

*women in*  
**N A T U R A L**  
**R E S O U R C E S**

Volume 17, Number 4 Summer 1996



*Focus on Looking Back at the  
Dallas Symposium of 1985  
and*

**Interview: Ann Forest Burns**

**Grizzlies**

**Young Girls and Natural Resources**

*for professionals in  
forestry, wildlife, range,  
fisheries, recreation,  
and related social sciences*

## THE DALLAS SYMPOSIUM: *A retrospective look*

Last issue of WiNR, we excerpted snippets from a few of the papers delivered at the Dallas Conference WOMEN IN NATURAL RESOURCES in 1985. WiNR published the papers from that meeting as Volume 8, Number 1 in 1986. Here are a few more excerpts from the conference papers. Inside we have papers and comments about what it all meant. *Dixie Ehrenreich*, Editor

### ANDREA U. WARNER

Since the passing of the Civil Rights Act of 1964, additional major laws and Executive Orders have been passed that are the basis for the establishment of many government Civil Rights programs. Executive Orders 11246, 11375, and 11478 as well as the Equal Employment Opportunity (EEO) Act of 1972 are particularly significant.

Executive Order 11246, issued by President Johnson in 1965, decreed a federal policy of equal opportunity in federal employment and prohibited discrimination based on race, creed, color, or national origin. Executive Order 11375, issued by President Johnson in 1967, amended order 11246 by adding "sex" as a category of prohibited discrimination. President Nixon issued Executive Order 11478 in 1969. This order made it clear that Equal Employment Opportunity (EEO) applied to, and had to be an integral part of every personnel policy of the federal government. It further required that each department and agency establish and maintain an affirmative program of equal employment opportunity. The Equal Employment Opportunity Act of 1972 brought federal employees and agencies under the equal employment opportunity provisions of the 1964 Civil Rights Act. These Acts and Executive Orders are the legal basis on which specific programs are established to achieve representation of women and minorities in the workforce. Special Emphasis Programs and Civil Rights Advisory Groups are some of these programs.

The Office of Personnel Management provides government-wide leadership for affirmative employment programs. These programs were established because of severe underrepresentation of its members throughout the workforce.

### RUTH COLKER

The influx of women during World War II into traditionally male work especially benefitted black women who, for the first time, were offered decently paid, although extremely onerous, work. One phenomenon that is often overlooked during this period is that women often migrated to take these jobs. Given the common stereotype that women aren't willing to move because of

family responsibilities, it is interesting to note that women traveled to take these jobs although they were usually the sole caretakers of children while their husbands were serving in the armed forces. During this period, the first equal pay directive for women was issued by the Secretary of Labor. Unfortunately, it was soon watered down so that it created few substantive rights. However, philosophically, it created the first discussion on a national level of equal pay for equal work. By the end of this period, (mid-1940s) however, the Courts still failed to recognize women's rights to equality.

Three-fourths of the women who joined the job force during WWII stayed in the labor force after the war; however, their occupations shifted to more traditionally female roles. This phenomenon speaks to the power of socialization. When society needed women to do physically demanding work during colonial times, untraditional work during World War II, it was successful in achieving that result. The source of this cultural message during the post war period was the "feminine mystique"—that women should find housework and raising children satisfying.

The 1960s was a period of increasing equality and visibility for women. Women who had worked in the black civil rights movement and developed useful skills in that movement, or who had become disenchanted with their role in that movement, began to work for women's rights.

### ROSS S. WHALEY

If you were to survey current USDA Forest Service district rangers and supervisors as to the single most-needed skills which they are lacking, they would unanimously identify the ability to interact with people, whether the public at large, employees, customers, or unions. There is no convincing empirical evidence to suggest that women are inherently better suited to the changing management needs in resource management than men. There is evidence, however, to suggest that whether by biology or culture, women tend to be "other brained" from men. (I will not dwell on this as most of you are as well informed as I about linear thinking vis-a-vis holistic, objective vis-a-vis subjective,

analytical vis-a-vis intuitive.) Nor do I want to suggest that intellectual differences in men and women are greater than the similarities. What I do want to suggest is that women *may* bring a different approach to management than men, and that this approach is particularly timely given emerging changes in management styles. If this is true, however, then it suggests certain strategies on the part of women in influencing their own futures. The strategy is built on those differences which complement the talent of men rather than stressing the ability to outperform a man in a man's world. I don't mean to suggest that many of you might not outperform men, but be careful that you haven't refined a set of skills which have just become obsolete.

*At the time of writing in 1985, Andrea U. Warner was Civil Rights Specialist, Alaska Region, Forest Service; Ruth Colker was Asst. Prof. of Law, Tulane; Ross S. Whaley was President of SUNY College of Environmental Science and Forestry.*

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# WOMEN IN NATURAL RESOURCES

Summer 1996

Volume 17, Number 4



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Lawyer and Forester

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Ann Forest Burns is a forester and a lawyer. She has also been a forestry professor. Today, she practices law with her husband in Seattle, Washington, specializing in landowner and forestry issues.

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Grizzlies

*Marilynn Gibbs French*

These huge bears of Yellowstone have been study targets for 14 years. Here is a history of one of their most important researchers—and a diary of a few days of watching the bears of summer.



A Day Out with Junior High School Girls

*Sandra Martin*

*Dixie L. Ehrenreich*

Junior High School girls have been identified by many researchers as being at risk for getting off academic track. A modest effort to interest these young girls in natural resources was very satisfying for the participants.

Women in Natural Resources welcomes letters to the editor. Indicate clearly that is what the letter is for. E-mail it to [dixie@uidaho.edu](mailto:dixie@uidaho.edu), or send by fax to 208-885-5878. We reserve the right to edit them to fit our space, but we encourage your comments and opinions.

I was really glad to see the good excerpt from Polly Kaufman's new book on NPS women. I don't think you do nearly enough articles on the Park Service. Women were working there in large numbers long before any of the other agencies.

Deborah Chiltonskill, Providence, Rhode Island  
*Editor's Note: We agree. We would welcome more manuscripts about NPS.*

The statistics quoted by Francesca Sammaruca in her article on why there are so few women in Physics is really an eye opener. The table showing that the U.S. is near the bottom of the list of countries granting degrees and employing women brings up the question of why, why, why? What is it about our culture which allows this elitist sexism to thrive among white males?

Andrea Nelson Rainier, Arlington, Virginia

I know your readers will be saddened to hear that Mollie Beattie has resigned as Director of the Department of Interior's Fish and Wildlife Service. She has had two serious operations and, as Bruce Babbitt phrased it in his open memo to DOI employees, "reluctantly, she has concluded that, given her medical condition, she can now no longer discharge the duties of the Directorship full-time." I remember the journal's wonderful interview with her June 1994 and her impassioned defense of the Endangered Species Act and the Service's programs.

Ronald Bingham, San Francisco  
*Editor's Note: Far worse news followed. Just as we were going to press, we learned that Mollie Beattie died.*

**Dairy Nutrition, Cooperative Extension Specialist  
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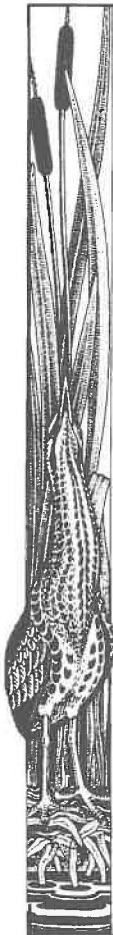
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Dr. Robert J. Warren, Search Committee Chair  
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 Athens GA 30602 (phone 706-542-6474; e-mail [warren@smokey.forestry.uga.edu](mailto:warren@smokey.forestry.uga.edu)). An EO/AAE.

## Silvicultural Operations

### Northern Arizona University

The School of Forestry invites applicants for assistant professor of silvicultural operations. The position is a 9-month, tenure-track appointment with 65 percent teaching (approximately nine semester credit hours/year), 25 percent research, and 10 percent service responsibilities. The School has a unique undergraduate program featuring integrated team-teaching, and also offers MS and Ph.D. degrees. The appointee will teach forest and natural resource measurements and mapping, forest harvesting, and forest vegetation manipulation at the undergraduate and graduate levels, and will serve as an advisor to undergraduate students.

The appointee is expected to develop an externally supported research program in silvicultural operations and serve as a major professor to graduate students. All faculty also have school, college, university, and professional service responsibilities. Northern Arizona University has a strong commitment and mission to serve rural populations of the state that have rich Hispanic and Native American cultural heritages. The successful candidate will be expected to address the needs of diverse student, state, and regional populations.

Applicants must have a completed Ph.D. by the position starting date and at least one degree in forestry. Candidates must have a strong academic background and/or extensive professional experience in forest measurements and mapping. Preference will be given to candidates with expertise and/or professional experience in at least one of the two following areas: forest vegetation manipulation or forest harvesting operations. Preference will also be given to candidates with demonstrated teaching experience, evidence of commitment to teaching excellence in a diverse multicultural setting, and to candidates with demonstrated research capability.

Flagstaff is located in a ponderosa pine forest, close to ecosystem types ranging from Sonoran desert to alpine. The School, one of two academic programs in the College of Ecosystem Science and Management, is located in a new, well-equipped building that also houses a unit of the USDA Rocky Mountain Forest and Range Experiment Station.

Screening of applications will begin September 1, 1996, with the position starting January 1, 1997 or as soon as thereafter possible. Please send an application that includes the following items: A statement of an education, research, and service philosophy specifically addressing the needs of diverse populations, teaching portfolio, curriculum vitae, three letters of recommendation, college transcripts, a list of coursework by expertise area, and recent reprints to

Dr. Bruce Fox, Chair, Silvicultural Operations Faculty Search Committee, School of Forestry, Northern Arizona University  
Box 15018, Flagstaff Arizona 86011-5018 (phone 520-523-6636; fax 520-523-1080; e-mail Bruce.Fox@nau.edu).

NAU is EO/AAE. Minorities, women, individuals with disabilities, and veterans are encouraged to apply.

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THE MOSTLY SAF-SPONSORED CONFERENCE IN 1985, ATTENDED BY HUNDREDS OF WOMEN AND SOME MEN, WAS KEY TO THE SUCCESS OF MANY OTHER GROUPS WHICH WOULD FORM THERE. ONE ATTENDEE CALLS IT PIVOTAL.

## DID THE DALLAS CONFERENCE MAKE A DIFFERENCE? YES!

CHRISTINE L. THOMAS



At first it looked like I might not even get to Dallas, in spite of the Society of American Foresters scholarship that I was given to attend the Women in Natural Resources conference. The only snow storm severe enough to close the University in my 16 year tenure there hit the upper Midwest on December 1. I spent most of December 2 in the Central Wisconsin Airport hoping to catch a connection to Minneapolis. When I finally arrived in the Twin Cities, no further flights were leaving for Dallas. I would miss the start of the conference.

The conference structure over the four day period was interesting. It began with the usual rally of the forces: an evening icebreaker, the welcoming addresses, and the plenary papers. From there it broke into areas that would be of particular interest to a participant depending upon whether or not she was at an entry level, was on the upward career track, or might be thinking about a mid-career change. Sometime during the mid part of the conference, the group broke into smaller working groups that were regionally and geographically equivalent to Forest Service Regions.

There are two things that I distinctly remember about the conference. The first is being awed by the speakers, women who were making a difference in the world. I knew I wanted to get a piece of that. I also knew that I would never be able to make the kind of difference I was capable of, if I did not go back to school. In academia, a Ph.D. is the requisite for advancement. My M.S. in Water Resources was good, but not good enough. Yet I was a wife, a mother, a full

time professional. How could I manage this? So one of the things that came out of the conference for me was a feeling of frustration.

The second thing that I distinctly remember about the conference was the regional working group that I was assigned to. Each working group was to develop a regional action plan. Our group decided to put on a conference in our region, so that the women in the midwest could benefit from an event as inspiring as the Dallas conference had been for us.

At the time of the conference, I was assistant to Dan Trainer, Dean of the College of Natural Resources at the University of Wisconsin-Stevens Point. Also in our working group was Ann Mayhew, assistant to the dean of the College of Natural Resources at the Uni-

versity of Minnesota. We teamed up to chair two subsequent regional conferences on women in natural resources. We did the first one in St. Paul in 1987; Women in Natural Resources, Moving Toward the 90's. It was very much patterned after the Dallas experience. We even used some of the same speakers. The second conference was in Stevens Point in 1991. In between the two conferences, we published a now defunct newsletter called *Visionaries*.

These two conferences were sponsored by many state and federal agencies. The first was a cooperative between the University of Minnesota; the University of Wisconsin-Stevens Point; the Departments of Natural Resources in Michigan, Minnesota, and Wisconsin; the Minnesota and Michigan SAFs; the Wildlife Society; and the USDAFS North Central Forest Experiment Station. The second conference included most of the previous players and added Iowa Women in Natural Resources, the Minnesota Forestry Association, the University of Wisconsin-Madison Institute for Environmental Studies, the



Wisconsin DNR Conference attendees

Midwest Conference attendees



USDA Soil Conservation Service, *Women In Natural Resources* Journal, the American Fisheries Society, the American Geological Institute, and Iowa Department of Natural Resources.

