the only thing that men can do better than women is pee on target—which is convenient but not really important in the greater scheme of things. My companion set me straight. You don't understand, he said. That ability is the whole basis for human civilization. If you can do that, you can move other things toward targets—footballs, fast vehicles, bullets, missiles, large corporations, big budgets, and so on.

In thinking about this view since then, I've begun to realize that it reflects a couple of fundamental truths about the role of

men and women in the world of work. If "targets" is equated with objectives or goals, I think it is true that men *are* more goal oriented than women. They tend to like to focus on specific, clear-cut goals, and their self-esteem is more closely associated with their ability to achieve these goals. Although I know I'm oversimplifying an extraordinarily complex issue and that there are many exceptions, it does seem that these differences are at the heart of some of the troubles women have had trying to enter male-dominated professions. They are also at the heart of the unique and important contribu-

team, and ability to beat the competition. This is not to say that these attributes have no value, rather that the system was defined by qualities that men are particularly good at—whether biologically or culturally—and that the deck was therefore stacked against women even before they got there. Many women's careers fell by the wayside, not from lack of education or skill, but because they really didn't know the rules, or couldn't or wouldn't follow those rules as well as the men they worked with did.

The difficulties for the first women in natural resources, the



tions that women can make, as a gender, to these professions.

The target metaphor helps explain how the world worked and what women were up against two decades or so ago when they first began to trickle into the natural resource professions. Women were measured against what were perceived as fundamentally superior attributes—singlemindedness, loyalty to the

women now over 45 or so, may seem far-fetched or exaggerated to the new generation of women entering the workforce, but they were both real and very daunting. Most never had a woman teacher of science in high school or of almost any technical subject in college. We had never met a woman Ph.D. Jobs, internships, and assistantships were given openly and preferen-

tially to men. Sometimes they were overtly off limits to women for the lamest of reasons. We had no women role models or mentors to emulate. We did not know or see successful professional women who also seemed successful and happy at marriage and motherhood. So we did the best we could, winging it much of the time and failing at least sporadically and, too often, terminally. We had no clear view of what the future held for us.

Behind the [now] smiling faces of successful, accomplished, middle-aged women leaders in the natural resource professions are some pretty grisly stories of discrimination, not being taken seriously, rejection or ostracism from the professional herd, and difficulties created by men in more powerful positions who felt threatened by up-and-coming women or who simply and unapologetically felt that these women were stepping out of their much more appropriate traditional roles. These same stories also include admittance of our own naivete, poor strategies, and compounded difficulties created by 1) not knowing the ropes and 2) having no one to show us the ropes. These stories are not ones we tell very often, even to each other, partly because we want to believe that they are ancient history, and partly because we need to forget them to be able to function effectively and optimistically in our work environments today.

Another model for success—the Superwoman—followed in the 80s, close upon the heels of the act-as-much-like-a-man-as-you-can model. Superwoman set unrealistically and unnecessarily high standards for performance in both her professional and personal life. These standards are behind other war stories that older women professionals are somewhat more willing to share: lack of child care, lack of sleep, lots of guilt, and general lack of support for the

multiple demands then—and in many cases still today—placed largely upon professional women who are also wives and mothers. It is not simply by chance that many of the most successful older women that I know are either divorced or have male partners who are unusually caring, participatory in the relationship, and supportive of our equality, independence, and efforts to make a mark upon our professions.

In my more discouraged moments, I have thought of these women, my peers, as the “first wave.” In, for example, the movie *Gallipoli*, waves of young men were sent out to attack the enemy in hopes that a few would get through enemy lines, and also so the enemy would run out of ammunition and allow more of those in later waves to get through. In our case, an awful lot of women in the first wave derailed or gave up in exhaustion, but a few got through, and more of the second wave have a chance for success.

In working to create each issue of the journal, we wanted to help more women get through. We tried to find those that seemed to be having some success and highlight their work and ideas in the journal, to provide some sense of hope for the others. Throughout the 80s, the journal gave a lot of support to women in the first wave. It provided a link to others that we desperately needed in our individual isolation. It encouraged us to keep trying, to persevere, and provided us with role models that were both competent and very human.

As the 90s unfold, the competitive model of professional activity is beginning to incorporate elements that are more holistic and cooperative. These attributes are no longer seen—at least not entirely—as weaknesses. I don't think it is overly simplistic to say that the “new” forestry, which tries to balance concerns about timber production with concerns for the envi-

ronment and long-term sustainability, is an outgrowth of this changing view. It may be precisely *because* women aren't typically so issue (read target) oriented and so ego-involved that they have so much to contribute, above and beyond their technical expertise, to contemporary and future natural resource management.

Over the past 20 years or more, I have worked with a large number of men and women—graduate students, colleagues, and supervisors—and have seen these gender differences manifested in many positive ways. To their great advantage, the women I have known seem to be able to move from group to group and from issue to issue without feeling a need to take sides or to adopt a specific stance as readily as men seem to do. Because they are less focused on quickly acquiring a winning position, they take the time to understand a diversity of views and look effectively at the broader picture. In research, they are often better able to maintain the sort of neutrality or objectivity that produces important and valuable results.

In natural resource management, the tradition of individual scientists and managers to focus on single issues (such as endangered species, water quality, or timber production) commonly leads to unproductive conflict and territorial behavior when the goal is to develop more comprehensive ecosystem management plans. Again, by being less narrowly focused, I believe women are better able to work toward the multiple interacting objectives of contemporary resource management programs. As new forestry and other integrated fields evolve, they will provide a broader base of opportunity for the diverse views and talents that men and women together bring to their work.

In its early days, *Women in Forestry* was fueled by our collective need to know more about how women were doing in jobs like ours, what problems they faced, and what particular points of view or strategies they found useful. We thought that the journal could help tide us over until there were more women around who we could actually talk to and work with and share ideas with. I still believe—indeed, I hope—that we will grow beyond the need for a separate journal for women in natural resources, but that time has not yet come. We need the journal to study new models of success as the profession and as working relationships between men and women adapt to changing times. In many ways, we need the journal now more than ever.

*Molly Stock is a professor at the University of Idaho with a joint appointment in the Departments of Forest Resources and Computer Science. She received her B.A. and M.S. in 1964 and 1965 from the University of Connecticut, and her Ph.D. in 1972 from Oregon State University. After postdoctoral study at Washington State University, she started work at the University of Idaho in 1974. She has been a visiting professor at Cornell and at Lincoln University in New Zealand. In 1985 she spent a year at Boeing's Artificial Intelligence Center.*

*Stock currently teaches a graduate research methods course and an expert systems course and is chair of the university's Faculty Council. Her research has involved several different aspects of insect physiology and genetics, but now is focused largely on problems associated with designing computer programs for specific user groups such as foresters. She is the founder and editor of the journal, *AI Applications*, and has a continuing interest in women's issues.*

**EDITORIAL** (continued from front inside)

Foresters. Her energy, her knowledge of her area of expertise (tree farming), her wide circle of friends, and her commitment to diversity issues in natural resources are legendary.

**Linda Donoghue.** A key player and first Women in Forestry newsletter editor in the early years, she chose the non-traditional field of fire research and is now pursuing her career in the Forest Fire & Atmospheric Sciences Research Staff, Washington Office of the Forest Service. She still fights for equality and for viewing ecosystems in a realistic way.

**Sally Fairfax.** A pioneer and supporter of women's rights, especially in academic institutions, who forced change in the protection of women against violence on campus, the recognition of and prevention of sexual harassment of women students and staff, and in fighting against discrimination in granting tenure to women academics. She is Associate Dean, College of Natural Resources, University of California, Berkeley.

**Nancy Foster.** A marine biologist and one of the ranking administrators for the National Oceanic and Atmospheric Administration, she was interviewed by Chris Paxson. Foster talked about shouldering more responsibility and controversy as a by-product of her job. She dealt with federal, regional, and state agencies to make sure the needs of the U.S. commercial and recreational marine fisheries were considered in decisions on development of important coastal areas.

**Wendy Herrett.** She was the first female District Ranger in the Forest Service. She moved on to become a Forest Supervisor, and is now Director of Recreation in the Pacific Northwest Region. She is a landscape architect, and among other barriers of discrimination she knocked down, she was the first female allowed to take mechanical drawing in her high school.

**Kathy Johnson.** In the beginning of her career, she knew she had to be willing to take risks and to work hard and long to gain the knowledge and experience to succeed. She is now one of the most powerful women in her position as senior staff to the Chairman of the Subcommittee on the Interior and Related Agencies of the House Committee on Appropriations, the committee that oversees a number of natural resource agency budgets.

**Anne LaBastille.** She was a pioneer, internationally-active conservationist and writer who made her living (at the time Dixie Ehrenreich interviewed her) by writing well-received books, consulting, and lecturing. She lived her conservation ethic as she preached it—in the New York woods by herself in a cabin she hand built.