The point here is that the main sponsorship in Dallas was SAF, but by the time we reached the 1991 Midwest conference, the sponsorship had greatly increased in depth and breadth. (I have been told that this happened in other places as well like the big regional meeting held at the University of Florida in Gainesville.) Agencies and organizations had seen the benefit and the need and were willing to ante up in the effort to foster change. Our network was really beginning to expand. I personally learned the value of including a wide range of groups and individuals in these activities. This was a tremendous training ground for the many multi-agency cooperative efforts that I have been involved in organizing in the years since.

### Regional Changes

There have been a number of changes in our region that resulted from the Dallas conference and the subsequent regional workshops that we held. After the first midwest regional workshop, Chris Mechenich and I co-founded and co-advised a Women in Natural Resources group in the College of Natural Resources. That group is still in existence today, under the leadership of Sue Kissinger, who attended the St. Paul conference and facilitated some sessions there. She is now director of advising here in the College. The group is very active and actually has a number of re-

source related organizations that it fund raises for.

After the Dallas conference, Ann Mayhew became involved in a Commission on Women at the University of Minnesota. That group believed that change must happen at the grassroots, so Ann got together a group of women at the University of Minnesota College of Natural Resources. The group met monthly for lunch. At first the participants were mainly staff and faculty. Students began to join the group and eventually formed an official student organization called Women in Natural Resources. Gina Jorgensen-Childs, who



Midwest Conference Planners: Front row from left, Kathy Bolin, Vickie Dunevitz, Anne Mayhew. Top, from left, Christine Thomas, Tammy Peterson.

attended the first Midwest Conference as a student helper (she sold T-shirts for us at the conference) is now the head of Urban Forestry Technology transfer for the USDAFS in Chicago. Last year, Gina wrote a grant to the USDAFS that provided funds for the Women in Natural Resources groups at both Stevens Point and St. Paul to share a career workshop in the Twin Cities.

In Iowa, there are a number of projects that are directly attributable to the St. Paul workshop. Three Iowa women attended that workshop. Carol Williams, Jennifer Lancaster, and Gail George returned from the conference and founded Iowa Women in Natural Resources. That group has 121 members, publishes a quarterly newsletter, and hosts an annual conference. The Iowa Department of Natural Resources considers the group to be like any other professional organization and members are allowed to participate as officers or attend conferences the way they would any other job related organization.

That group became involved in sponsorship of "Becoming an Outdoors-Woman" workshops. The success of that program resulted in the Iowa WINR group founding a program called Outdoor Journey for Girls. All of the instructors are female resource management professionals. The girls learn outdoor skills, become hunter education and aquatic education certified and learn about careers in resource management.

After Dallas, the Wisconsin Department of Natural Resources sponsored a Women in Natural Resource conference for its employees. The event brought women in the department together. Craig Karr a high level administrator for WDNR had been in the midwest working group at Dallas. Wisconsin DNR now has a number of measures in place that are helpful to all its employees. These include flex time, job sharing and paternity leave. Karr believes that the awareness that was raised in Dallas, at the DNR conference, and at the two midwest conferences contributed to an atmosphere that resulted in those changes.

### Personal Changes

I suppose that anything as complex as all the changes that have happened to

me in the 10 years since Dallas could not be attributed to one event. But I would say that Dallas has had a major impact. Role models like Bertha Gillam from the USDAFS and Denise Meridith of the BLM influenced me to try for more. In the spring in 1986, I enrolled in a Ph.D program at the University of Wisconsin-Madison Institute for Environmental Studies. I finished that degree in 1989. To say that finishing that degree opened doors would be a gross understatement. When I finished that program, my university appointment was changed to faculty status and I became a full player in the activities of the state and national resource management communities. In 1991, with the help of many others, I founded "Becoming an Outdoors-Woman" a project that teaches women outdoor skills in a non-threatening atmosphere. That project is now being conducted in 40 states and four Canadian provinces. Over the course of the past years, I have become a tenured full professor, the first female to achieve that status in the College of Natural Resources.

Through our experiences in Dallas and in co-chairing two midwest conferences, Ann Mayhew and I became good friends. She has grown as a result of her Dallas experience, as well. She is currently pursuing a Ph.D. in Communication at the University of Minnesota, while working full time as Director of Strategic Planning and Human Resources at the College of Human Ecology at the University. Through her Dallas and subsequent experiences in the natural resources community, Ann learned the value of networking. That networking has resulted in growth for her.

So the events and changes that had roots in Dallas continue to unfold in our

agencies, regions, and personal and professional lives. You go to many conferences and wonder will anything happen as a result of this effort? What we learned in Dallas is that things happen if you make them happen. We were inspired to work toward making a difference. We met kindred souls who were willing to throw in and help. We set things in motion. Who knows where they will lead. Maybe our daughters and sons will work in a world where conferences like Dallas are unnecessary.

*Christine Thomas is a professor of resource management at the University of Wisconsin-Stevens Point College of Natural Resources. In 1995 she received several awards: the National Wildlife Federation Conservation Achievement Award; the American Sportfishing Association Woman of the Year; and she was Safari Club International's Educator of the Year.*





# Anne Fege contacts her Forest Service colleagues and asks—

## Since the Dallas meeting, what has stayed *with* you? What has happened *to* you?

### SANDRA A. STONE

A long time has passed since the conference. At that time, I was a GS-7 Assistant TSI Culturist on the Plumas National Forest (NF). I had recently completed a master's in forestry, but was frustrated with my career progression. I was still classified as a forestry technician. Today, I am working in a Regional Office (RO) in Cooperative Forestry (S&PF). I have been a GS-13 for the last four years and have held several positions in the RO, including responsibilities in timber budget, timber planning and databases, land management planning, and appeals.

The Dallas Conference did make a powerful impression on me. I met many other highly-qualified women who had similar experiences and frustrations in the Forest Service and resource management careers in the private sector. There was real power in bringing women together nationwide. I was particularly impressed by a few highly-successful women who remain in my mind as role models. By the way, I did come to the Regional Office in 1986 as a trailing spouse without a job. My husband benefited from the consent decree by accepting a focus placement multi-grade position for which they had NO female applicants! Things have changed.

### NONA BABCOCK

Yes, I remember the Dallas meeting. Since that time I've moved from Missoula, Montana (Region 1 Forest Service) and progressed from a GS-7 Computer Assistant position to a GS-12 Computer Programmer Analyst position and moved to the Intermountain Region (Region 4). I have three and a half years before retirement, so I probably will spend it here.

I achieved my current grade and job without a degree; however, I later received my BIS (a Bachelor of Integrated Studies includes Computer Science, English, and Business) in December 1994. My former position in Missoula was with the Utilization & Marketing group; my current position is in the Timber Management Information group. I do a great deal of programming, working with data bases and some training. I don't know how much of my success I can attribute to the Dallas meeting. I've always been motivated to achieve all that I can—never doubting that I could accomplish "it." I hope others who were there have had the successes that I have had.

### JONALEA TONN

As I recall, I first became aware of the 1985 Dallas Symposium when my supervisor showed me a memo from our Station Headquarters (Intermountain Research Station) in Ogden, Utah, requesting volunteers to attend. Full funding was to be provided by Headquarters. My supervisor encouraged me to attend and I agreed this could be a meaningful symposium. Once agreed upon, it materialized into a done deal; there was never any question of support. One other woman (Melinda Moeur) from the Moscow, Idaho, USDA Forestry Sciences Lab was also "chosen" in a similar way. I believe another woman (Sharon Woudenberg) from the Intermountain Research Station attended, too.

At the Symposium we were given a 3-ring binder with a list of participants, copies of presentations, and vitae. In order to jog my memory, I dusted off the binder and reviewed the contents. I can see from my scratchings that there were parts of many presentations that I marked as significant. I kept the results of our regional group effort. We had divided the participants up into our home geographical areas and met in sessions with the purpose of organizing ourselves for post-conference activities. I was amazed at how relevant most of the comments are today from those sessions.

Ten years ago, I was an editor for *Women in Natural Resources* journal (then it was *Women in Forestry*) and I edited some of the symposium papers that appeared in the spring 1986 issue of the journal—which essentially was the proceedings. I remember thinking how fortunate we were that the journal was willing to co-sponsor the symposium—and publish the articles. That way they would reach a wider audience.

Most of the effects the Symposium had on me are so subtle I didn't even connect them with the Symposium until I looked through my binder. Now I realize there were several explicit points that really stuck with me—most of these are of the everyday nature, but over the years they have added up in a positive way. One specific item was the notion of having an office near the power source. When this became an option for me, I didn't hesitate to move to the office next door to my supervisor who is also our group leader. It is remarkable how many more opportunities have opened up since I've been in my "new" office. In addition, information presented at the Symposium has served as a major resource for me. I have referred to

various papers especially the sexual harassment paper by Peggy Fox and the one on mentoring by Nancy Collins. Sometimes it's just for my own edification; other times it's to provide guidance for others.

When a position on our Station-wide Civil Rights committee opened up in the early 1990s, I made it known I would be willing to serve. I served three years and during that time our committee was successful in developing and securing management approval (this was a huge hurdle) for a dependent care policy which encompasses the entire Intermountain Station. Because most caregivers are women, this policy ensures more flexibility in their work schedules. Some of the strategies I became aware of at the Symposium helped me realize how important it was to work with management, not against them, in order to secure approval for this policy.

My current involvement in our local group of professional women in natural resources was something I felt was beneficial because of the overall feeling of camaraderie that seeped into my being from the symposium. It didn't spur me on to any stupendous accomplishments (I still work at the same location in the same position.) Rather, I think it allowed me to synthesize a lot of salient information and become more confident of who and what I am and how I can contribute to the natural resource profession.

#### **ERIC HODNETT**

It seems like ages since the Dallas meeting. I had been in the Washington Office (WO) PM Staff for about a year and a half when the Dallas meeting occurred. I remained in the WO until February 1991 and then went to the Siskiyou National Forest as the Forest Administrative Officer (AO) and now I have been the AO on the Rogue River NF for the past two years.

I don't know how much influence the Dallas meeting had, but it is my observation we have many more women in management positions than we had 10 years ago. Still not big numbers in high management positions, but many more than back then. I remained involved in "Changing Roles of Men and Women" workshops for several years after the Dallas meeting and found there were many strong beliefs about women and their "place" in the workforce. I'm sure some of those still exist but I can honestly say I haven't seen or heard much of that in the past few years. Maybe having two or three women in Ranger positions on a Forest changes a lot of that, or the expression of that. It seems like women are more easily accepted into Ranger and Staff positions at the Forest level as opposed to five to 10 years ago when there was much resistance. Still, we don't have many in the Forest Supervisor positions.

#### **BETH HORN**

Wow, has it been 10 years? I moved to Region 1 as Director of Public Affairs and have learned a lot since then! Working back in a region, and a little closer to the field has its rewards. This is a very dynamic region, full of hot issues. Greatest pleasures have been working with a Leadership Team and getting to know the other players, having a staff with some really

wonderful professional folks on it, and keeping in touch with some of the great people I've worked with along the way. I know that many of us feel inundated with the public sentiment about the Federal government in general and the Forest Service as a natural resource manager specifically. But I really feel that it is how individuals feel about their jobs that matter, and that is what creates the public perception of what we do.

#### **ROBERTA MOLTZEN**

I remember it being the first time I heard Denise Meridith speak and I was awestruck. I asked the female rangers at that time to get together one evening during the conference—and we did. I got names and addresses and put together the first female unit manager list.

#### **LESLIE WELDON**

The Women in Natural Resource conference was a formative experience in my career. I still have my T-Shirt! At the time, I was a GS-7 zoned biologist on the North Bend and Skykomish Ranger Districts, Mount Baker-Snoqualmie NF in Region 6. I left that position in 1987 to go into a developmental program management position in the WO Wildlife and Fisheries Staff. In 1989, I moved to a staff biologist position in the Region 1 Wildlife Staff in Missoula. In 1991, I went to the Stevensville RD on the Bitterroot Forest as Assistant Ranger. I became District Ranger at Stevi in 1992.

The conference simply showed me that I could be a success in this agency. It showed me through presentations that taught me how to plan for success, it showed me *through talks* by successful women who worked to achieve their goals, it showed me *by example* successful women who worked hard to achieve their goals, it showed me through people who took a direct interest in my career interests (Betty Culmer, Chip Cartwright, Jan Wold), and it showed me how to NETWORK! I walked out of there with a lot of confidence, knowing that I didn't have to fit a particular mold to be an effective, successful Forest Service employee. It was good. And on a personal note, at the conference I was newly married with no children, and now, we've had 10 years of marriage and twin seven-year old boys.

#### **M. MILLER-WEEKS**

I'm still here in the northeast in Durham, New Hampshire specifically. I'm still on the Forest Health protection staff (S&PF) but am now Regional Coordinator for monitoring forest health so in the last few years I have spent most of my time and energies preparing forest health assessments for the 20 states in the northeastern area. I feel like a writer/editor these days. The work is much different from all the field work I was doing 10 years ago working on assessing the high elevation spruce-fir resource. I do miss that!

I remember the meeting in Dallas, thinking what an "unnatural" setting for a "natural" resource conference. But it was a great experience for me. Now after 22 years in the organization and the reinventing of it, I think I have seen

many changes (at least twice—Ha!). We've come a long way, but there are still a few miles to go. I have tried to relate my career experiences to my 12 year-old daughter when I hear her say things about women, careers, sports, and equality in general.

#### NORA RASURE

In the 10 years since I attended, I have progressed from a GS-5 forester trainee to my current position as West Fork District Ranger on the Bitterroot NF. As I reflect back, I see that the conference provided me with a broadened perspective at a time when my professional career was just starting. It helped build my foundation. The exposure to so many other successful women at a time when I was just beginning to think about my long term career aspirations was very valuable. I've developed a sense of connectedness to the other women at the conference. Even though I may not "know" them, I follow their accomplishments and achievements as if we were longtime friends.

#### JUDITH YANDOH

I remember the meeting; at the time I was in Legislative Liaison in the WO. I attended the session with Sherry Wagner who was in Public Affairs WO. The session provided me with the opportunity to meet women line officers/managers from both the Forest Service and other state and federal agencies. As you remember, at that time there weren't very many women.

#### NANCY G. HERBERT (then Tilghman)

In 1985, I was a Research Wildlife Biologist (GS-12) for the Northeast Station at Warren, Pennsylvania. Now I am an Assistant Station Director for Research at the Southern Research Station in Asheville, North Carolina. In the interim, I've held two other positions: Research Wildlife Biologist with the Pacific Southwest Station, Arcata, California, and Staff Specialist for Forest Environment Research staff, WO.

As for the effect of the Dallas meeting on me/my career—it is hard to say. I was pretty myopic in 1985 about the role of women in natural resources management and the Forest Service. I didn't realize how recently women had appeared in professional jobs before my getting to my first position with them in 1979. No wonder they looked at me like I had two heads. I was an oddity. They used other words, but I couldn't really understand their problems with me until I got the perspective of where the agency was versus where the universities were in educating and producing trained resource managers.

The Dallas meeting made me more aware of women in other agencies (state/federal), private industry, lawyers, and universities. Since then, I have followed these women's careers in the pages of *Women in Natural Resources*, *Journal of Forestry*, and others. It's been fun to see

the advancements and the choices for balance in our lives that many women have faced and dealt with differently.

#### ANNE S. FEGE

I'm on a wonderful zigzag path through the Forest Service. In 1985, I had my first Forest Service job as Assistant Director for Planning and Applications for the Northeastern Forest Experiment Station. I was the first female research administrator (and there were only three female project leaders). In 1988, I moved from research to be National Leader for Wilderness Management WO, and then in 1991, to the Cleveland National Forest in San Diego as Forest Supervisor. I've grown very fond of the land and the folks here, learning about leadership, managing change, urban-wildland interface, bioregional and community involvement, and more.

The Dallas meeting began my appreciation for being mentored, mentoring others, and drawing strength from other professional women. I met and I was inspired by Elizabeth Thach Estill, Denise Meridith, and Mollie Beattie. I began to learn about drawing on my feminine strengths, leading from my heart, and believing in myself. Now I draw tremendous strength from female Forest Supervisors and other female leaders, and I know we are shaping the future of the agency and of natural resource management.

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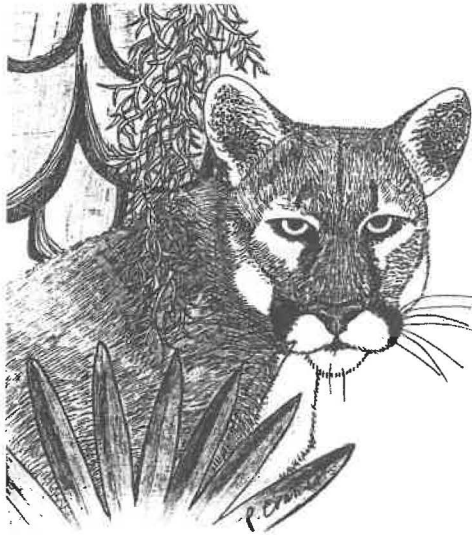
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## Using the Florida Panther to Promote Conservation

Patricia Cramer  
University of Florida

The Florida panther is an extremely endangered species whose future depends not only on biological research but also on conservation planning and the acceptance of reintroduced panthers by area residents. While wildlife biologists work on the biological feasibility of reintroducing Florida panthers into parts of their former range, my work focuses on (1) the social feasibility of reintroducing panthers and (2) on regional conservation planning. Both are critical to the success of any reintroduction program.

The Florida Game and Fresh Water Fish Commission (GFC) recently studied the feasibility of reintroducing Florida panthers in the North Florida-South Georgia region, centered on the Okefenokee National Wildlife Refuge and the Osceola National Forest. To further the project, 19 radio-collared Texas cougars were released as surrogate panthers and monitored from 1993 through 1995. Biologists found that the cougars were successful in finding enough food and in finding enough remaining native ecosystems to establish a functioning population. The study concluded in July of 1995, and all cats were returned to captivity.

From September 1994 through November 1995, I conducted the Northeast Florida Panther Education Program in the same region. The program, sponsored by the Florida Advisory Council on Environmental Education (FACEE) and Occidental Chemical was conducted at the University of Florida. The purpose of this program was to educate North Florida residents whose actions and attitudes may have a direct effect on the survival of reintroduced panthers and the natural ecosystems that are vitally important to panthers and other wildlife. The program reached approximately 1,000 residents

through panther pamphlets, slide presentations, country fair displays, and a telephone survey.

The telephone survey of 300 residents in the five country region was an integral part of the program. Two objectives of the survey were to determine residents' attitudes towards panther reintroduction efforts in North Florida. Before the survey, the local news media gave generous coverage to a small group of landowners in the region who are vehemently against bringing panthers back into the region. The results of my survey revealed, however, that the majority of area residents not only supported panthers but agreed with reintroducing them into the region. When asked, "Do you support or oppose reintroducing panthers into the Osceola National Forest region of North Florida, 75 percent of respondents said that they moderately or strongly supported the program. The results of this and other panther and habitat-related questions revealed a high level of support in the region for panthers and other wildlife. Survey results were made public and may be used to help determine if a panther reintroduction program will be carried out in North Florida.

The next phase of my research will be to bring this information into a spatially explicit model. The model will mimic the movements of the experimental Texas cougars on a Geographic Information System (GIS) image of the region. The model will simulate how the cats used the landscape and will be used to predict the areas that need further conservation planning for the region to support Florida panthers. The information about area residents' opinions and attitudes from the environmental education program also will be added to the model. I will also be including information on predicted human development of the region. All of these data will be incorporated into the model which will help us better identify landscape connections for Florida panthers and other species that live in the native communities of North Florida.

*Patricia Cramer is a Ph.D. candidate at the University of Florida in the Department of Wildlife Ecology and Conservation. She received her B.S. in Wildlife Biology from the State University of New York, Syracuse. She earned her M.S. in Conservation Biology from Montana State University.*

Photo left: Cramer presents an educational slide program on panther reintroductions in north Florida to a Kiwanis Club audience in Live Oak, Florida.

Jessie A. Micales

## Research

In

## Progress

Focus on:

## WILDLIFE CONSERVATION



## Using Molecular Markers in Conservation Biology and Wildlife Ecology

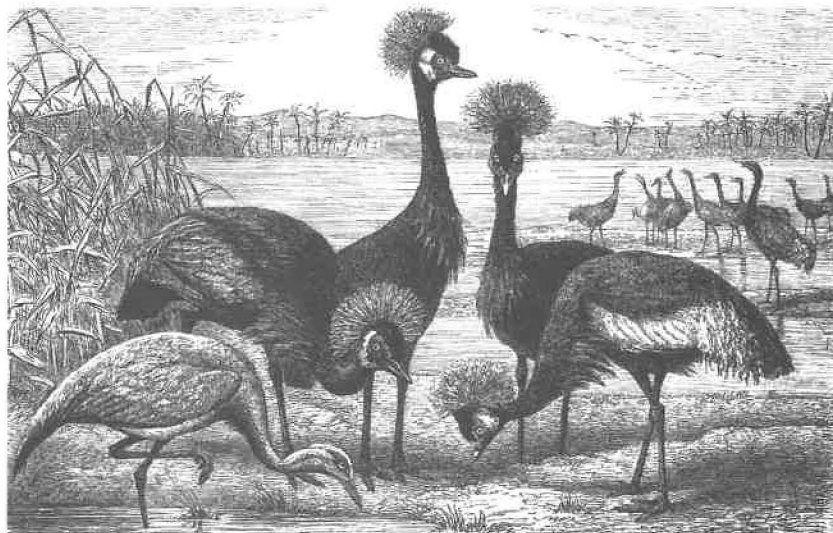
Judith Rhymer  
University of Maine

One of the main goals of conservation biology is the conservation of biodiversity which ultimately raises concerns about the preservation of genetic diversity. Genetic diversity of organisms can be studied at the level of the individual, studying relationships among individuals within and among families (e.g. parentage and kinship studies); at the population level, studying variation within and among populations (e.g. metapopulations, geographic population structure within species); or at the species level, delineating species boundaries (e.g. speciation). All levels contribute to our understanding of diversity in the natural world.

We now know that morphology alone, the traditional yardstick for identifying organisms and designating species, may not represent an accurate picture of how genetic diversity is actually partitioned in nature. These insights came about in the last decade with the application of molecular techniques to the fields of ecology, and wildlife and conservation biology.

My research focuses on the combination of ecology and molecular DNA techniques in the study of species ecology and conservation at all levels. It comprises a combination of field work to collect behavioral and/or ecological data with work in the laboratory to quantify genetic variation using DNA techniques such as fingerprinting, restriction fragment length polymorphisms (RFLPs), random amplified polymorphic DNA (RAPDs), microsatellites, and direct sequencing of DNA.

I have worked on studies at individual, population and species levels, often in collaboration with other scientists. For instance, studies of parentage in species of neotropical migrant birds using DNA fingerprinting indicates that breeding systems of birds are much more complex than expected based on behavioral observations in the field alone. Multiple paternity has been demonstrated for several avian species thought to have monogamous mating systems. In addition, we have found that changes in habitat can have a significant effect on the mating system of avian species. This type of detailed analysis aids in our understanding of what is actually occurring in nature, providing a more accurate assessment of reproductive success of individuals in populations; information that can be crucial in managing and/or conserving many of these declining species. Finger-



printing techniques can also be used to study the loss of genetic diversity that results from inbreeding when species decline to very low levels, or when populations are subdivided and isolated due to habitat fragmentation.

We have also been interested in whether there are geographic differences in genetic structure among populations of the same species. Translocations and introductions are a common management tool, but little attention has been paid to the importance of taking genetic diversity and compatibility into account. The recent application of molecular methods has been useful for making conservation decisions about translocating endangered species, e.g. the red-cockaded woodpecker.

Molecular techniques have also been used to assist in identifying the breeding population of origin of migratory bird species. Work on shorebirds caught during their migration increases our understanding of the link between their breeding grounds in the arctic and crucial migration stopover areas. This technology can also be used to study historical patterns of dispersal and philopatry among populations in isolated or fragmented habitats.

I have also worked with paleontologists on the combined analyses of morphological characters with molecular data from present-day species as well as fossil material (ancient DNA), which has shed light on the historical distribution of an isolated endangered species (the Laysan duck) in Hawaii. A combination of behavioral and molecular data has focused attention on a threatened species in Madagascar (Meller's duck) that had been largely ignored with disastrous results for its conservation.

These examples highlight an important component of DNA technology in conserva-

tion and wildlife studies—it can be used to help delineate species boundaries for management and conservation decisions (when morphology and ecology alone are inadequate). Some of our DNA work also demonstrates previously underappreciated hazards of introducing non-native species, i.e. hybridization with threatened or endangered native species.

Future work will incorporate genetic analyses into studies of: the mating system of the American woodcock in forested habitats managed by clearcuts; metapopulation dynamics of several vertebrate and invertebrate taxa; the delineation of races of sandhill cranes, some of which are managed for hunting while others are endangered; and hybridization of introduced species with endemic species.

*Judith Rhymer received her BSc and MSc in Zoology from the University of Manitoba, Canada. Following her Ph.D. in Ecology from Florida State University, she studied molecular systematics and conservation genetics as a postdoctoral fellow at the Smithsonian Institution in Washington DC. She is currently an Assistant Professor in the Department of Wildlife Ecology at the University of Maine.*

If you have a research project which would interest our readers, give us a brief overview, your own contributions to the research, and what you expect the outcome to be. Send a copy to the editor of this department:

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WOMEN HAVE INCREASED THEIR NUMBERS IN NATURAL RESOURCES WORK. BUT THERE IS MUCH LEFT TO DO AND PROGRESS IS DIFFICULT. HOW TO CONVEY THE VALUE OF WORKING ON THE LAND TO YOUNG PEOPLE IS SOMETHING WE ARE GOING TO HAVE TO ADDRESS MORE SERIOUSLY.