**Susan Lamson.** She came out of a liberal arts background, became a lobbyist for the National Rifle Association where she learned how to deal with people and how to handle conflict. She went on to serve as Deputy Director, External Affairs, Bureau of Land Management. As a Republican political appointee, she left her position when the Clinton Administration came into power.

**Denise Meridith.** She is the new (1993) Deputy Director of the Bureau of Land Management in Washington D.C. She came from an achievement-oriented family, grew up in New York City, and experienced discrimination when trying to choose her college major. As a woman and minority, she beat the odds by excelling at her work each rung on the career ladder, being willing to move frequently for new positions and experience, and by accessing opportunities for training that the agency offered.

**Lorraine Mintzmeyer.** The first female Regional Director of the National Park Service, and an early pioneer in the Service who worked her way up through administrative ranks. She listened to her mentors and carefully planned her career to get the experience and credentials necessary to move up. Shortly before our interview was published, she was reassigned from her Directorship in Denver to Philadelphia—which she considered a demotion in terms of prestige and responsibility. Consequently, she resigned from the Park Service, and has filed an EEO complaint which is still pending resolution.

**Marj Rust.** A Regional Director, National Park Service, she is an urbane, liberal arts and humanities graduate who established herself as a promotable woman with financial, administration, and operations vision. As an easterner, she was moved up despite the fact that she lacked the western "rivers and mountains" Park Service culture and had not been a park ranger or superintendent. Her successful credo as an administrator is to always pay attention to what is needed to keep those in the field productive. The

record attests to her commitment to diversity.

**Barbara Weber.** The first female Research Station Director in the Forest Service, who in Vince Dong's interview of her, reveals early on her determination to stop working for other people in technical-type support roles. This led her to nationally acclaimed forest insect pest research projects of her own, but when budget cuts necessitated another jog in the career path, she opted for administration and got the necessary Washington Office and national legislative experience first. She talked candidly about the family trade-offs for successful women.

**Jan Wold.** A former District Ranger and now Forest Supervisor, she is an entomologist who has gone hunting with her father all her life. After a long career in the Forest Service, she considers the ability to build consensus as one of her greatest strengths.

The road to success for many of these women was not easy. Though almost all of them identified mentors throughout their careers, many privately admitted during their interviews that they heard rumors with sexual overtones questioning the reasons for their promotions. Many of these women also have been criticized for being insufficiently experienced and being placed in positions above their abilities. In some cases, the unfairness have been other women. Unfortunately, female sexism is alive and well, too. One woman, for example, was passed over by a prospective boss even though she was the most qualified because she was too pretty and his wife would not stand for it.

The women we interviewed, however, are generous with their support to other women. They are people who were fortunate to receive early nurturing and were themselves mentored throughout their careers. They are not "queen bees" who see other women as rivals to be pushed down. They give tirelessly to the development of their colleagues. They have learned the importance of mutual support, team playing, and subscribe to the belief that success is increased for everyone if we stick together and give a helping hand to those reaching out. By sharing power and information, they gain both back, and their entire organization becomes open, more productive, while their careers prosper and their influence expands.

*Daina Dravnieks Apple*



# SEEDS OF CHANGE

DIANE LA COURSE



I stood scrutinizing the old grey plastic lunch box on top of the refrigerator. The lunch box had been sitting there essentially unused the past eight months. I struggled with what to do with the old companion. Why, I asked myself, was it so difficult to give it up?

As I studied the lunch box, I realized that besides being a part of me for the past 15 years, it is a vestige or reminder of how far

women have come both within the Forest Service and in society during that time.

I joined the Forest Service in 1978 as the first female Forester on the Estacada Ranger District, Mt. Hood National Forest in Oregon. Aside from one female field technician, women filled clerical positions. My entry into the Forest Service was at a time when women were beginning to move into non-traditional roles. Three other women were hired shortly after me, but field personnel remained primarily male.

Women in the woods was a novelty—not only for the Forest Service but also for those outside the Agency. I remember an interview by a Portland journalist. His assignment: to interview three newly hired female Foresters and to report on the entry of women into forestry. It was a lengthy interview with many questions and a few such as: “aren’t you fearful of bears?” When printed, the article omitted key points of the interview and embellished ones that would capture the readers’ attention such as: “women foresters frightened of bears while working in the woods.” Women were ready for non-traditional roles, but was the world ready to accept them?

The Forest Service, too, was steeped in traditional male culture. To be accepted and valued (by men), you had to fit into the existing (male) culture. To do that, you had

to essentially emulate males and be as good (or usually be better than males) to be considered equal to males. Characteristic female strengths were not yet recognized nor valued. Fitting in meant adopting some male culture, and yes, toting the grey lunch box with the metal thermos subscribed to by the majority of men in the woods.

Within my first year with the Forest Service, I determined that I wanted to be a Sale Administrator. I was intrigued with the job of administering timber sale contracts. For a year I repeatedly requested a position in Sale Administration and was rewarded when the District Ranger created a training position for me then placed me in a full-time position a few months later when one of three primary sale administrators resigned. It was a vote of confidence in me, and I was determined to be the best I could be.

When I started in sale administration, the Mt. Hood National Forest and Region 6 were emphasizing operating within timber sale contracts and certification of Sale Administrators. This was a new change for those who had been in sale administration awhile. Until then, Sale Administrators sometimes exercised authority they did not have to make agreements outside timber sale contracts. The Certification program, too, was new and required

passing a written test and oral field examination.

I had a choice at this transition point: to learn how to administer timber sale contracts from my peers who had traditionally operated with the “spit and handshake” or instead, to rely on the advice and training of the the Forest Contracting Officer. I opted for the latter, but the choice involved operating differently than my peers. It meant enforcing contract provisions more strictly and operating within the contract and within my designated authority. All this equated to change for my co-workers and change for loggers, too.

Contract loggers and timber purchasers now had a woman administering timber sale contracts. For some, this touched their pocket books and egos. They tested me as they tested no other rookie sale administrator. During this period, some purchasers sent very derogatory letters about me to the Forest Supervisor. I was the subject of sexist cartoons depicting the entry of women into the male-dominated world of loggers. But I persisted and in year three, favorable rather than derogatory letters were written. It wasn’t easy to work in a world of sometimes egocentric, tough loggers—but I learned a lot about myself, about others, and about finding commonalities as the foundation for

resolving conflict. It made me stronger.

At a Women's Conference in Portland, Oregon in 1980, the Director of Timber for Region 6 announced that sale administration would be the last stronghold for women to enter. At that time, there was only one other woman sale administrator that I knew of. His statement, I believe, was based on the premise that women could not work with loggers—an outdated perspective that reflected male values and beliefs. I was convinced that many women were capable of administering timber sale contracts—and said so.

In the next nine years, I was a sale administrator (three years), a sale planner, attained a Masters Degree in Forest Engineering, and was a timber management assistant (TMA). As TMA, I managed the planning, design, layout, appraisal, and sale of timber and was one of several primary assistants to the district ranger. In 1989 I transferred to the Mount St. Helens National Volcanic Monument as district assistant in charge of sale administration and presale and discovered many women—OUTSTANDING women—in sale administration! Women were no longer rare: the change had evolved despite the pessimistic predictions.

I am starting a new program now: the Columbia Learning Center, initiated in June 1992. There are five Learning Centers service-wide, all in the Pacific Northwest where the program was initiated. The rationale behind them is that the Forest Service is shifting from traditional forest management practices to ecologically based

approaches to resource management. Learning Centers were designed to assist in this course change by creating partnerships and collaborative efforts to learn and share new knowledge, translate research to the ground, and develop communication linkages between research, management, and interested citizens. The Columbia Learning Center is currently a program as opposed to a center or physical building. It is based out of the Forest Headquarters office for the Gifford Pinchot National Forest. The Pacific Northwest Research Station is a partner, and we are pursuing others.

The fundamental role of Learning Centers is to promote learning and understanding of ecological approaches to management through information sharing, education, and field demonstrations. Each of the five Learning Centers is unique based on funding level, linkage with research, number of personnel, and a varying program emphasis based on local resource issues, community needs, and opportunities.

We have a long list of activities: (1) interpretation of demonstration areas (where ecological applications are planned or completed), (2) workshops to transfer knowledge, (3) field trips to show ecological concepts applied to the ground, (4) research presentations, (5) learning mediums (displays, videos). Since we are near the Portland, Oregon and Vancouver, Washington urban areas, The Columbia Learning Center can play a key role in enhancing environmental education for minority and urban youth, and others.

Our Board of Directors consists of two district rangers, two forest staff, a nursery manager and myself. As Learning Center Director, I have been developing the program, advising and making recommendations to the Board, and implementing Learning Center activities. The Board will provide the overall vision for the program and some of the resources.