## LINKING GIRLS TO THE LAND

DENISE P. MERIDITH

In 1985, I spoke at the Women in Natural Resources conference in Dallas, Texas. Its significance was that it was the first of its kind. Up until that moment, most women in the natural resource professions thought they were alone and suddenly we discovered over 300 other women from around the country and many different agencies.

More importantly, we discovered our strengths and natural resource management has never been the same. The memories, bonding, and networking that took place in 1985 continues to work magic throughout the U.S. as those women assume leadership positions. It remains the challenge for women in natural resources to help people recognize the value and importance of public lands throughout the country. That is what I will address—the need for bonding of females and public land resources—and how we can make it happen, especially for younger generations.

### A progress report

One question you would have to address with young girls is "Where are the women?" Despite early, noble efforts by a few people, like Anne LaBastille from my alma mater, Cornell University, who wrote *Woodswoman* and *Women and the Wilderness*, (and who spoke at the Dallas conference), women have been invisible in the natural resource arena. Outside of Pocahontas, Annie Oakley, and Belle Starr, images of women in the media suffer the same fate as those of minorities in the wildlands—either non-existent or stereotypical. Aldo Leopold and Gifford Pinchot became the gods and role models of natural resource professionals.

Until recently, there were no female roles because there were no females. There were no females because none were wanted. I was always a little different, as my friends can attest. While I was raised in New York

City, I decided at an early age to become a veterinarian. I defied the stereotypes for both women and minorities and went to an agricultural high school which helped me fulfill the entry criteria necessary to enter Cornell University. There I faced the usual barriers thrown in front of women and African-Americans: an advisor, who constantly told me that blacks couldn't succeed and that women should go into research like his wife, not fields like veterinary medicine; qualifications I could never achieve (e.g., to apply to vet school one needed two summers of experience at a vet's office, but the counselors told me no vets would hire girls for the summer); and institutional obstacles—quotas limiting the number of women accepted. I find the recent sudden outrage about quotas amusing, since quotas have always been used...to keep women and minorities, not white males, out.

So I abandoned the dream of being a veterinarian and switched into wildlife biology in my sophomore year. There were three women—all pre-vet dropouts—in that curriculum at Cornell then; we didn't know that there were no women in that field either! Upon graduation, the National Park Service told me they did not hire women biologists and the Forest Service offered me a position as a secretary. The Bureau of Land Management (BLM) was the only agency which offered me a natural resources technician position and it turns out I was the first woman natural resources professional BLM had hired in the field. That was 1973.

Well, women have made a lot of progress since 1973. Haven't they? Last year Andrea Peyser, a writer for *Cosmopolitan* Magazine, cited some indications of progress in the U.S. Educationally, women make up 55 percent of undergraduates and 53 percent of masters degree candidates. Professionally, women comprise 42 percent of medical students and 44 percent of law students. Politi-

cally, we have a few more women in the Congress.

By 1990, women comprised 46 percent of the Federal government's permanent full-time workforce and 36 percent of the Department of Interior's. In the US Geological Survey, which most people would agree is a male-dominated bureau, the number of women in full-time positions went up in the 15 years between 1977 and 1992 and the number of professionals tripled.

So, what's the problem? We are told that we are in an era of "reverse discrimination," aren't we? There's no longer a need for affirmative action. White males are the ones being discriminated against, aren't they? In 1992, the Labor Department issued "Pipeline of Progress: A Status Report on the Glass Ceiling," and the Merit Systems Protection Board issued "A Question of Equity: Women and the Glass Ceiling in the Federal Government." Both reports discussed the institutional and attitudinal barriers which still exist for women.

In BLM, the number of women in the Senior Executive Service has gone up five fold in the past two years, from one—me—to five! Only 10 percent of the government senior executives are women and, believe it or not, the Federal government has three times the number of women in upper level management positions than private industry does. The fewer than three percent of women who are in upper level management jobs in private industry is a statistic which has not changed since 1979!

Nor can much progress be reported in other arenas. We women are still witness to, and victims of, humiliation, discrimination, and worse. Women surgeons are still being fondled by male colleagues under the operating table. World leaders get caught doing it on videotape. It is estimated that one in four women on campuses at our institutions of higher learning will be raped. Anita Hill, on

widely watched television, awakened a nation to the problems of sexual harassment at the highest levels of government. A BLM study reported that 18 percent of BLM women felt that they had been sexually harassed, though no formal complaints were filed in Washington. In a 1993 survey that *Women in Natural Resources* journal conducted of subscribers, 75 percent of respondents in the age group 33-45 reported that they had personally experienced sexual harassment at some time in their lives. The Nicole Simpson case in California prompted publicity of hard statistics which show that, on average, a woman is beaten every 16 seconds (two million a year). In addition, in the US, 1,400 women are killed every year by their "loved ones."

**Why work in natural resources?**

With those grim statistics—and the knowledge that natural resources remains a particularly male-dominated field—why are we here? The answer is that (1) natural resources remains key to sustaining the US as a leader in the global economy and (2) without the participation and leadership of women, we will not be able to sustain that leadership.

There was a recent conference held in Tucson, Arizona entitled "Toward a Scientific and Social Framework for Ecologically Based Stewardship of Federal Lands and Waters." Hundreds of scientists and managers took two weeks away from busy schedules to acknowledge, affirm, and discuss the cultural, social, ecological, and economic values of public lands. The Bureau of Land Management—the agency for which I work—manages 270 million acres, a third of the United States and I want women to be part of the decision-making process in what happens to those 270 million acres.

The economic values of natural resources are often overlooked by the media. The consumptive uses, while under attack and diminishing, still play an important part in the economic and employment status of the U.S. In Arizona, where I live, the copper industry alone contributes over \$6 billion in income (this includes 50,000 jobs) and state and government revenues. Nationwide, recreation on public lands leads to jobs, contributions to local businesses, and revenues to a multitude of recreation-related industries. Tourism is a major contributor to our country's balance of trade as well as its citizens' social well-being. Much of the tourism in the U.S. is related to our outstanding and unique scenic, cultural, historic and recreational opportunities. In particular, recreation and tourism are growth industries. People will always want to have fun and in increasingly innovative ways (who had heard of mountain bikes 10 years ago or snowboards five years ago?).

**FOR GIRLS AND BOYS:** In January 1995, during a meeting of Partners Outdoors, an annual retreat involving representatives from private firms, public agencies, and nonprofit groups interested in recreation, the concept for Wonderful Outdoor World (WOW) was born. At the heart of the program: instead of taking kids out to the woods, camping would be brought to them in their own neighborhoods, by using city and county parks and local sponsors.

Top photo, from left, Jim Lyons—Undersecretary, U.S. Department of Agriculture, Jackie Tatum—Los Angeles Department of Recreation and Parks, author Denise Meridith—Arizona State Director, Bureau of Land Management, and Kym Murphy—Walt Disney Company, at a WOW press conference in Los Angeles (1995).

Below, inner city children, boys and girls, learn about local wildlife from sponsoring agency representatives at a WOW campout in Los Angeles (1995).



Women's talents in marketing communications, service-related industries and, even athletic endeavors, are starting to be recognized. Their potential in sciences, engineering and math still remains untapped. All these skills are needed by public, private and non-profit organizations in natural resources and women (who, with minorities, will make up 66 percent of the available workforce in the year 2000) will be the ones to provide them.

#### **How can we increase success in natural resources for women?**

Start with young people. There are many organizations dedicated to seeing that young girls are given opportunities to experience a link to the land. I am honored to work with Girl Scouts because Scout adult leaders are already committed. These leaders have already taken two steps: (1) they are involved with an organization which has always recognized and acknowledged the value and potential of young women; (2) they have organized, trained, and provided

themselves with valuable knowledge and tools about the outdoors so that they can transmit those skills to youth.

As we consider what we can do for young women, there are issues I would like everyone to think about.

*Information is power.* The media does not focus on accomplished women and there are no situation comedies about foresters or fisheries biologists. Therefore it is up to us. It is a formidable challenge to get the information to young women about the opportunities in natural resources and to expose them to role models.

*Technical skills.* Our young women must be qualified, and often overqualified, to succeed. We need to make sure that they get into the right curricula, the right schools, the right internships, the right first jobs.

*Moral support is critical to success.* Young women continue to be exposed to the same hurdles I encountered in trying to pursue a "man's job," but ol' Girls' networks are becoming more common and more valuable. In order to stay strong, women themselves

need to be a part of professional societies, college alumni groups, community organizations, and then confidently move out into youth-targeted groups like 4-H and the Scouts.

*Strong personal attributes and academic strengths need to be encouraged.* We have all seen the studies about unsuccessful attempts to keep girls interested in math and computers after a certain age. We can't give up. We need to continue to encourage young women about the need to be assertive and competitive, to help other women and to accept help, to be "nicety" (nice most of the time, but nasty when you need to be!), to take risks, to stay confident, to work in teams, to trust their intuitions, to take advantage of superior communicative and language skills, to have convictions, to be flexible and adaptable, to maintain a sense of humor, to maintain balanced lives, and to have fun.

*Hurdles are there to be encountered.* The saying goes "To be forewarned is to be fore-armed." We need to let our young women know about the harassment and discrimination they may face and give them the tools to deal with them. They can handle it. They will survive. Just like we did. Sometimes we ourselves have to do a little studying to make sure we can convey to them the tools they need. In courses I have taught on leadership, I found many good references and heard many good speakers. We can and should take advantage of them. But the advice we then hand out to young women need not always be preachy. I always recommend using the most "in" methods to attract and hold kids' attention. A few years ago I had BLM make a rap video, which became very popular and won an award. There are many movies (from *Aliens* to *Basic Instinct*) which can be used to demonstrate both good and bad images of women in media. We must be creative and topical to reach today's youth.

If we are inventive, each one of us can touch many lives. Current leaders should do everything possible (and even what some people feel is impossible) to develop our young women into professionals in natural resources.

*Denise Meridith is State Director, USDI Bureau of Land Management, Arizona. She was recently appointed to the Board of Directors for the Girl Scouts Arizona Cactus-Pine Council in Arizona*

#### **DALLAS REPRISE**

The whole thing started  
Way back in 1985  
Over three hundred women  
Who didn't know each other was alive.  
Surprise gave way to joy  
Then determination to reform  
Injustices everywhere:  
From forest to lab to dorm.  
We spread out east to west,  
Cracking ceilings, giving our best.  
Now it's been over 10 years  
And we still face old and new fears.  
At work, cracked ceilings still intact,  
Public servants under physical attack.  
At home, aging parents, loss of breasts,  
Change of life, empty nests.  
Though we are graying, slowing,  
We will try keep the embers glowing,  
Ever hoping, always knowing  
We must hurtle hurdles like Joyner-Kersee  
Carrying the torch for women managers-to-be!

*Denise P. Meridith 1996*



By Karen Lyman

I have the worst boss in the world. But that's probably because my boss has the worst employee in the world. I can say this because they are both me. Since I work at home, I am both the grunt and the sergeant. Simon Legree and, well, you get the picture. It's true that although there are real people who sign my real paychecks, and as boss-like as these folks are, they can't actually crack the whip because I'm not really there. I'm at home doing heaven knows what. I am my own whip-cracker. I am the lazy so-and-so who calls in sick when she just doesn't feel like working. I am the one who schedules a 30-minute coffee break to warm up a computer that requires 30 seconds.

Then again, I am the one who has to reprimand that miserable goldbricker, who happens to think a quick game of computer solitaire will warm up her old brain pan before work. I am the one who has to keep her airheaded employee focused on the job—politely—even though a good thump on the head is what she needs most.

Good help is so hard to find. And good bosses are even more scarce.

People like me probably shouldn't work at home. I'm the kind of person who used to put off term papers until the last minute. I don't do laundry until everyone's drawers are empty and we're recycling underwear. The garbage doesn't go out until the G-men have pulled up beside the cans. So there's no reason to assume that I would do well with working at home—but I do—because of the aforementioned bit about being paid for it.

But the worst thing is, there is no respect for those of us who work at home. No one believes that you're actually working—which is very frustrating and insulting. (Except in my case where it might be true.)

Once I was standing next to a friend who was describing her daughter-in-law who just decided to work at home after the birth of her baby. "But I just didn't have any advice for her, since I don't know anyone who actually does that," she fretted.

"I do that," I say.

"And besides," said the friend as if she didn't hear me, "It sounds like a good idea, but I'm not sure anyone has ever really made it work."

"I have," I said again.

Forging boldly ahead, I announce—perhaps too loudly—that I've been working at home for five years. In our group, one or two people glanced my way. I wanted to continue, but the conversation quickly changed before I could impart one single word of wisdom for the poor daughter-in-law. When people ignore me like that, I can't figure out if they don't think that what I do constitutes real work, or they believe that I work at home, all right, but have done such a crummy job of it that it's better to pretend I don't do anything at all.

Either way it's a bummer.

For years I've wondered about the frustration that many housewives feel upon meeting someone new who politely inquires whether or not they work: they mean work outside the home. People's eyes glaze over upon hearing the answer that you never suit up and leave the domestic scene. As though it isn't somehow honorable enough to raise kids, do laundry, cook, clean, and balance a check-book—you're supposed to bring home from somewhere else a paycheck that you've worked for *out there*, too.

My friends, the ones who really, really know me and want to keep knowing me, know enough to ask how my work at home is going. Both kinds. They don't pretend that I don't have other responsibilities besides the mind-boggling array of chores I perform just to keep the house and its occupants semi-sanitary.

As much as I would like to say that working at home is a great way to balance the responsibilities of mother, wife, homeowner and career-person, I'd have to say that it's the worst of both worlds. Here are only a few of the reasons.

(1) Convenience. When kids are little and you attempt to work at home, you still need a baby-sitter. Believe me, I got precious little work done with kids hanging from my legs while I struggled, and ultimately failed to put two simple thoughts together. Unless you're stuffing envelopes, it can't be done. And unless you happen to be one of those people who thrive on two hours of sleep, you won't be getting much work done while the baby is asleep. Don't try to kid me, I've been there. Even though you still have to get some child-care help, it's easier on the kids, somehow, when you aren't too far away.

(2) Self maintenance. This is also the best part, but still isn't so great for the self image. I can sit in front of the computer in my underwear or nothing at all if it suits me. I don't have to brush my teeth or wash my hair. I can pick my nose or bite my nails. In fact, I regularly snarl rudely at the screen and no one cares. However, I highly recommend an iron-clad policy of not answering the door during the rough patches, at least not in your "career-clothes."

(3) Distractions. When you work at home even laundry and cooking become an increasingly seductive option to your paid work. Never thought you'd see the day, I'll bet. My own tendency is to try to fit in just a wee bit of housework around the other stuff. Theoretically it should be compatible. But in reality...oh, don't make me laugh.

There must be women who've gotten it down better than I have, and even as flawed as it is, working at home is, for me, better than any of the alternatives. Besides, I've sort of become accustomed to my ratty sweatclothes. Keeping the line of communications wide open is important. But I still don't know where to send a formal complaint against that rotten boss of mine.

## I have been thinking about why my boss doesn't like me and I would like to say this about that...

Karen Lyman is associate editor of WiNR

# ANN FOREST BURNS

AN INTERVIEW BY DIXIE L. EHRENREICH

# INTERVIEW

**WiNR:** You are one of the few people around who have degrees in both forestry and law and who have put them together successfully into a career. To give us a feel for what you do, could you discuss broadly the last 10 years of your practice?

**Burns:** Well, I've had a long and checkered career. I've been doing what I'm doing right now for eight years, which astounds me. I've never imagined doing anything for eight years. But 10 years ago, I was practicing law full time with a very small law firm. There were five of us. It had a long-standing reputation as "the" forest products law firm in the city of Seattle, and I thought we were going to grow old together and be happy. Within a couple of years, however, my colleagues had decided that the way to promotion and pay was to merge with a very large firm, so we went from being five in one office to being 125 in two offices, with a branch office in Washington, D.C. It was something I was fairly certain I wasn't interested in, but on the good advice of a mentor who said, "you'll never know 'til you try it," I went ahead and gave it a try, and the firm gave it a try. Fifteen months later I left, and we were all pretty relieved about that.

**WiNR:** How had you known that it probably would not work out?

**Burns:** The practice of law in a large firm is culturally pretty brutal. I had grown up the child of two lawyers who were a firm during their marriage and were solo practitioners after their divorce, so I've had my own expectations about the quality of life that practicing law should provide, particularly to a woman. My mother had chosen her practice style, because it gave her the freedom to do the things that she considered important as a mom. Things like being a Brownie Scout leader, and chaperoning the swim bus on Tuesday and Thursday mornings in the summer. She closed her office to go to all of my brother's football, baseball, and basketball games, because he was one of those small-town sports stars. And my expectation was that it would be my career, but that it would not transcend, or be a hindrance to my parenting and home life. I was not able to make that work in a big firm. There are women in big firms who say they're doing that. I just wasn't able to do it. So I left the firm in late 1987, fully intending to reinvent myself and find another small firm to join, but that isn't what happened, either. I practiced out of my house for six months because my practice literally

followed me home. I left downtown on Friday, and on Monday my phone rang with a case that I had been waiting, literally, all of my career to have come to me. And so with some trepidation, if not against my better judgment, I accepted it with the client's understanding that they would have to wait sometimes for things to be typed up, and that I wouldn't have an office to meet with them in. It was probably the most exciting case of my career. It was in several venues at once, we were being sued from all sides, trying to get 60 acres of timber on the ground. We had a lot of fun with it, and eventually I just gave up trying to do it out of the bedroom and rented some office space in a space-sharing arrangement. The practice has just kind of grown one little step at a time from there. Last September, I hired my husband away from the mid-sized firm that he was working for downtown—so he is now my law partner—and we're off on a new kind of adventure, trying to run a business and a marriage out of the same tool kit. And so far it's working wonderfully. We actually are having fun.

**WiNR:** You didn't mention why you stayed with forestry to specialize in.

**Burns:** Well, I went into forestry because I was tremendously attracted to the science and to the people. The little town of Sequim, Washington, that I grew up in was a logging and dairying community when my parents moved there in 1949. I really, honestly, put my life in forestry down to the attitudes of the loggers who came into my mother's office. They would come in, on their way home late in the day, smelling of chain saw oil and hemlock blood. And because, on occasion, they took their kids out to

their job with them, either because they wanted to or because there wasn't anybody else at home, they didn't seem to consider it bizarre that I was sitting around in the waiting room of a law office. They treated me very kindly and were interested in what I was interested in; they made me interested in what they were interested in. I also had a summer job on a lookout between my first and second year in college before I had the idea of majoring in forestry. It was a Washington Department of Natural Resources lookout, and those are fairly civilized—they had roads right up to them—and the guys would come up in the morning and get a cup of coffee on their way into the woods to lay out their timber sales. I would make them explain to me everything that they were doing and why they were doing it. This was in 1966. And I had the feeling even then that clear cutting was getting a bum rap.

**WiNR:** What kind of education led up to the combination of forestry and law.

**Burns:** I had some idea that I wanted to do technical writing for a living, and so when I went back to the university in the fall, I found a 101, 102, 103 sequence of forestry courses. I had time in my schedule, but the freshman advisor said he would not sign because it was a course for majors, not for just anybody. I explained to him blithely that being a student in good standing at the university, I would change my major to forestry, and he informed me that I could not do that "because I was a girl, and there were no jobs for girls in forestry." They could not let anyone graduate from the College of Forestry at the University of Washington who was not able to get a job. Now I think the latter part is much more dated than the "you're a girl" thing. I hate to think what the enrollment of most forestry schools would have been in the '80s if they had really adhered to that theory. But I was 19 years old and no one had ever told me there was anything I couldn't do because I was a girl. I have no recollection of what I said or did, but the dean's secretary

apparently heard it, and took me into the associate dean's office. Dave Scott listened, signed my course entry card, and would eventually sign my change-of-major card and give me some National Science Foundation money so I could find out if I was a researcher. (We discovered, I was not.) I walked into the freshman advisor's freshman course the next morning. There were four other women in the class *already*, but he walked in and said, "gentlemen," and started his lecture, which is how he started his lecture every Monday, Wednesday and Friday morning for the next three quarters. And we didn't know it was called sexual harassment. But I liked the general science education. I'd still recommend it to anybody who wants to learn some chemistry, some physics, some botany, some geology, some zoology, and then learn how it fits together and applies to a real system.

**WiNR:** What happened after you graduated in forestry?

**Burns:** The freshman advisor was right—there weren't any jobs for girls in forestry unless you wanted to go on to graduate school and become a research scientist. I had done enough research to understand that that was not my role in life. I was mature enough by that time to realize that I did want to be a lawyer, even though I had gotten very tired of being asked if I want to be lawyer like my mother or a lawyer like my father. I admitted to my mother that I wanted to go to law school, thinking that this would be a cataclysmic event. She shrugged her shoulders and said, "fine, finish your degree, and we'll find you a law school to go to" which turned out to be Willamette. But I always intended to somehow combine the two fields of knowledge. I assumed that Weyerhaeuser's law department would hire me, and, in another stroke of great luck, they didn't hire me. If they had, I would either have gotten rified in a few years when they downsized, or I would still be there with no perspective on life other than having worked for the giant Weyerhaeuser Company. And I'm fortunate enough to have them as a client, so I get to do that anyway.

*Ann Forest Burns is a forester and a lawyer. She has also been a forestry professor. Today, she practices law with her husband in Seattle, Washington, specializing in landowner and forestry issues.*



**WiNR:** Earlier, you said that you and your husband work together in the practice. Describe how that works.

**Burns:** We are running this practice, I think, differently than most two-partner practices. I think most two-partner practices devolve into, or even start out as, one partner's clients and the other partner's clients, and other than batting a few things back and forth, there really isn't a lot of commonality on the cases. Partially just because this is an established practice and it's in a slightly different field than Bruce has been working in for the last 10 years, and partly because this is how we want it, every case in here is *our* case. We share every file. Every client is encouraged to feel that whoever they get on the phone is going to be able to answer their questions. We spend what, probably for other people, would be a lot of time, wherever we are, talking about cases and clients and "what are we going to do next?" and "what did you hear?" and "what's your perspective?" We have very different skills. Bruce is a litigator. That's the part of practice that I least enjoy—the courtroom, federal-rules-of-discovery parts of the practice. He's much less conflict-averse than I am. I want to find areas of agreement rather than wrangle endlessly. And increasingly, in the practice of law, that is what other attorneys think they're there to do, is wrangle. He doesn't become impatient with it as quickly as I do, and so is a better negotiator with hard-line litigators than I am, bringing real strengths to the practice. We work all of this around family at the same time. For example, I was supposed to be home last night to deliver a child to a Scout merit badge class by 6:00 o'clock. I expected to leave the office between 5:15 and 5:30. At 4:55, a phone call that I'd been expecting all day came in. It was obvious that I needed to keep this guy on the phone, that we were moving forward, and that if I'd had to say, "I can't talk to you anymore because I have to go

pick up a child," it was going to break into the flow of the negotiation. Bruce could hear that, came in and said, "I'm going to go pick up Rodger," and took care of it. It's like being two people. It's absolutely wonderful.

**WiNR:** What are some of the major timber-related issues that the practice deals with?

**Burns:** The single thing that I have spent the most time and energy on is the State Forest Practice Regulations. The Act was passed the year I graduated from law school. At the suggestion of a friend who works in the Weyerhaeuser law department, I got



involved, almost on a volunteer basis, in shaping the regulations. Then I was hired by the Contract Loggers' Association to do that as a project for them, and ended up getting hired by Georgia Pacific, who felt they needed somebody working on it full time. They loaned me out to the Contract Loggers and the Hardwood Association and other people who needed help, too. I laugh and say it's my karmic debt to keep writing and rewriting those regulations. When I was on the faculty at the University of Washington, I served on one of the advisory committees to the board that writes the regulations. And it does seem like every time there is another set of revisions coming along, I end up involved in some way, either writing or commenting on, or giving people information. Sometimes the people are

grass-roots organizations who are trying to have some input into the way the regulations are revised.

There is an administrative body—a quasi-judicial body in the Act—called the Forest Practices Appeals Board, which hears appeals on the permits or the conditions on the permits; these are either citizen appeals or landowner/operator appeals. I spend a fair amount of time practicing in front of that administrative body on one side or another, either for the landowner who is questioning the conditions and wants to appeal them, or defending the landowner and operator from citizen appeals. And now there is a fairly new civil penalty provision within the Act that allows the agency to issue very severe financial fines against landowners and operators who they see to be in violation and deserving of heavy financial penalties. So we're representing people who are appealing those penalties now, as well.

**WiNR:** You're helping to write the regulations, redefining them and fine tuning them, and then you go before the Board and defend against them?

**Burns:** That's right. Some of us humorously call it the "Lawyers' Full Employment Act."

**WiNR:** A client who would be coming to you would typically be a landowner with a problem with those regulations?

**Burns:** That's only one kind of problem landowners bring. We represent a lot of small landowners, and we represent the Washington Farm Forestry Association (WFFA) which is the non-industrial landowners' association in the state. Right now we don't have anything that we're doing for them, but I've also represented the Washington Forest Protection Association (WFPA), who are industrial landowners.

**WiNR:** Give us an idea of what you might do for one of these clients.

**Burns:** We're representing the Farm Forestry Association in a suit

against the Forest Practices Board, challenging an omnibus set of regulations that they put in place in 1992. We want those regulations overturned because it's our position that they were passed in a way that didn't comply with a Small Business Regulatory Fairness Act that we have here in the state. Although the regulations may reach a permissible end in environmental regulation, they do so in way that's unduly burdensome to small business. That's an example of major litigation that we get involved in. We also do contract work, principally for landowners, but occasionally loggers who need contracts reviewed. If they're buying their own wood, they may have a standard contract that they offer to landowners that we will review for them. We do a little estate planning for non-industrial forest landowners, too. It's a general practice, all of which has to do with trees. Trees are the common element.