There's no mold or model to follow for the Learning Center. That provides a lot of room for creativity; it also makes the program somewhat subject to scrutiny since it doesn't contribute directly to the accomplishment of hard targets. It's a non-traditional program, both organizationally and funding-wise. This, however, provides an excellent neutral forum for outreach.

The position is both challenging and exciting. I love to learn, and this program is all about learning. It's also about creating communication and other linkages for information sharing, coordination, and collaboration—an exciting shift in my forestry career.

I've pioneered many roles: getting women accepted into a mountain climbing club, working for Weyerhaeuser Company in the woods, getting women into a Toastmasters Club, being the first woman Certified in sale administration service-wide, and being one of the first female FSR's (Forest Service representative with authority to enter into certain contractual agreements). But it's not the "firsts" that make me feel good—it is knowing that many women added to those initial efforts—women who changed the image in

these roles from "unique" to "normal."

As I reflect on my career with the Forest Service and the evolution of workforce diversity, I see vast changes in attitudes. Today women are represented in virtually all leadership positions. Women in turn have enhanced the Forest Service in many ways—including the human dimensions such as people skills—qualities that are now valued as strengths. Today sexual harassment isn't eliminated, but neither is it so blatant. Today aggressive action would be taken to ensure a harassment-free work environment that values all employees. I'm proud to be part of the Forest Service. Agency decisions and policies aren't always perfect, but I believe there is a genuine attempt to do our best. I'm convinced the organization will continue to evolve and change in positive ways.

The old grey lunch box? I retired it. I couldn't throw it away since it is my reminder of how far indeed women have come in the Forest Service. I think I'll buy a jazzy new lunch box but I'll keep the old one to remember my roots and how far the Agency has come....

*Diane La Course is Director of the Columbia Learning Center, Gifford Pinchot National Forest, Washington. She began her forestry career working in research and operations for Weyerhaeuser Company. Since joining the Forest Service in 1978, she has planned, designed, laid out, appraised, and administered timber sales, and has been district staff in charge of these programs. She has a BS in Forest Management and a Masters Degree in Forest Engineering. A mountain climber, La Course recently climbed Mt. Rainier to celebrate her 20th wedding anniversary. In 1973, Diane and her husband Ron were the first couple married on the mountain's summit.*

**Have you encountered problems doing field work due to age or gender? Are the problems the same for women today as when you started?**

**Elfie Vogt, age 56  
Recreation Specialist  
Winthrop Ranger District  
USDA Forest Service**

As a recreation specialist, I am in charge of all the District campgrounds and trail heads, and two information centers. I also hire and oversee volunteers, including a number of young people with the Student Conservation Association and some older volunteers. Since the District doesn't have much money to put into recreation, we have to rely on volunteers. Volunteers are great, but they are here one year and gone the next; every year there is more training.

I work outside a lot, checking the campgrounds and working on trails, but I also work inside. I much prefer to be outside in the woods. I have a real love for the outdoors and for the Forest Service.

Physically, I've never had any problems being "older." To tell you the truth, they joke around here, "Is there anyone who can keep up with Elfie?" I've always been very energetic, but it's also my work ethic and outlook on performance. I am originally from Germany. I grew up in the Alps and practically skied before I could walk. My parents took me berry-picking in the woods and mountain climbing, and I brought that love for nature with me. Even though I love the forests in Europe, they are nothing like the ones here. There, every five miles you find a village, but here, you can drive along the North Cascade highway for over 50 miles and see nothing but wilderness on all sides.

I first started with the Forest Service 16 years ago in fire management and from the first day, I liked the people who work for the organization. After one year, I was offered a position in recreation, and I've been in recreation ever since.

I still love the Forest Service, but I have become disappointed with the direction it has headed in recent years. Perhaps that's a result of my being older and having differ-

ent values than some of the younger employees. We're doing everything "politically correct" these days and are more concerned with what the office looks like than what's happening in the field. We are really here to serve the public, yet we forget that important fact easily.

No one is idealistic anymore. There is also a lack of love these days for the organization. Dissatisfaction seems to be growing like a cancer, and it's very disappointing.

Over the years, I've had my share of gender-related problems, but I've handled them. I think that type of thing will always go on, but then, nothing outrageous has ever happened to me. I say forget the nit-picky stuff and consider the source. I think far too much time is being spent on these matters and we're going too far the other way. I do think, however, that if something serious happens, you should pursue remedies.

Different fields see more discrimination—some of them attract more macho types, both male and female. Sometimes the bias I've experienced has come from other females.

I try to be a good example to the younger people I work with. That's all I can do—all anyone can ever do. I think natural resources work is a wonderful field for women.

*Elfie Vogt is a recreation specialist with the Winthrop Ranger District, Okanogan National Forest, Washington State. She is a Registered Nurse, mother of three, and a grandmother of seven.*

**Judy Wink, age 52  
Chief Naturalist/Director  
Carbon County  
Environmental Education  
Center**

**Jim Thorpe, Pennsylvania**

I've been in the natural resource field for over 30 years. During that time, I've worked in just about every resource organization in Pennsylvania: the Game Commission, the Bureau of Forestry, the Bureau of State Parks, and others. I always had two jobs, one of which was doing field work.

My second career was as a teacher, but even then, I worked seasonally or part-time doing field work, or on short term contracts with the federal government. My background is as a wildlife biologist, but my work experience has ranged from pesticide management to gas spectrometry, from bird banding to population projects.

In 1986, I gave up a more secure and lucrative desk position to become director of this environmental education center. I choose to work in the field because I feel I can make more of an impact. After all, environmental awareness is only 10 percent of the total task, environmental action is what counts. The field worker is in essence the foot soldier, providing input for the person who's doing the paper-work. I am able to cross the line to work on all levels. To stay involved in field work is to stay in touch with the resource.

I really enjoy the diversity of this position—I am my own boss, although I do work with a board

*Edited by*

*Ellen*

*O'Donnell*



of directors. Because of the breadth of my experience, I am given leeway to make necessary decisions.

In the field, however, it is rare to come across another female who's working at the same level. Whether I'm providing technical assistance, or meeting with industrial boards, the women present aren't the decision makers.

Being a woman has never been a drawback in terms of my own credibility. I'm a direct person, and maybe that's why my experience and background seem to come across quickly. Today it seems that whoever can do the job is looked upon favorably regardless of gender. If I'm out in the field working with younger people, whether I'm climbing or lifting, they assume that if I'm there I can do it. I'm now more "seasoned," because 10 years ago I would not have asked for help—now if I need it, I'll say so.

I think it's advantageous for women just starting out in the field to take any task for the value of the experience, and not just the pay. My resume is 57 pages long, but a lot of those jobs paid only minimum wage. But now, when a particular agency needs someone to do an aerial survey and an environmental assessment, I can do both. I can fly the plane, write the proposal, do the technical work, and present the results. To get that experience, I took advantage of any opportunity I could to do field research, regardless of whether I knew anything about the subject. One time I volunteered to collect *Ambystoma* for a field project in West Virginia, and at that time I didn't even know that they were salamanders. My work motto has been, "never say no."

I think with the present economy, we are getting away from specialists; what agencies are looking for now is "multi-purpose" employees. The more dimensions you take to an agency, the more valuable you are to them. You've got to be flexible and not always go by the book. You've also got to use your judgment and not concede to special interests. That means standing up for what you believe in, even if some politician is telling you

that it would be in your best interest to change your opinion or alter your results.

It's important to develop a work ethic that suits you, based on your level of motivation and self-discipline. You can always make a career decision over again. To me, it's worth the extra time and reduced pay to be doing something I really love. Working toward creating a quality environment is something I do 15 hours a day. And when I get up in the morning, I still can't wait to get back to work.

*Judy Wink's degrees include a Bachelor's in education from East Stroudsburg University; a Master's in biology and wildlife, from the University of Miami, and a post graduate certification in wildlife management from the University of Michigan.*

**Helene Harvey, age 38  
Timber Sale Preparation and  
Inventory Forester  
Rochester Ranger District  
Green Mountain National  
Forest, Forest Service**

One of the drawbacks to working in the field is a lower salary. If you want to make money in the Forest Service, you're going to have to have an office job; it's a trade-off everyone faces. I find it rather ironic that the main complaint of most office bound foresters is "I wish I could get in the woods more often." In my opinion, higher level managers value people who plan more than the people who implement the planning; both areas are important and neither one can stand alone.

I've also run into some specialists who think that anyone who works in the woods is simply a laborer paid to do their bidding. Of course, you find ways of not dealing with them.

I became a forester by chance. In 1977, my enlistment was up in the Air Force and since there wasn't much opportunity for a Morse code radio operator in the "real world" I asked some of the guys in my outfit what they were going to do for a career. A few of them were planning to go

out west to forestry school; I was told a forester worked outside all day working with trees. Sounded like a good way to make a living and after looking at several forestry schools, I enrolled at the Pennsylvania State University.