**WiNR:** Are most of your clients men?

**Burns:** No. Actually many of the small non-industrial landowners are marital communities where the woman is just as equal a speaking partner. Interestingly, some of the most powerful women have inherited; mothers are gifting land to daughters and daughters are making sure that, if it's going to sons, it's going as separate property. Along that line, I think one of the most interesting things in my career was forming the State Women in Timber organization. I had worked for the Contract Loggers' Association and heard women introduce themselves as, "I'm So-and-So, and my husband owns Such-and-Such Logging." When we formed our Women in Timber organization, we did it a little differently than it was done in California and Oregon. We tried, very deliberately, to be sure that we included women who were professional foresters working for companies and agencies, as well as wives of loggers. As the wives started talking among themselves without the husbands around, they found out how much they were contributing to these businesses. Soon they were standing

up and saying, "I'm Mary So-and-So, and my husband and I run Such-and-Such Logging." A very different shift in perspective. One of our best logger clients' company president is the wife, and she is most often the person we talk to about how to make the best use of our advice.

**WiNR:** Are the issues you see in your practice typical of things that might be happening across the country, and not just in the State of Washington?

**Burns:** Yes. We have a New Hampshire client who's been trying to establish destination recreational opportunities on private forest land in Montana. He's been amazed at the commonality of environmental issues. I think also of the Maine clearcutting issue, for instance, as similar to ones in the west. The water issues are too. Certainly the impact of the Endangered Species Act and spotted owls in the northwest would be familiar to those who work on red cockcaded woodpecker issues in the southeast. Another national concern is inheritance taxes and how forest property is passed down. To have the where-withal to pay the inheritance taxes without having to sell the property off on the death of the second spouse is not just a regional concern.

**WiNR:** The last one you mention, estate planning, affects the way a landowner manages the land, too.

**Burns:** It certainly does. There was an interesting landowners' survey done for the Washington Farm Forestry Association (WFFA). The Northwest Renewable Resources Center has been working with the WFFA, trying to see if something was causing non-industrial owners to cut timber more quickly or more heavily, than they might have planned to do. We set out, A) to find out why and, B) to figure out if there was a way that we could do something about it. A political survey guru was hired to do what is now called the Elway survey, and indeed, found that non-industrial landowners were cutting earlier and were cutting more heavily. And in

response to questions like, "what are you worried about? Are you worried about insects, disease, fires?"—those things didn't score at all compared to state regulations and federal regulations as the threat they were seeking to stave off. By getting their permits now, they could cut the timber and get the return on their investment. I wasn't surprised by it, but I thought it was valuable to have a credible survey because 20 years ago we certainly thought once we got over the Clean Water Act, Section 404, the Army Corps questions in the early '70s, and created a Washington State regulatory system, we weren't going to have Federal interference. Until the Endangered Species Act really loomed as a serious threat to private land ownership, we didn't see the federal government as having a potential negative impact on non-industrial owners. I know of someone who had a particular piece of timber that was earmarked in her planning process to pay the inheritance taxes on her estate, because she was going to be the second spouse to die. Well, it's prime species habitat, and she needs to change her plan because there is every reasonable scientific expectation that about the time it is needed to be cut down, it might very well be in an owl circle, or might be a murrelet nesting site. She may end up cutting that piece to prevent that exact thing from happening, which she views as a tragedy, because she would prefer to be a gracious host to endangered or threatened or rare species. But economically she can't afford to do that. These are the kinds of things the survey uncovered.

**WiNR:** Are law firms reacting by hiring foresters or forestry-educated lawyers to deal with them?

**Burns:** No, I don't see that happening, but I do see major law firms in Seattle trolling for the clients in a way that was certainly not true five years ago. Five years ago, if there was a WFFA legal committee meeting, there were three or four of us there; now the room is packed and every major law firm is represented on that committee. And the law firms clearly see forestry

practitioners as a clientele worth courting. I'm not seeing a lot of forestry students going on to law school, although there are a smattering of those who have done both things over the years. Jim Johnston, who's at Bogle & Gates now, finished a forestry degree, went on to law school at the University of Washington, and went to work for the Attorney General's office—working at the DNR—and then moved out into private practice. He was gone from forestry for a number of years doing tax law, but now is back doing work for WFPA, commenting on environmental impact statements, on the regulations, and those kind of things. Since there are so few of us trained in both forestry and law, it may reflect the truth of the prediction that was made to me when I went off to law school, which was that I wasn't going to be able to use both because forestry people didn't go "lawyering." They contracted on the basis of a handshake and a clear understanding. And certainly when wood was plentiful and prices were up, you could absorb disappointments or misunderstandings or the occasional deal that went bad on the basis of a handshake. Now that it's much more difficult to get wood, and to get wood on the ground, it begins to make sense economically to include legal fees in the costs of doing business.

**WiNR:** Which is easier for those larger landowners to do on an ongoing basis, and much more difficult for the small individuals to plan for, I should think.

**Burns:** Right. Something that we offer when you come to us and ask the questions ahead of time—because we know what we know—is the ability to steer you around some land mines and get you through the process fairly quickly, or advise you that, "this one isn't going to pan out." We'll look at the problem and say, "this isn't the time, let's wait awhile until regulations settle out," just like you would wait awhile to see the stock market change before investing. The rewarding part of the process for me is avoiding litigation, avoiding the



misunderstandings. I wrote a really nice planting contract about a year ago where everybody ended up understanding what the planters were expected to do because they got a chance to negotiate and say, "no, we're not going to meet those expectations—you'd better not have them." By the time we finished, we ended up with a document that everybody clearly understood, and it worked. We don't expect to ever see that one litigated.

**WiNR:** Are timber lobbyists effective and helpful when they appear before the legislature?

**Burns:** Well, lobbying for a large landowner, which I did when I was 26- and 27-years old, was a very revealing experience, because I had always assumed that the timber industry in the State of Washington had a lot of power. I think that was one of those illusions that I had absorbed through my pores, and I discovered that legislators were not at all averse to explaining to you that your trees did not vote and an employer could not control the votes of the people who worked for them. But generally, I think that lobbyists, whether they are salaried or they are volunteer members of an organization, are effective to the extent that they are sources of good information that is as unbiased as they can make it. And when they know that it's biased, or simply value-laden, they are still effective if they're very honest about that and say, "I'm telling you this

because this is important to me and my family." I think legislators respond to that for obvious reasons. And I consider it a very, very important function of government for people to get in and inform legislators, because otherwise I don't know how on earth they're going to make reasonable and reasoned decisions. I think that freshman legislators are always overburdened trying to get facts and get their work done and get organized. They're like freshmen anywhere. How on earth do you make it through your first year in college until you figure out what needs to be done, what can wait, and who do you listen to and who do you disregard? In any year in this state, about a third of our House of Representatives is new. So it's a tremendous job to keep re-educating those people every two years.

**WiNR:** Let's talk a little bit about big timber businesses as opposed to small businesses. Is it just a matter of scale? Or is there really a very big philosophical difference between the problems and the concerns?

**Burns:** I was inoculated with a needle that said there was no difference, and that we never said, "this was a problem for the big guys" and "this is a problem for the little guys," or made distinctions. That was the catechism 20 years ago in this state—that we were all timber companies, we were all in the same business, we protected one another's backsides, we lobbied one another's issues. And

whether that's good or bad, you could argue endlessly, but it has changed. We are now talking much more openly about things that are a problem for non-industrial landowners versus things that are a problem for industrial landowners. And it isn't just a matter of scale, although scale has something to do with it. Talking about the trees that your employer owns and talking about the trees that you own yourself has to be a different perspective, and that has to be honestly factored into the equation. If you have 500,000 acres and a thousand of them are tied up in an owl circle, you are in a very different position than if you have 1,000 acres and 1,000 of them are tied up in an owl circle. I mentioned earlier the issue of inheritance taxes and inter-generational transfers as an issue. That's not a concern for publicly owned corporations. Publicly owned corporations are answerable to their shareholders. They're also working off a quarterly profit and loss statement and sensitive to what happens to the stock, whereas the non-industrial landowner is much more worried about the long term. With some exceptions, the non-industrial landowner isn't looking to timber harvest to pay day-to-day family living expenses. It usually has a different purpose, an investment kind of purpose—something like sending the kids to college. These landowners start to worry if it looks like they're not going to be able to liquidate assets in time to do that particular thing. Increasingly I'm talking to people for whom their timberland investment is their catastrophic health insurance.

**WiNR:** What agency and/or regulation worries the smaller landowners the most in Washington State?

**Burns:** The non-industrial landowners in this state view the work of the Forest Practices Board, which I mentioned earlier, the quasi-legislative body that exists to do nothing but pass the forest practice regulations—which flesh out the Forest Practices Act—as not being historically in touch with their concerns and their needs. Now they do think that that's changing because we have a spotted owl

regulation that's probably going to be passed soon. The Board charged the Department of Natural Resources to look at what the potential impact of forest management on non-industrial ownerships was going to be on the owl. Specifically they asked, "if all of these people cut down their trees, would it have, given the scale, a negative impact on the owl?" They concluded, "no." These widely scattered non-industrial tracts would not add or subtract significantly from owl habitats so there will be a small-landowner exemption written into the rules. It will say—except within the 70-acre core—harvesting will be permitted within owl habitat because of the scattered nature of the holdings. Even if that situation improves, most small landowners would say that the Forest Practices Board's actions through the DNR, in regulating how they can conduct activities on their forest land, causes the most stress. The issues are, (1) growth management, (2) will landowners be able to continue to practice forestry, (3) will they have the freedom to change to a non-forestry use when growth around them makes that make sense.

**WiNR:** For recreation lands, buildings, and home sites, you mean?

**Burns:** Right.

**WiNR:** What gives DNR such power?

**Burns:** DNR is the processor of the permit. It is a significant problem if permits aren't processed in a timely fashion, or if they're conditioned. DNR has a great deal of leeway in placing conditions on the permits to protect water, fish, wildlife—so-called "public resources." In other states, it might be a different agency which does this regulating. In the southeast part of the country, however, there's "best management practice" that, at least theoretically, is voluntary, so the degree to which there is a stick as well as a carrot, and the relative size of the carrot and stick, changes considerably from state to state. In 1974, regulation could have gone to the Department of Ecology in this state rather than to the

Department of Natural Resources. That was a significant debate—whether or not DNR should have a regulatory arm, or should simply continue to be the manager of the non-federal public land. The regulator could have been the Department of Ecology which already had many regulation functions. That decision made 22 years ago had some unintended consequences.

**WiNR:** I understand that another hot debate in Washington surrounds the whole issue of *what is the purpose* of the state lands.

**Burns:** Yes. Are they to provide income to fund school buildings, build prisons, construct bridges? I always referred to the non-federal public lands, when I was teaching policy, as the dowry lands. Are they there for income generating purposes or is there a more overriding interest in what they will "look" like for future generations? Clearly both things have merit, and the question is where you balance that out.

**WiNR:** As you know, this issue of *Women in Natural Resources* is going to focus on a 10-year retrospective for the Dallas Symposium, so I thought I would ask you if it was important to you to participate?

**Burns:** I really don't know when it came into my consciousness that there was going to be a symposium, whether I read it or I heard about it. But my reaction to it when I heard about it was, "Oh, isn't that wonderful. They're going to give this symposium and I'm not going to need to go. There's evidently a critical mass of women now who can attend and it's going to go along just fine without me." I had a two-year-old and a seven-year-old at home, and going away for three or four days wasn't exactly anything I thought I needed to do anyway. Much to my surprise, there was a sort of outpouring of consternation from other women that somehow this was not going to come off without me. And the next I knew, I had been big-dealed into being one of sort of four keynote speakers.

**WiNR:** I was there, too. The largeness of the group was very energizing.

**Burns:** There was a panel very early on in the proceedings: me, Wendy Herrett from the Forest Service, Ross Whaley from Syracuse, and Mike Moore from Michigan's DNR, moderated by Charles Lee of Texas A & M. And as we got up and sat down, I looked out across this sea of mostly female faces, and had just an amazing personal experience at that moment. I guess it was the first time I realized to what degree I had been, without admitting it to myself, out there in front with, as I've said many times, my machete, cutting brush, not realizing how much I hoped that if I looked around, there would be other women coming up the trail behind me. And I suddenly realized that there were—they were there. At that point I made a mental connection to the several women who had said "we really need you at this"—other women had been watching my back.

**WiNR:** Were you tired of wielding the machete—of always being the first woman, or at least the first woman who spoke up?

**Burns:** No, I don't think I was. It was just surprising to me to realize that I hadn't even thought about the fact that I was doing that. And I really admitted to myself my hope that it was making a difference for other women. There definitely weren't any women out there in front of me when I started out. And I didn't expect there to be. And so I was conscious of absolutely revelling in all the other women at the conference. A few were contemporaries, many were nicely moving up. And then there were some very young women. They did have a sense that they needed to be there, and so that part was really nice.

**WiNR:** The journal was one of the sponsors so we weren't surprised at the good turnout of women, or their enthusiasm when they got there.

**Burns:** I want to say that for me personally, as well as professionally,

your journal has always been very important in what we used to call consciousness raising, and in assisting and sorting out all the voices and perspectives. You communicate with all kinds of disciplines, a critical mass of people who are concerned and interested. And for me, because I don't work with natural resource professionals here in the office on a daily basis—or hear the news—it's really been an important tool over the years for me to keep in touch with what's going on.

**WiNR:** Thank you. We were pleased to be working with the Society of American Foresters (SAF), the primary sponsors. The Forest Service also sponsored and paid the way for a lot of people to come.

**Burns:** I would say a majority were federal employees. We heard from them what affirmative action had meant for their careers, what the lawsuits and settlements had meant in the class action lawsuit against the Forest Service—that was interesting. And, of course, there was a smattering of men, some of whom were there because they felt they had to be, some of whom were there because we viewed them as our colleagues and comrades-in-arms—and so did they. I made some friendships I still value today, especially among the women who are, perhaps, a half-a-generation behind me, and with some of the men. I run into these people most often at the national SAF annual meeting. Dallas was one of those events when you got to know people.

**WiNR:** I think the learning curve for some people was pretty steep there. Do you think this may have surprised some?

**Burns:** There's always that revelation that comes for any person who sees another person sort of in their own element. I think that's a lot of what diversity is about, and what diversity training and sensitivity is about: teaching that when people are among their own, they're communicating along lines that are different. And the men that I would term

"enlightened" in this way, are men who have "gotten" that. I think that's what we're talking about when we say, "you don't get it" or, "you do get it." And I think what we're asking them to "get" is that there is value in these different ways of thinking and looking at the professions. I would share it with you, I guess, that the men that I know who "got it" before it became a phrase, "got it" from their mothers and their wives and their daughters. The best are men who have mothers, wives and daughters who are out there "getting it done."

**WiNR:** Did you find that in the '80s people who came together in groups like the one at Dallas, tended to fare better in their careers than those who put their heads down out of the line of sight?

**Burns:** People who have gotten together and talked about things have done better on the personal satisfaction level. I don't have a sense that it has enhanced their ability to stay within the forestry profession, however. The irony of it may be that, women, particularly women, who do that, see themselves as having more choices because of the discussions with others. And I've seen here in the State of Washington, some very, very talented women lost to the forestry profession because in times of downsizing, in times of career stress within agencies, they see themselves as having other opportunities and other choices and go off and do other things.

**WiNR:** Within that group who attended the symposium, some have had very successful and high-level careers. Some of them—before they came—were already on that trajectory. Did it change anything at all because of having gone to Dallas?

**Burns:** Well, my sense would be that finding a peer group may have helped those very successful ones over what otherwise could have been some difficult and discouraging times. The peer group gave them a little "oomph" to say, "yeah, this is important to do" and encouraged them to continue rising on their own.



**WiNR:** You mentioned having been out there for a bit hacking and chopping a path. Were you already active in SAF in 1985 at the time of the conference?

**Burns:** Yes, I was serving on the Ethics Committee. I had become active at the local level as soon as I was out of law school in 1973, and was lucky enough to have a chapter that had members who didn't think I was too peculiar — I mean I've heard from other women how awful their first chapter meeting was. At mine somebody made sure that I had somebody to sit next to, and the speaker made sympathetic jokes. It was nice. I was program chair within the next year or so; then Don Theo asked me to be his secretary-treasurer when he was state society chair. I was also chair of my chapter. At the national level, they revitalized the Ethics Committee when Bill Banzhaf became chair in 1983. I think principally they were looking for a lawyer to serve. So I did that for a couple of terms and ended up chairing that committee from 1985 to 1987. That was really my introduction into active work at the national level. Because I can't do everything, my participation at the chapter and state society levels really fell off then.

**WiNR:** The percentage of women in SAF has stayed pretty static for a long time. Is there strong interest at all levels to include more women and minorities?

**Burns:** Well, you know the dance of life is two steps forward and one step back. I see good things in SAF, particularly at the national office and within my own state society. Within any healthy organism, there is, however, the reaction to forward motion. We're always going to have leaders who are interested in change—and those who believe that there's no need to change, that things were better at some point in the past, and that we ought to return to that point.

**WiNR:** You were on the SAF chartered bus that rolled on a mountain road on a field tour in Washing-



ton State a few years ago, weren't you?

**Burns:** Yes. If you're going to ever be in a catastrophe, you want to be in the company of foresters. If you're out in the woods surveying and somebody goes down next to you, you're not going to call 911. You're going to figure out how to get out of there before dark. So what was wonderful was everybody pitching in. Of the people on the bus, there were many old friends: Don Theo who taught me surveying at summer camp, Dave Thorud who was Dean of the College of Forest Resources, on whose search committee I served when I was a freshman faculty member, his wife, Ann Goss, whom I had known since the days when she founded the Western Washington Commercial Action Committee in Forks, (a client of mine), and of course JoEllen Force, my true friend and colleague whom I hope to see elected to SAF council from our district this year. When the rolling was over and we were waiting for the bus to stop rocking so we could get out, a voice from behind me said, "Could you get off me now?" It was my friend Ben Lonn whom I met the summer of 1966 when I was a fire lookout for DNR and he was a forester for them. Perhaps my most precious memory is of Jane Difley, SAF's president at the time, standing at the roadside and how comforting her leadership was to everyone in the next 24 hours. It was quite an experience.

**WiNR:** Are you serving on any national committees for SAF now?

**Burns:** Right now I serve as a

member of the Nominating Committee. We make sure that there is a slate of at least two for each position. Perhaps I'm the "diversity" member.

**WiNR:** Is it your sense that societies are good for women to join? I think many people make cases for it, to become members of their professional community, and others find it wastes time and money.

**Burns:** It depends. I have chosen not to be particularly active in the Bar Association. In fact, I'm not even officially a member of my county bar association itself, Seattle and Bellevue, where probably half of the lawyers in the state are. I'm a member of the state Bar Association because that's where my license comes from but I am not active except in the environmental and land use section, which is one of the more active sections. When I got out of law school, I was as much an anomaly in the legal profession as I was in the forestry profession. I don't know what choice a woman might make now, because there are a lot of very visible, very active women in the Bar Association. I know that I've gotten much more from SAF than SAF's gotten out of me. And that's not to say I haven't been active, I have been. I was on and then chaired the Ethics Committee, I served two terms on the Committee on Accreditation and was then chair for a couple of years. I've got a little project that I'm doing for that committee right now, and I'll continue to be involved in the undergraduate accreditation process in SAF. In a nutshell, SAF is where I come together with other foresters and I don't see how I could do without it.

**WiNR:** Your undergraduate forestry education interest comes from your University of Washington teaching days?

**Burns:** I taught long enough to learn that I am not an academician. Just as I did enough research as an undergraduate to realize that I am not, by nature and inclination, a research scientist. Just as my large firm was

relieved when I left, and I was relieved to leave, I have to assume that my colleagues on the forestry faculty were somewhat relieved, and I certainly was relieved when I left there. The fact is that I do care very much about undergraduate education, but that seemed to me to be a minor focus of that faculty at the time that I was there. And at that time, forest policy research as I wanted to do it—issues research—was not on the horizon. For example, the massive changes in public land management in response to public interest group pressures and the upheavals in forest-dependent communities that have resulted were really barely on the horizon. So I was completely at a loss as to how to fulfill my research obligation.

**WiNR:** As you go about the SAFs accreditation committee's work, what are you finding out about the way women students are treated?

**Burns:** I talk to a lot of women who, 17 or 18 years ago as graduate students, were not being taken seriously by their graduate committees. I've talked to graduate students at SAF conventions who *still* do not feel that they are being taken seriously by their graduate committees today. And that's a very difficult place to be because you are so dependent upon that committee for your very view of yourself. Everyone who's been through graduate school of any kind knows that there's a whole self-esteem issue around how you're treated by your mentors and your committee. And maybe I got through undergraduate school simply because I was lucky enough to have mentors on the faculty who did take me very seriously as a student, and who were willing to spend time with me, and who were willing to chide me when they felt that I was not living up to my potential. I get more reports from women students about being concerned about being taken seriously by their mentors than I ever hear from men students, and I do check it out with men as well.

**WiNR:** Do you think it might help if there were more women professors since there are so few in natural resource—10 to 15 per cent I would guess?

**Burns:** Yes, and beyond hiring of more women professors, there is the retention question. That's a question across the profession. I occasionally will receive a call from some person of good will in a forestry company somewhere who wants to know how to reach qualified female applicants for a given job. Knowing the history of some companies, my answer is, "when you can talk to me about how you're going to retain this person once you hire her, I will be happy to help you reach her." There are companies that I don't even want to talk to about this, because I think they do not have a clue about what it would take to retain a qualified woman, or qualified minority.

**WiNR:** Have you had good mentors?

**Burns:** I've had lots of them. Ed Heacox will turn 90 in June, and has been a constant in my life. He was my policy

professor when I was an undergraduate, during his second career. His first career was working for Weyerhaeuser. He went back to Murray Pacific for his third and basically re-established their timberlands. Those timberlands are now under one of the first Habitat Conservation Plans approved by the U.S. Fish and Wildlife Service under the Endangered Species Act. And my mother, of course, who graduated from law school in 1936 during the depression. There were, percentage-wise, more women in her law class than there would be again until after World War II. The women in her law class went on to be partners in major firms, or to be, for one example, the founder, driving force, and after whom the University of Washington Law Library is named. My mother kept in touch with them through her "fraternity" (in those days women had their own legal fraternity because they couldn't join the men's). I reflect on that, that it wasn't just my mother who was very much an anomaly in the local community. I viewed her in the context of a number of her female colleagues, all of whom had high expectations for themselves and for one another. They were available to me to talk to, and I got an idea of the range of possibilities. My grandmother started a business as a way to support her family when my grandfather's financial support became unreliable and then non-existent. And so I grew up not really recognizing that there might be a gender handicap, because there were a number of successful women who were close to me.

**WiNR:** Over many years of interviewing successful women for the journal, we typically found that there were some really big sacrifices that women made to go into natural resources. Is this true for you?

**Burns:** The one myth that I got sold, and that I hope my own daughter will not get sold, is that there is *virtue* in continuing to do it all, all the time. I never intended to take any maternity leave when my son was born. I was out of the classroom for two-and-a-half weeks. With my daughter I took two months off, and that seemed some sort of a significant sacrifice to my "then" husband, at least. I have observed lately that there are many women who are living their lives "in season." Maybe they get married and have children before they get an education and have a career. Or maybe they get an education, have the job for awhile, then take time off. I like that. It's not a regret particularly, but if I could do it again, I would give myself more time, at

continued to page 36

**Photos of Ann Forest Burns:** page 18, with husband Bruce H. Williams, son Rodger Burns, and daughter Christine Burns; page 20, with Winton Wefer in 1975; page 23 from left, SAF Executive Vice President William H. Banzhaf, SAF Vice President Robert "Bos" Bosworth, William C. Sirgel, SAF President 1995. Burns is receiving Washington State SAF's Forester of the Year award.

# BOOKS

Reviewed by

Jonne Hower

*And, why do these very unlike books speak to me in the same way? I think it might be because of my experience doing field work.*

*The days of silence in the field—without phones, a fax, and computers.*

## The Prairie Keepers: Secrets of the Grasslands

*Marcy Houle*

Addison-Wesley Publishing Co., New York. 1995.  
Hardbound, \$20.00.

Don't you hate it when your mother is right? Reading Marcy Houle's *The Prairie Keepers*, I recognized in her my mother's description of me: an inability to take a joke and see life in a more humorous vein.

Houle's book recounts her experiences on northeastern Oregon's remote Zumwalt Prairie as she studies the native buteo hawks. She describes herself as a rather defensive, naive young woman out to prove herself in a new and different environment: a female wildlife biologist, associated with the U.S. government, plunked down in the midst of a very rural, remote ranching community.

Not realizing she was working on private property—and maybe should have contacted the ranch owners first—she doesn't understand their suspicion of her as she drives around in a government-green pickup truck to scout for nests in the early spring. Following a conversation with her landlady, she realizes that it would be courteous to contact the ranchers before trespassing and spends a day at the county courthouse researching names. And then, she agonizes over what to say. Should it be "howdy," "hello," or "hi there?" Settling on "hello," her notification effort eventually meets with resounding success. She writes that "Taking the time to call them first was probably the best public relations effort I could have made."

How did I see myself? Well, Houle tells a story about *promising* a rancher's wife that the "eagles would never harm a lamb," and then noticing eagles "five hulks roosting like repeat criminals in the cottonwoods that fringed the field of lambs." So, acting on advice from her local advisors (Oregon Department of Fish and Wildlife staff), before dawn the following morning, she uses blanks in a rifle to scare the eagles away. And, in the dark, cold pre-dawn comes a voice: "Don't move, and drop the gun.... you're under arrest—for trespassing on private property with a firearm."

Well, it turns out her apprehenders are two biologists she has been trying to make connections with. Following breakfast with her two would-be accusers, she is still prickly and doesn't see the humor in the situation. (*I wonder, is this what my mom meant about me? I'm so busy trying to prove myself in a "man's world" that I don't see that good-humored support and joshing around me is just that: support and not attack? Hmmm.*)

Houle goes on to relate her experiences, both with the ranching community and the federal government's (all-male) managers. Despite the truth in my mother's characterization of me, her stories help remind me how much I've grown... and how work-life has changed in the years since I received my BS in Forestry.