I've been in Vermont on the Rochester Ranger District as a forester since 1981 (I've been GS-9 since 1983), and unless I've been picked for some special assignment, 75 percent of my job is field work and I enjoy it.

My field jobs include: laying out and marking timber sale units, inventorying stands, prescribing silvicultural and interdisciplinary treatments, cleaning roads and trails of winter deadfall, prescribed-burning and occasionally fighting fires on and off our forest, preparing and inspecting planting and timber stand improvement contracts.

Because of these various jobs, I've probably walked (and know something about) three quarters of the 65,000+ acres on the district and that knowledge comes in handy when a customer, either civilian or Forest Service, needs information. Not only are the jobs varied, but so are the job sites; everything from flat valley bottoms to steep (for the eastern U.S.) ridges. Although it's getting harder to pack in a case of paint a couple of miles to a unit, I still enjoy the physical aspect of the job. At least I don't have to exercise when I get home.

I also have the pleasure of seeing field jobs through from start to finish—a sense of accomplishment. I've written environmental assessments and been on planning teams, but even when the final paper is approved, I don't get the feeling that I've actually accomplished anything except that I've met some regulation. I don't mind planning, but I'd rather implement.

My greatest pleasure comes from just being in the woods. It's hearing a sound behind you in the snow and you turn expecting to see a squirrel and it turns out to be a black bear; or hiking to the job site and watching the sun filter through the hemlocks; and those rare perfect days, just the right temperature and no bugs, a joy to be out working.

I've never run into any major problems being a woman in the field. Yes, there are inconveniences and there was the occasional harassment from contractors and co-workers. But after you tell these people where they can go and they see that you're good at the job, they leave you alone. As in any job, you need to take care of yourself.

I was lucky to have two good supervisors Bruce Reid and Ron Blair (thanks guys), who taught me a lot of the practical aspects of forestry. A good supervisor will make the job easier, but anyone starting out is responsible for acquiring the skills to be a good field forester. They should keep an open mind, ask plenty of questions, be physically fit, do their best, and not be afraid to try. Also, we should never stop learning—keep up with the research, apply it, see what happens, and learn from it. A good forest steward, I believe, needs to understand the theory behind natural resources management and also have the practical experience to apply that theory and figure out whether it'll work.

Forestry is not glamorous and lately does not get high marks from the public. So why do I stay in it? Easy. Everyone needs to find their niche, something they love and are good at; my niche is working in the woods and I hope to return soon.

*Helene Harvey is currently on leave of absence from the Forest Service until September 1994 while she pursues a Master's in Forest Resources at Penn State—learning theory and getting ready to apply it in the field.*

THE NATIONAL PARK SERVICE HAS A PARK WHICH COMMEMORATES THE WORK OF THE EARLIEST FEMINISTS. THESE PIONEERS (WOMEN AND MEN) KNEW HOW TO NETWORK, TO CREATE MEDIA MOMENTS, AND HOW TO GET TO THE HEART OF ISSUES. A SIGNIFICANT PERSPECTIVE ON HOW QUICKLY—OR HOW SLOWLY—THINGS CHANGE.

## WOMEN'S RIGHTS

LINDA CANZANELLI



As superintendent of a developing park (with a major construction project that has been funded) I spend a lot of time traveling and meeting with architects, engineers, and exhibit designers. I also speak to groups formally and informally. As inevitably happens when traveling, planes are late and I spend hours in a wide assortment of airports.

I sometimes find myself in conversation with other travelers and eventually the talk gets around to "Where do you work?" I say: "The National Park Service." Then they say "My daughter is studying biology. She wants to work for the Park Service." or "My nephew is a forest ranger. Maybe you know him." or "I've always wanted to work for the National Park Service. It would be great to work outdoors."

I then inform them that I work in an office and the time I get to spend outside with the Park resources is much less than I would like, shortened and rearranged by crises that always seem to come up (but never seem that memorable after they are solved). Eventually the conversation gets around to THE QUESTION—"Which Park do you work at?" At this point, I square my shoulders, brace myself and answer in one breath,

"Women's Rights National Historical Park where the First Women's Rights Convention was held in Seneca Falls, New York in 1848." Then I wait for THE REACTION.

THE REACTION can range from "Oh" as the questioner suddenly develops a renewed interest in the newspaper or there can be a barrage of questions about every aspect of the Park and its development. Often the questioner says "my daughter" (and in the vast majority of cases the example cited is a daughter) "is really interested in women's rights," followed by a swapping of business cards, and a promise, on my part, to send more information.

The name, Women's Rights, elicits emotion and controversy. Everybody has an impression and an opinion of the Park's value and role in the National Park System, ranging from "I wouldn't cross the street to visit that place" to "This is the most important park there is." These diverse opinions are held by men and women, people who work for the Park Service, visitors to the Park, and those who are not even sure where or what it is.

So what exactly is Women's Rights National Historical Park? Today the Park physically consists of three historic structures (1) the Elizabeth Cady Stanton House, (2) the

M'Clintock House, and (3) the Wesleyan Methodist Chapel, plus a visitor center and a maintenance facility. The Park was established on December 28, 1980, through the dedication and perseverance of then Regional Director Herb Cables, North Atlantic Region (NAR), Legislative Specialist Judy Hart (later Superintendent), and numerous NAR staff. A wide variety of individuals and groups (such as the Elizabeth Cady Stanton Foundation) in Seneca Falls, the support of elected officials primarily New York's Senator Moynihan and former Congressman Horton, and the goodwill of women and men across the country overcame the strong opposition of others to make this Park come into being.

The Park broke new ground. It is not a historic site dedicated to the memory and achievements of a great woman. Although there are great women associated with the Park, it is the broad ranging *social and political change* outlined in the *Declaration of Sentiments* that serve as the interpretive focus.

### The history

The story begins in 1840 (20 years before our Civil War) when Elizabeth Cady Stanton went to England, on her honeymoon, with her husband Henry Stanton. Henry, an

abolitionist lecturer, was a delegate to the World Anti-Slavery Convention in London. Also serving as a delegate was the prominent Philadelphia Quaker Lucretia Mott. But instead of decrying slavery, the whole first day of the convention was taken up debating whether or not women would be allowed to be delegates. It was decided they could not. Lucretia joined Elizabeth in the visitors' gallery where they discussed the irony of the situation. They vowed that when they returned to the United States they would have a convention to discuss women's rights.

Life intruded on their plans: Elizabeth Cady Stanton began having children and Lucretia Mott was busy traveling the east coast lecturing on the evils of slavery. In 1847 Elizabeth, her husband and three children moved from Boston to Seneca Falls, New York because Henry needed to leave Boston "for his health." They chose the Finger Lakes because Elizabeth's father, a prominent judge in Upstate New York, owned a house there which he gave to her. Then, as now, Seneca Falls contained approximately 7,000 residents, and though it was not the bustling metropolis that Boston was, it was located along one of the major routes leading west, on a railroad and on a river/canal that were part of the Erie Canal system.

In Boston Elizabeth had found life fairly easy. With the constant stream of visitors representing the intellectual elite of the city at that time, she found her life intellectually stimulating. She was able to hire servants which allowed her to manage the household. Life in Seneca Falls was very different. Henry spent seven to nine months on the road, and when he was home he would retire to the parlor to read his newspaper or write. There was no help from him with the housework or the children. The house was a mile from town separated from it by a dirt road which was a foot deep with mud in the spring. But her biggest problem was finding

servants to help her with the housework and the children (she had four more children while she was living in Seneca Falls and all survived to adulthood). The local factories were paying a better wage than she could afford, and young women who worked in the factories could return to their parent's farms at night unlike domestic servants.

On July 9, 1848 Elizabeth was invited to the adjoining town of Waterloo for a tea party hosted by Jane Hunt. At the tea party was Waterloo Quaker Mary Ann M'Clintock, Auburn Quaker Martha Wright, the sister of Lucretia Mott, and Lucretia herself. To her friends Stanton poured out her discontent with her life to a sympathetic audience. That day the five women decided to hold a convention to discuss what was wrong with society from a woman's point of view, and they drafted the notice of the Convention which would appear in the local paper a few days later.

A week later around a table in the front parlor of the M'Clintock House, Elizabeth, Mary Ann, her husband Richard, and probably some of the household servants, (who were treated as part of the family), drafted the *Declaration of Sentiments*. This far-reaching document was modeled after the *Declaration of Independence* and contains the words *We hold these truths to be self-evident that all men and women are created equal...* The Declaration went on to outline the grievances that women had against society of the mid-1800's: the legal inability of a woman, if married, to own property or to retain her own wages; laws which gave custody of her children to her husband if they divorced, even if he was a drunkard and/or beat her; exclusion from the running of churches; and policies and practices that prohibited her from attending colleges and from most employment opportunities, especially the most lucrative. The most controversial of the articles of



the Declaration was proposed by Elizabeth Stanton, even Lucretia Mott considered it an idea too ahead of its time—and that was the right of women to vote.

A week later on Wednesday and Thursday, July 19 and 20, 1848, the First Women's Rights Convention was held in the Wesleyan Methodist Chapel in Seneca Falls, New York. Despite the short notice and at the height of hay harvesting season in an agricultural community, 300 people attended. Included in this number was Frederick Douglass, a life-long supporter of women's rights, who had traveled from Rochester, New York for the event.

During the Convention, each of the resolutions in the Declaration was read and voted on. The only one which proved controversial was the resolution on suffrage, but after much debate that too was passed. After the Convention people were invited to sign the Declaration of Sentiments. One hundred people signed—68 women and 32 men.

The Convention sparked controversy and many derogatory newspaper articles but the issues raised at the Convention and outlined in the *Declaration of Sentiments* caught the imagination and hearts of the general public. Two weeks later another convention was held in Rochester. Soon meetings to discuss women's rights were convening in many places.





### Recent history

Seneca Falls continues to be a focal point for women's issues. One of the things that makes the Park so exciting is that the items which were identified in the Declaration of Sentiments have not been resolved. Using the framework of the physical setting and the historic events, the Park and Seneca Falls have been able to showcase important events which have been vital to women. Alice Paul came in 1923 for the first reading of the *Equal Rights Amendment* from the steps of the Presbyterian Church; a large group gathered in 1948 to celebrate the 100th anniversary of the Convention and to call attention to the lack of progress; the National Organization for Women visited here in 1988 to gather support for a women's agenda. Each year people from across the country gather in Seneca Falls to celebrate Women's Equality Day.

### Current events

The National Park Service continues to invest resources to upgrade and ease the way for visitors to understand the importance of the events, people, buildings, and documents. The Elizabeth Cady Stanton House has been restored to its 1848 appearance and is open to the public. The M'Clintock House is in the final stages of restoration and will be open in late 1994. The major project the Park has been working on for the past five years is the Wesleyan Chapel Block project, funded by a \$12 million Congressional Add-On.

The focal point of the project is the Wesleyan Methodist Chapel which was built by the church in 1843. In 1872, the Wesleyan Methodist congregation split over the sanctioning of secret societies that excluded women and minorities. Half the members formed the Congregation of Seneca Falls while the remaining members built a new church in the same block. After the congregation left the building it went through extensive adaptive reuse (1) a hall, (2) then an opera house, (3) a

theater (4) a garage and automobile dealership, and (5) finally as a self-serve laundromat and 10 apartments. In 1985 the National Park Service purchased the building. As part of the construction project, the building was stripped of all the additions made to the building since 1848, including lowering the roof eight feet. The remaining historic fabric has been stabilized and protected.

Just to the west of the Chapel is a piece of land that is being made into a landscaped park with a sloped lawn, outdoor seating, and a 140-foot waterwall inscribed with the *Declaration of Sentiments*. To the west of that is a building which was most recently used as the municipal building for the Village of Seneca Falls. The building, originally constructed in 1915 as a garage and automobile dealership, is now a contributing structure to a National Register District. In 1987, the Village of Seneca Falls donated the building to use as the new visitor center/administrative offices.

The building contains visitor facilities on the first two floors and administrative offices and a research library on the third. The first floor visitor's facilities include an information desk, orientation room with information about the Park, Seneca Falls and Waterloo. There are also restrooms with baby-changing stations in the men's and women's rooms, a 70-seat theater that shows a movie made especially to explain the Park story, a sculpture containing 19 full-size figures not representing a historic moment but depicting the people who attended the Convention—some known, others anonymous. Visitors are able to walk among and between the bronze statues. On the second floor, a wealth of interactive exhibits focuses on issues raised in the *Declaration of Sentiments*, including the thematic areas of "Inauguration of a Rebellion," "True Womanhood," "Women at Work," "Fashioning Women," "Women and Political Action," and "School Matters."

### The Park as a personal litmus

Using hands-on exhibitry, computers, laser-disk technology, photographs, artifacts and thought-provoking questions, visitors can examine the world of 1848 and decide for themselves how much things have or have not changed. The exhibit emphasizes the role each of us plays in shaping society. So no matter what your REACTION is when you hear the name Women's Rights National Historical Park, the Park has something for you. You can view the Park as an historic event—in the past with no connection to your life—or perhaps as a place to voice or vent your opinions, no matter what they may be. It can be a place to gauge your perceptions against others; as a place to be inspired or as a place to learn. Each person discovers something different. All you have to do is be open enough to walk through the door.

*Linda Canzanelli started as a clerk/typist 16 years ago at Boston National Historical Park after getting her Bachelor's in History from University of Massachusetts-Amherst. She got her Master's in Public Administration while working full time, then became a park ranger, then a supervisory park ranger in Boston. From there she went to the French Quarter Unit of Jean Lafitte National Historical Park and Chalmette National Historical Park in New Orleans where she received a law enforcement commission. In 1985 she went to Gateway National Recreation Area to supervise programs for 10 million visitors. Canzanelli's assignment in 1989 was to Women's Rights NHP to design and implement (\$12 million) improvements for the developing park.*

Photos these pages: page 38, Superintendent Linda Canzanelli; page 39, Elizabeth Cady Stanton in 1869—and her restored home; page 40, the author and a visitor among the bronze statues. *Photos courtesy Women's Rights NHP.*



## Don't forget, Bill Clinton's mother is a nurse

There's been plenty of talk, during the national health debate, about doctors, hospitals, drug manufacturers and insurance companies. But surprisingly little is being said about the women and men who take temperatures, give shots and provide most of the hands on care. The nation's two million registered nurses aren't just another special-interest group in the health care mix. In many ways, they are the heart of the system, but they bear the brunt of many of the health system's problems. •The work is more difficult because thanks to cost cutting, only really sick people stay in the hospital. To save money, others less sick go home sooner. •There aren't enough nurses; 78 percent of the general medical-surgical hospital nurses interviewed complained of chronic short-staffing. •Nurses don't get enough help because orderlies have been cut to save money. Some 60 percent of nurses' time goes to non-nursing functions. •Nurses do work for which they aren't qualified as hospitals scramble to cover unfilled positions with "floaters" who work on such life and death units as cardiac. Acute-care hospital nurses in a survey blamed nearly half of their units' accidents and errors on inadequate staffing.

What to do to correct the shortages? •Don't save money by overworking working nurses. •Spend more money on nurse education. Physicians currently get almost \$5 billion in federal education funding, while nurses get \$300 million. •Let nurses deliver primary health care—meaning health promotion and disease prevention in order to keep the population healthier. •Eliminate the barriers to an expanding role for nurses by amending laws and state regulations. The restrictions are usually a result of physicians' collective fear of a threat to their livelihood.

Editorial, *Glamour*, June 1993

## New addition to the National Wildlife Refuge System

Legislation was signed in late 1992 converting Rocky Mountain Arsenal near Denver, which once produced chemical warfare products, into one of the largest urban national wildlife refuges in the United States. The site encompasses 27 square miles of prairie, wetlands, lakes, and rolling uplands, providing vital habitat for more than 240 species some 10 miles from downtown Denver. Once agricultural, the lands were purchased in 1942 by the Army and used as a top secret site, then later used for the manufacture of pesticides. It is expected to take 25 years for the Army to clear contamination. The US

Fish and Wildlife Service has been managing fish and wildlife resources and public use at the site since 1989, and its various programs have reached 150,000 people with interpretive tours, eagle watching, fishing, nature walks. Species include: bald and golden eagles, ferruginous hawks, migratory waterfowl, songbirds, coyotes, foxes, mule and white-tailed deer, northern pike, largemouth bass, bluegill, and channel catfish.

*Fish and Wildlife News*, Winter 1993

## Fieldwork repair time

You've been to the doctor to find out why your heel (knee, hip, shin, shoulder, elbow) hurts so much. You can't walk, work or play like you could six months ago. Your doctor says you have some type of "-itis" (the suffix for inflammation) as in tendinitis or bursitis. In active people, the most common cause of inflammation is overuse, which results in microscopic damage to tendons and other connective tissues. Generally, these small tears start to bleed; then swelling and increased fluid put pressure on adjacent structures. Inflammation begins as the body tries to heal the damage by increasing blood flow, bringing in cells to repair damage and form new tissue. If the inflammation is chronic, the new tissue may become scar tissue. This is why you should not ignore even a minor pain. If not treated promptly, it can grow into a major hindrance not only to exercise but also to daily life. Inflammation injuries creep up on us. They are not caused by one sudden motion or a fall. Rather, they represent the accumulation of trauma to sensitive tissues. Tissue can withstand and adapt to many types of loads, but there is a limit to how much you can ask of any body part. Repetitive motion is worst: tennis, softball or swimming, long distance running. You are more prone also if your muscles are inflexible, weak or imbalanced, or if you increase activity quickly, or if you use improper equipment or poor technique.

Carol I. Otis, M.D., *Shape*, July 1993

## Natural Resources at the University of Missouri

The College of Agriculture, Food and Natural Resources at the University of Missouri-Columbia (UM-C) comprises four groups: Forestry; Fisheries and Wildlife; Soil and Atmospheric Science; and Parks, Recreation and Tourism. The student to faculty ratio is good. Forty full-time faculty members meet 450 undergraduate and 125 graduate students. Albert R. Vogt, Director, says "A unique blend of faculty teaching within a single college, team-taught courses and a capstone experience

for all graduating seniors make the program offerings very strong. And, there's an excellent federal-state cooperative unit at the university, one of fewer than 15 in the country. Students benefit from strong ties between UM-C and federal forestry and fishery units; and links to the Missouri Department of Conservation." Some of the many resources of the college include: 1) Thomas S. Baskett Wildlife Research and Education Center (2400 acres, 20 acre lake); 2) Gaylord Memorial Wildlife Research Laboratory (Puxico, Missouri); 3) 9600 acres (control or access) of forested lands; 4) systematic collections of the vertebrates of Missouri and contiguous states. Therapeutic recreation is a special emphasis in Parks, Recreation and Tourism. Thanks to geography and topography, Missouri encompasses varied habitats such as prairie and hardwood forest; and a mix of southern and northern flora and fauna. In exposing students to the diversity in Missouri's natural world, the college offers them a look at a microcosm of the United States.

Diane Calabrese, Columbia, Missouri, Summer 1993

## Headline-making statistics that are myths

(1) *Women have a one in nine chance of getting breast cancer.* Actually, the figure represents a woman's chance of developing breast cancer over a lifetime, from birth to age 95. A woman's chance of developing breast cancer in her 30s is about one in a hundred.

(2) *Half of all marriages end in divorce.* It depends on your age. Among people now in their 60s, only one in five has ever divorced. Women in their 40s are the most likely to see breakups—fully 60 percent. Among baby boomers, born in the late 1950s and 60s, divorce rates are expected to be about 50 percent. Those in their 20s, it is expected to drop to 40 percent. (3) *The average person's free time is declining.* This is one of the most often repeated false statements because so many of

us feel pressed for time. But the time pressure is a consequence of too many choices rather than too few hours. Time-use studies show that among women age 18-35, free time grew from 36 hours a week in 1965 to 39 hours a week by 1985. Among women age 36 to 50, free time grew from 32 to 35 hours a week. Although women are working more, they're spending less time doing housework. (4) *Infertility has increased dramatically among American couples.* Actually infertility fell from 16 percent to 11 percent in 1988 (and to five percent of women age 15 to 24) but the vocal baby-boomer generation are reaching the end of childbearing years so they make it sound like more. (5) *After divorce, a woman's income drops by 73 percent.* Actually, that 1987 study in Los Angeles County of 114 women was not representative. The real figure from a Michigan State University national study is bad enough at 37 percent loss of income. (6) *More women are staying home to raise their children.* The miniscule dip in working women age 25 to 34 was most likely recession layoffs or second/third baby-tending. The percentage of men who work has been dropping for decades, yet no one claims men are giving up their jobs to be home with kids. (7) *SAT scores among American kids are plummeting.* No, they are not.

Cheryl Russell, *Redbook*, March 1993

## Do you miss what life was like before you got so responsible?

I used to go for motorcycle rides with my artist friend, Dennis. He had a free spirit and matching hair—it hung long and blond and wild way past his shoulders. We were going really fast one night, me behind holding on tightly while his hair beat up my face. I was scared witless when we went over the metal grating of a long bridge. But Dennis wasn't scared. He leaned low and gracefully, first to one side, then to the other, doing a little motorcycle ballet. "You ride so naturally," I screamed into his ear, "like you and the machine are one." He nodded. "It's the L.S.D.," he yelled back. "Oh," I said. "Far out."

There was the time my roommate Lois and I gave our Christmas tree what we called a Viking funeral. We wrapped it, still dressed in its dime-store ornaments, still held in the grips of its festive red-and-green metal stand, in a bed sheet. Then we hauled it to a railroad bridge that spanned the Mississippi River. We set it on fire and threw it in. It sank immediately, rather than floating and flaming magnificently on to New Orleans, as we'd hoped. But we were very pleased anyway. We went home and ate red licorice.

Once when I was literally down to my last dollar with five days to go till payday, I spent it on a rose, which I gave back to

the earth in a ceremony of my own design: I lay it on a boulder and pointed it toward the setting sun in a park frequented only by lurching drunks.

Well. We grow up, inevitably. Even Peter Pan men reach the day when they sit glumly at the kitchen table in cold morning light, saying they're getting tired. Youth is for doing things we give up later on, for learning our own boundaries. One day we know pretty much what works for us and what doesn't, and we settle into a steadier, duller course. If we have children, we get even more conservative, owing to the sudden insight we have into the fragility of life that comes with the bill for the use of the birthing room. My life is comfortable now: I've made some good trade-offs. I'm happier than I was when I was younger, a fact that as I reveal it astounds and pleases me.

Elizabeth Berg, *New Woman*, March 1993

## When a man's father dies young

When a man's father dies young, he feels illegitimate, unsponsored, unprotected. He expects to die at the age his father died. And men who live past the age at which their father died aren't quite grounded: they don't know quite how to be the age they never expected to reach, the age for which they have no model. They may even feel a little guilty for getting this undeserved favor from fate. At whatever age a man loses a parent, he goes through a depression, a state of emotional insecurity and crisis. He is likely to make rash and drastic decisions about his life, trying to find a way to ease his pain and restore his security. He may quit his job or want to retire or move. He may take up new activities. He is likely to be dependent and vulnerable and in great need of love. In his misery, he may blame his wife for his sense of loss and may pull away from his marriage. At such a time, he is extremely susceptible to affairs.

He may not be good at mourning, at reviving the memories and the feelings. He will feel closest to whoever can help him live through his pain.

Frank Pittman, *Private Lies: Infidelity and the Betrayal of Intimacy*

## By combining forces, this group catches arsonists

Sending arsonists to jail is the goal of a pilot project underway by a task force made up of wildfire and law enforcement agencies. In the last 12 months the cooperative effort has resulted in 104 Oregon-based investigations and 49 arrests: a success rate of 47 percent. The national average arrest rate is less than one percent. Representatives of six federal and state agencies (BLM, BIA, NPS, USFS among them) in the northwest think this methodology of cooperation has proven to be more efficient in solving wildland arson fires. Investigators have also concluded that a few arsonists set many fires.

Rich Hein, Oregon State Police *Bulletin*, September 2, 1993

## How to handle mean people with less heartburn

When people are habitually nasty, ask yourself, Why am I here? Do I like feeling bad? But let's say the swipe is out of character. FRIEND: You're starting to look like that star, what's her-name? YOU: Madonna? FRIEND: No, Roseanne. Janet Kamin, a clinical psychologist who practices in New York City, says that when attacked, a person should express puzzlement: I know you don't want me to be your enemy. Why are you saying this? When you respond this way instead of counterattacking, Kamin says, "You put the responsibility for the antagonist's behavior where it belongs." Sometimes the very best response is the easiest: nothing. Don't toss in bed all

## Women in Natural Resources



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night stewing up one-liners, thinking: Why didn't I say this? Why didn't I say that? If you can't stand nasty people, why would you want to be one?

If you feel you must do something, have cards printed up that say "Excuse me for not responding. You're just so rude, I'm speechless." An especially good technique is a simple "Huh?" that forces the nasty person to repeat his harsh words and listen to them. Let mean words hang in the air and they'll ricochet, hitting the sayer square between the eyes. If you care about the relationship, but someone is being abusive, give yourself time to regroup. Try "I need some time to think about what you've said" or "how do you think that makes me feel?" It helps to remind yourself that relationships are supposed to be selective. There are 250 million people in America—so choose to stay away from sneerers, scowlers, seethers, sociopathic sarcastic so-and-so's. Use the turn-on-the-heel trick: Stand up, put one heel down, pivot, then wave sweetly as you walk out the door.

Patricia Volk, *Family Circle*, March 16, 1993

### So you want to go into development business big-time?

It used to be so clean, the world of high-stakes real estate finance. Even the dirty work was never really dirty. Developers who failed to pay bills were treated respectfully, pressured for months by lawyers and bankers but often let off on a compromise. The players cut deals in mahogany offices and consummated them with signatures and handshakes. In Seattle, that is changing, largely because of the deft, aggressive and controversial tactics of one real estate Repo Man, Thomas R. Hazelrigg III, a former developer himself. He buys debts-collection judgments from banks and other creditors who have given up hope of collecting. He pays deeply discounted prices, sometimes less

than half the amount owed, then collects what he can from his targets. The arrangement means the creditor gets at least a portion of the debt that is owed. Last year, Hazelrigg paid about \$700,000 cash to First Interstate Bank for the right to collect on a \$13 million judgment against Dick Clotfelter and Gary Carpenter, developers of the 44-story Pacific First Centre. Hazelrigg seized both men's houses (along with cash and other property), gave the families 60 days to move out, then moved his own family into Clotfelter's waterfront place, valued at \$3 million.

Here's how it works: Say a contractor completes \$1 million worth of work for a developer who never pays. The builder sues the developer and, after months of litigation, he wins a court order to collect the \$1 million plus interest. By now, the builder is strapped for cash, sees other creditors hounding the developer, and concludes the developer doesn't have enough money to pay everyone. Within days, the builder receives a call from Hazelrigg, who has noticed the case while scouring court records for customers. The builder is offered \$500,000 for cash, payable immediately. He takes it and uses it for bills or payroll, transferring the court order to Hazelrigg for collection. Hazelrigg that afternoon calls either the developer or the developer's lawyer and gives notice that he's freezing the debtor's assets. Hazelrigg emphasizes the risks involved in collecting on judgments: paying more than he can collect from someone, realizing too late that other creditors have priority over him, or facing huge payments to remove liens on property he obtains. Despite those risks, Hazelrigg has taken no losses on the large judgments he has bought in the past 18 months. He won't disclose his profits.

Michele Matassa Flores, *The Seattle Times-The Seattle Post-Intelligencer*, June 27, 1993

### What's a serving?

Knowing what makes a serving is the best way to track calories and fat and maneuver your way around the food pyramid. Snack-food manufacturers will tell you the calories in ounces—but what does a serving look like? Let your fist, thumb and palm be your portion guide. Amounts approximate a woman's hand of average size. •A whole thumb equals about one ounce of cheese. •A fist equals in size about one cup of cereal, rice, pasta, leafy greens. •A thumb tip (to the first joint) equals one teaspoon of butter, mayonnaise, peanut butter: three thumbtips equal a tablespoon. •Your palm (no fingers or thumb) is about the size of three ounces of meat. •A handful equals one or two ounces of snack food like nuts and small candies. Two handfuls of potato chips, pretzels, popcorn equal one ounce. •Two tablespoons of liquid like cooking oil or alcohol fits into your cupped hand.

Jane Kirby, *Good Housekeeping*, June, 1993

### Negotiation advice from the founder of the Harvard Negotiation Project

Traditional haggling, in which each side argues a position and either makes concessions to reach a compromise—or refuses to budge, is not the most efficient and amicable way to reach a wise agreement. Instead, negotiate based on the merits of what's at stake, which is a straightforward negotiation method that can be used under almost any circumstances.

•Separate the people from the substantive problem to preserve the relationship. Attack the problem—and if you are personally attacked, ask to return to the problem.

•Focus on interest—what people really want, not positions—to determine the common ground.

•Generate a range of options before deciding upon

one because having a lot at stake inhibits creativity. Do not settle on a single, correct solution, but look for solutions to benefit everybody.

•Insist on using some legitimate standard of fairness by choosing some objective standard: market value, the going rate, expert opinion, precedent, what a court would decide, etc. Then neither party loses face when conceding to relevant standards. Never yield to pressure, only to principle.

•Develop a best alternative to a negotiated agreement, because if you haven't thought through what you plan to do if you fail to reach an agreement, you are negotiating with your eyes closed. And you may be too anxious to reach an agreement because you haven't considered other options. It may be better to walk away.

•Consider what kind of commitment you want. Every meeting will not result in final decision, so consider them exploratory, draw out what interests motivate the other side, then draft promises without nailing anything down. Sleep on it, consider alternatives, get advice. If the other side comes back with new demands, you have the right to renegotiate as well.

•Communicate skillfully, listen actively, interrupt to clarify ambiguities. Remember that the other side will hear you say something different than you mean. It is important to understand perceptions, needs, and negotiating constraints—but understanding is not agreeing. By understanding the other side's position, however, the more persuasively you can refute it.

Roger Fisher, *Getting to Yes* (Viking Penguin) in *Bottom Line Personal*, September 30, 1993.

### Aggression in relationships

Jan Stets, assistant professor of sociology at Washington State University, believes aggression has less to do with anger and frustration and more to do  
WOMEN IN NATURAL RESOURCES 43

with power and control. She defines control as "managing or regulating another person's behavior." Stets has published a dozen articles on aggression in relationships in journals and written a book *Domestic Violence and Control*. She interviewed six heterosexual couples involved in physically violent relationships as they participated in a program for men who battered their partners. The interviews indicated that aggression occurred when the women did not behave the way the men wanted them to behave. "Every time women challenged men's control," said Stets, "the man responded aggressively." Other studies on dating relationships confirmed her perceptions. Aggression is defined as yelling, accusing or insulting, and physical violence ranging from pushing, slapping, assault, homicide. Stets says that "aggression is a response in either sex to loss of control. Women probably hit at the same rate as men. The difference is in the consequences of the aggressive behavior. A blow by a woman simply does not have the force of a blow by a man." In most relationships, partners exert some level of control over each other. It is when the need to control becomes excessive that you begin to see conflict in the relationship. "When aggression first emerges in a relationship, don't let it go by. If you do, the other person thinks that it's OK, and will probably resort to it again," she said.

Beth DeWese, *Hilltopics*, June 1993

### Burros to the rescue

While often thought of as stubborn and even stupid, wild burros possess a little known trait that is creating a demand for them far in excess of their numbers. A single burro will—with

the tenacity of a grizzled junk yard dog—guard hundreds or even thousands of domestic sheep and their lambs from wily predators in search of an easy meal. "The burros have not only been a help to the sheep ranchers, but they have also been somewhat of a savior for predators, because excessive numbers of wildlife are killed in the name of saving livestock" said Bureau of Land Management Director Jim Baca. BLM originally got the idea from the Ute and Zuni Indians of the southwest as a use for the surplus burros they round up and sell for \$75 each. Burros have been known to aggressively chase foxes, coyotes, and dogs, trample with the front hooves, kick with the rear hooves, and bite ferociously.

*BLM News*, July 28, 1993

### Who needs to watch Batman when you've got the real thing?

Question: What weighs 19,000 pounds, lives under the Congress Avenue bridge in downtown Austin, Texas from spring through fall and, *each night*, eats up to 30,000 pounds of food it has to catch for itself? Hint: It is not a University of Texas offensive lineman or a giant amorphous monster, although some people might have difficulty making a distinction between the two. Give up? It is simply the largest urban bat colony in North America. More precisely, a colony of Mexican free-tail bats, up to 750,000 of them, and Austin's Mayor proudly proclaims his city has become the "bat capital of America." Watchable Wildlife? Bats? You bet! Daily, near sunset, several hundred onlookers gather on, under and near the bridge to witness the evening departures

of clouds of bats venturing out to feast on insects throughout the night. Bats, along with snakes, are the most maligned (and feared) groups of animals in much of the world. But for humans, they're among the world's most beneficial wild animals. Some bats are vegetarian, serving as valuable seed dispersers and plant pollinators. A few feed on fish, amphibians, and reptiles.

Mark Hilliard, *Idaho Wildlife*, Summer 1993

### On the lone prairie: disturbed, and wallowed

Disturbances are important to prairie because they help create and maintain a varied environment. Disturbances remove plant cover and generally increase the amount of light that reaches the soil, but at the same time soil moisture levels may be reduced. Disturbances may also release nutrients that might otherwise be held by older plants. Bison created wallows in an attempt to rid themselves of flies and parasites. These were large circular depressions of bare soil, often several yards in diameter. Wallows were circular because bison can't roll over, so instead they lie on their sides and pull themselves around in a circle with their legs in a seesaw fashion. Wallows collected water, forming small ephemeral pools. Annual, weedy plants like native ragweeds and goosefoots concentrated in active, open wallows. There were millions of them on the pre-settlement prairies of north America. George A. Custer, (think Little Bighorn) estimated two to three wallows per acre in the northern Great Plains. Many wallows can still be seen today, although they are covered with mature plants.

Charles Umbanhowar, Jr., *North Dakota Outdoors*, July 1993

### Cornell University embraces diversity

The Department of Natural Resources (DNR) is one of 14 departments in the New York State College of Agriculture and Life Sciences at Cornell University. In 1898, Cornell offered the first four-year professional forestry college degree in the nation. Today, as a land grant institution, the Department offers courses and conducts research in a combination of physical, biological, social, economic, cultural, and political areas. Program areas include traditional forest, fish, and wildlife management, as well as human dimensions, environmental ethics, national and international policy and planning, ecotoxicology, and wetlands/water quality.

Typically, about 170 undergraduates and 50 graduate students major in natural resources; there are 16 tenure track faculty, of which three are women, and 21 senior staff. Research and extension staff includes 22 specialists, technicians and aides, of which eight are women. Women faculty and staff are: Annie Adams, Research Aide; Barbara Bedford, Assistant Professor; Heidi Christoffel, Research Aide; Nancy Connely, Research Support Specialist; Karen Edelstein, Extension Support Specialist; Barbara Knuth, Associate Professor; Marianne Krasney, Associate Professor and DNR Extension Leader; Rebecca Sawyer, Technician; Rebecca Stout, Research Support Specialist; Suzanne Wapner, Technician; and Cindy Wood, Technician. Jim Lassoie, Chair of the DNR, believes diversity of expertise and interdisciplinary scope better equips the DNR to address emerging, complex environmental problems.

Becky Stout, DNR, Cornell University, June 1993

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The 55th annual meeting of the Midwest Fish and Wildlife Conference will be held at St. Louis, Missouri, December 11-15, 1993. For information contact Norm Stucky, PO Box 180, Jefferson City, Missouri 65102 (314-751-4115 x 358).

A group that advocates building a national trails system alongside railroad tracks (in use or abandoned) has a report on its activities. Send \$9 to Rails-with Trails Conservancy, 1400 16th St., NW, Suite 300, Washington DC 20036 (202-797-5400) for the report *Sharing Corridors for Transportation and Recreation*.

If you're concerned about the environment, health-care reform, freedom of choice, and the like, Working Assets Long Distance—a politically active, socially conscious, nationwide phone company—can help you make your voice heard, quickly and easily. When the 100,000 Working Assets customers receive their phone bills, they also get a brief summary of two issues awaiting decisions by government or corporate leaders, along with recommended action and the addresses and phone numbers of the key decision makers. The Company lets you call the decision makers free on the first Monday of every month and for a discount on other days. They will also write a letter for a charge. Call them at 800-788-8588 for more information.

Title 9 Sports is a mail-order company run by women sports buffs for a select assortment of workout wear. They boast that when you call to order an item, you can talk to a woman who's actually worn it—they can even fit a sports bra for you over the phone. For a catalog, contact them at Dept. TN, 1054 Heinz Ave, Berkeley CA 94710 (510-549-2592).

The Bradford Institute on American Outdoors will be held November 5-7, 1993 at the Bradford Woods, Indiana University's 2,300 acre outdoor education, recreation, and leadership training center. The recreation focus will be on outdoor

education, challenge education, and accessibility. Write them for information at 5040 State Rd 67 North, Martinsville, Indiana 46151 (317-342-2915).

One of the most innovative uses of recycled plastic is clothing. Hoechst Celanese, has created a cottony-feeling polyester fabric called Revive! from plastic and polyester. Wellman, Inc., the world's largest plastics recycler, teamed up with Dyersburg Fabrics and Patagonia (a maker of outdoor clothing) to create a fleece fabric from recycled soda bottles. Patagonia's line will include PCR (post consumer recycled) synchilla sweaters. For a free catalog call 800-336-9090.

A non-profit conservation group—American Forests—collects seeds from original trees at historic sites or the homes of historic figures (Betsy Ross, Ronald Reagan), grows them to saplings, and sells them at \$35 plus shipping to the public. Call 800-677-0727 for catalog.

There is a report from the American Bar Association about how fathers are doing after getting—or trying to get—custody of their children. Send \$5.95 to Family Advocate, ABA, Box 666, Westport, Connecticut 06881.

Maxilla & Mandible, Ltd. have a catalog for \$9.95 of the bones of mammals, reptiles, fish, birds and other critters. Write to them at 451-5 Columbus Ave., New York NY 10024.

The Ecotourism Society's motto is "responsible travel that conserves natural environments and sustains the well-being of local people." For information on membership categories, costs, and benefits, write them at 801 Devon Place, Alexandria, Virginia 22314 (703-549-8979).

The Association for Women in Science (AWIS) has two new and useful publications: *Grants at a Glance* (\$7.50 to non-members), and *A Hand Up: Women Mentoring Women in Science* at \$20.50. Send to AWIS 1522 K Street NW, Suite 820, Washington DC 20005 (202-408-0742).

The popular (three million viewers) exhibit *Old Growth Forests: Treasure in Transition* has returned to its home at the World Forestry Center in Portland, Oregon after a three-year nationwide tour. Center staff will update the 5,000-square-foot exhibit to reflect current issues and to include new hands-on activities for children. For information call them at 503-228-1367.

The third Alaska Outdoor Education Conference with a focus on Relationships will be held in Anchorage March 25-27, 1994. For further information about papers or registration contact Todd Miner, Alaska Wilderness Studies, University of Alaska, 3211 Providence Dr., Anchorage AK 99508 (907-786-1468).

The National Association for Interpretation is for naturalists, environmental educators, nature center or museum specialists, teachers, recreation specialists, park rangers, interpreters, resource administrators, or historians. They provide a magazine and also regional affiliations for meetings and information sharing. For membership information write to NAI, Box 1892, Fort Collins, Colorado 80522 (303-491-6434).

The fourth Women's Policy Research Conference, titled *Innovations in State and Local Government: New Directions for Women* will be held at the American University, June 3-4, 1994. For information contact coordinator Lucia Fort at 202-785-0393.

The National Wildlife Federation Resources Conservation Internships 1994 applications are due April 1 for college graduates and graduate students with an interest in environmental issues who want to work in Washington DC. For information contact Nancy Hwa at 1400 16th St NW, Washington DC 20036-2266.

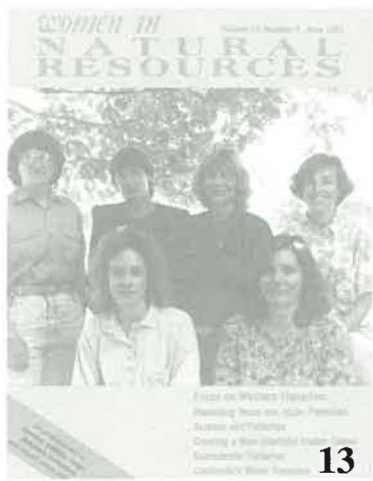
The Forest History Society in Durham, North Carolina offers the 1994 Bell travel grants (to \$750) for study in their archives. Eight were awarded in 1993. Call 919-682-9319 for information.

**TO SUBMIT A MANUSCRIPT** to *Women in Natural Resources* journal, send a preliminary draft by FAX (208-885-5878)—single spaced—for consideration to Dr. Dixie L. Ehrenreich, Editor. To discuss a topic, please call 208-885-6754.

**TO ADVERTISE A POSITION OR PRODUCT** in a flyer or journal, send text by FAX (number above) for an estimate of cost. *WiNR* sends out twice-monthly job announcement flyers. The journal is quarterly. Price for a full page (8 1/2 x 11) in the journal or the flyer is \$800; half page is \$400; quarter page is \$200; the smallest is one-eighth at \$100. We format or accept camera ready copy sent to our address (see below).

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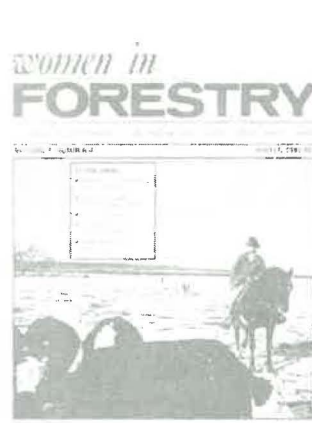




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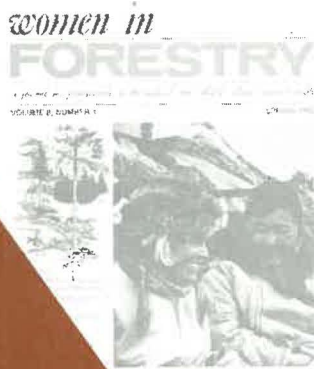
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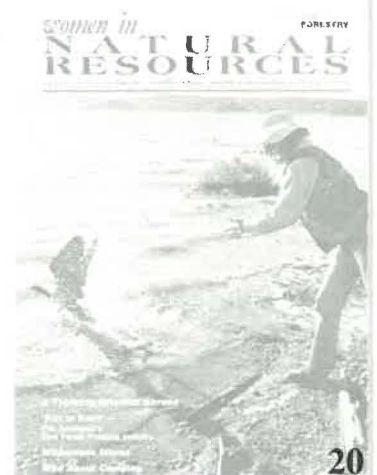
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