## Retreat: Time Apart for Silence and Solitude

*Roger Housden*

Harper, San Francisco. 1995. Paperbound, \$18.00.

*The real retreat is, after all, the retreat of one's own mind in the midst of everyday life.... To be able to live fully in life without being tossed this way and that by every passing mood and whim; to know a place of silence in oneself that subsists even when all around is chaos and confusion, to maintain equanimity in the face of doubt and despair: this, perhaps, is the ultimate retreat of one's own mind, the aspiration of spiritual practitioners of every Way and tradition.*

In this richly-produced book, Housden describes some of the universal aspects of retreats as well as chronicling six major types of retreats. In addition, Housden spends some time describing the role of the retreat leader and includes the cautions contained in the Bhuddist tradition.

*Many.. misunderstandings about the relationship between master and student occur ... The Dalai Lama ... says Westerners try to surrender too quickly .. [and] points out that in the Tibetan tradition 'a student spends years with a teacher observing his behavior, questions others about him, noting whether he lives the principles he teaches, before deciding to take him on as a [teacher].*

The book is divided into major sub-headings and several retreats are described in each section. In *The Way of Knowledge*, retreats sponsored by Bhuddism, Zen Bhuddism, Tibetan Bhuddism, Raja Yoga, and Shamanism are described. There follow sections on *The Way of the Heart*, *The Way of the Body*, *The Way of Art*, *The Way of Sound*, *The Way of the Wilderness*, and *The Solitary Way*. I found a description under the *Way of the Wilderness* particularly compelling. In *Journey into Emptiness*, Housden describes a walking journey across the Sahara desert. Their guides, the Taureg, are an ancient race whose culture is matrilineal.

Ten participants, although in sight of each other, walked alone and in silence for 10 days. *To walk with one of them was like walking with an antelope. Our first day or two was spent walking in a huge canyon that split open a range of red and gray cliffs...*

He writes, at the close of the adventure: *I realized how our sense of self is so intricately bound up in its relation with something or someone "other" ... without even a contour for reference ... [there is] little but the simple sensation of being alive—not as this identity or that, but simply as aliveness itself...*

The final section is a description of a three-year Tibetan retreat. *What is clear to most practitioners at the end of their [three-year] retreat is how short a time three years is for the study and practice of such a deep inquiry into the mind.*

The book concludes with names and addresses the reader can contact for more information about any of the retreats described.

Jonne Hower works for the USDI Bureau of Land Management in eastern Oregon. Her Bachelor's in Range Management is from the University of Idaho, her Masters is from the University of Portland. She is an editor for Women in Natural Resources.

## Publications

Seton Hill College's National Education Center for Women in Business has a report titled *Toward Equal Access: The Fiscal Strength and Creditworthiness of Women-Owned Enterprises* which demonstrates that gender is not a factor in business credit repayment. The study also reports that women-owned firms have made significant improvement in fiscal strength and creditworthiness. For a copy of the report, call them at 1-800-NECWB-4-U.

Women business owners or consultants (or those who aspire to strike out on their own) can now access information on programs, some training, and services offered by the U.S. Small Business Administration's Office of Women's Business Ownership through the agency's Women's Business Ownership Home Page introduced recently. The address is <http://www.sbaonline.sba.gov/womeninbusiness> or through the special interest hotlink on the SBA Home Page at <http://www.sbaonline.sba.gov>.

There really is a book called *Minutes of the Lead Pencil Club*, edited by Bill Henderson (Pushcart Press, distributed by Norton). It is a collection of articles, essays, comments, and cartoons by disgruntled people who would like to see the Internet get lost and answering machines go the way of the non-cracking (anymore) buggy whip. There really is such a club (its Founder Emeritus is listed as Henry David Thoreau) and you, too, can join by writing them at Dept P, PO Box 380, Wainscott NY 11975. No dues.

*Reproductive Risk: A Worldwide Assessment of Women's Sexual and Maternal Health* is the 1995 report on progress towards world population stabilization prepared by Population Action International. There are two colorful wall charts, information on birth control, prenatal care and health care at delivery, infertility and other data for 118 countries (with more than two million in population). Contact them at 1120 19th Street NW, Ste 550, Washington DC 20036.

*Honoring Our Voices* is a collection of videotapes and films by and about Native American women. There are cultural preservation videos and personal stories mixed with profiles and

artistic presentations. For descriptions, write Women Make Movies, 462 Broadway, Ste 501 N, New York NY 10013 (212-925-0606; fax 212-925-2052).

Want to make it into senior management? Here's what you'll have to do according to a book called *Women in Corporate Leadership: Progress and Prospects* (1996). You have to work harder than your male peers, exceed your boss's expectations, play the game by the men's rules, develop a unique expertise, and seek out difficult, high-visibility assignments. And give up life outside the office. This forbidding portrait is drawn by the book's authors, Catalyst, the New York businesswomen's research and advocacy group.

Three books on deserts: Ann Haymond Zwinger is author of *The Mysterious Lands: A Naturalist Explores the Four Great Deserts of the Southwest*, newly released in paperback (University of Arizona Press); Susan J. Tweit wrote *Barren, Wild, and Worthless: Living in the Chihuahuan Desert* (University of New Mexico Press, 1995), a collection of essays on relationships between the land, history, and people; the well-received *The Desert is No Lady*, originally published by Yale University Press, edited by Vera Norwood and Janice Monk, will be re-released by the University of Arizona Press.

Also from the University of Arizona Press is *The Frontiers of Women's Writing: Women's Narratives and the Rhetoric of Westward Expansion* by German scholar Brigitte Georgi-Findlay. She reviews works by American women of the 19th and early 20th centuries, exploring the ways they actively contributed to and at times rejected the development of a national narrative of territorial expansion based on empire building and colonization.

Euell Gibbons would approve. Our prehistoric ancestors noshed all day on raw nuts, seeds and, when they could get them, berries, says medical anthropologist John Heinerman. He thinks their beneficial amino acids and vital-but-underappreciated trace minerals should play a larger role in today's diets. Heinerman's *Encyclopedia of Nuts Berries and Seeds* (Parker Publishing Company, 1995) describes the health-promoting properties of these primal snack foods and serves up some really retro recipes. A tip: Eat the seeds in your apple.

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THESE HUGE BEARS OF YELLOWSTONE HAVE BEEN STUDY TARGETS FOR 14 YEARS. HERE IS A HISTORY OF ONE OF THEIR MOST IMPORTANT RESEARCHERS—AND A DIARY OF A FEW DAYS OF WATCHING THE BEARS OF SUMMER.

## GRIZZLIES

MARILYNN GIBBS FRENCH

I live in an almost perfect place. To get to my home you must travel 22 1/2 miles due south of Evanston, Wyoming, on the Mirror Lake Highway. Then turn right into a small group of homes nestled in an old growth of cottonwood and aspen trees. My home is the furthest from the main road and from the other homes as well. Ten years ago, my husband and I built a three-story log home from a design that we had worked on for several years. Both the external and internal features were meant to create the same atmosphere of the Old Faithful Lodge in Yellowstone National Park.

Our home is decorated with wildlife paintings by Morton Solberg and Bev Doolittle, along with my own photographs of Yellowstone's wildlife and scenery. On each window sill there are bits of earth's "magic" we have collected over the years. In one area is a collection of bird nests, some containing egg fragments. My daughter McKenzie has a collection of magical rocks she has picked up from all across the United States. In several corners there are baskets of

pine cones deemed too pretty to burn that were collected on a trip to the High Sierras. And Steve has a collection of bones—an odd assortment of vertebrae, femurs, skulls, from both large and small animals.

The upper two floors open to balconies overlooking the living room where cathedral windows extend from the ground level up to the third floor. We heat our home with a large wood stove and a small pellet stove. On the very coldest days of winter both stoves will be burning. Chairs and people and piles of wet boots, gloves, and hats tend to migrate to the stoves' warm exteriors.

The Bear River courses by our home only 15 feet from the back porch. Because of the way we designed our home, we can watch the river's doings from any room on any floor. It is without a doubt the centerpiece of life here and we treasure the opportunity to witness it's seasonal changes.

The fluctuating water levels that come with each season bring changes in the river's speed, sound, color, and

### Diary: July 28, 1995

8:30 pm. I'm in Hayden Valley watching on the east side of the river. It's a cool 45 degrees. Adult grizzly spotted. Solid color, dark brown with darker head and neck. It has a long neck and a light muzzle. It's grazing in the sage brush. Fifty-seven elk casually graze near by. They don't appear to be concerned about the bear's presence but often look in his direction. There is a raven situated between the elk herd and the bear. The bear is a young adult male. He sits on his butt and looks out over the valley, then returns to grazing.

Twenty minutes later, another grizzly comes out of the trees into view about 150 yards away. This one is dark with a light girth band. This bear is equally as large as the first bear, approximately 300 lbs. He comes to the edge of the river and eases himself into the water. He swims across the river to the west side of Hayden. He runs quickly up the bank and appears to want to cross the road. However, a group of 10-to-12 tourists spot him and leave their cars and walk out to the point where he can't cross. He proceeds to graze on the west bank of the river. I suspect he will cross the road after dark to the west.



## Diary: July 29, 1995

6:05 am. Partly overcast, warm breeze. I spot a young adult griz, dark brown in color with a light girth and light muzzle. Very disheveled in appearance, probably molting it's coat. He's excavating for biscuit root above Justice Hill. He concentrates his excavations to rocky, disturbed ground, good biscuit root habitat. No collar or ear tags visible. He pulls back rocks of various sizes with his front paws then thrusts his nose into the holes. At 7:26 am. I go around to the Mount Washburn trail and spot an adult griz. He comes from below where the road crosses the trail then begins excavating on the toe of May West curve. Out of sight at 8:00 am. 8:50 am. Bear out again on the point. I'm able to get a few good photographs. He's a lanky young male, genitals visible. Long face. Dark brown body. Lighter muzzle. At one point he sits on his rear facing in my direction his nose high in the air, sniffing the unusual odors. His head moving from side to side, tasting the chemical smells carried by the wind. Saliva rolls out of his mouth in a long stream. Amazing and impressive even as a gangly teenager. I'm pretty sure there was an orange ear tag in the right ear but no collar. 9:03am. The bear again moves out of sight. I pour myself the last cup of coffee from my thermos, watching the hillside and enjoying the morning. 9:50 am. Young male back on top of May West knob above the Washburn Trail. Still excavating and grazing. Visible for 30 minutes. I spoke with a guy who was in Hayden last night. Apparently another griz came out of the woods from the Buffalo Ford area. He said he swam the river and appeared to be feeding on something in the grass. I'll go check it out today. Perhaps there's a carcass.

Home for a little while. Played with McKenzie and Haley fed Buster then slept for about an hour. 4 pm. Back out to Washburn. None of the bears from this morning visible. Big storm blowing in from the west—dark sky and very windy. 5 pm. Small dark brown colored black bear. 75 lbs., molting lighter fur from it's back. Located below Justice Hill above the creek grazing in lush vegetation.

wildlife. In the summer we can count on seeing a variety of birds along the banks. The dippers splash and play, bouncing from rock to rock, looking for hidden insects. Deer, raccoons, foxes, and skunks make their way to the shallow pools to drink early in the day leaving tracks in the mud for us to find later. As fall approaches, moose begin to move in close to the river banks to feed on willows. The elk begin to move through to lower ground and the pesky raccoons move in, on, and under, my porch hoping to steal any and all of the sunflower seed I set out for the birds. In the winter we see mink and ermine sign in the snow along the river but rarely do we catch sight of one of these tiny creatures; theirs is a skill worth having with hungry coyotes near by. It's common in winter to see bald eagles roosting in the branches of the cottonwoods that hang over the open running water, hoping to snatch a sleepy trout from the dark waters. In spring, we sense and see from our doorstep the beginning of the cycle again.

What's wrong with this picture one might ask? To most people it's perfect. But to me it's all too obvious. When you've been in the forests of Yellowstone hiking for many years in search of grizzly bears you feel in an instant a tremendous void when you are in a place that no longer has grizzly bears. It is a void that is filled each spring, when I return to the Yellowstone region once again to observe wild grizzlies.

For nearly 14 years I've been studying and observing Yellowstone's grizzlies. (I saw my first grizzly bear in the wild in 1983.) It is a career that I could not have anticipated or imagined while growing up in the suburbs of Salt Lake City.

The youngest of three girls, I was born and raised in a conservative and oppressive community for young women. My older sisters both fit conveniently and nicely into the proper Mormon women's role—quiet, obedient, and respectful wives and mothers. I, on the other hand, struggled like a moth in a light trap to do anything to prevent being sucked

into the liquid ether of Mormon society. From the time I was very small I was considered a tom-boy. That was fine with me. In fact, being a boy was a lot better than being a girl any day. Boys played outside, got dirty and didn't get into trouble for it. They had adventures and built things.

As you can imagine, my struggle was not an easy one. It resulted in being left out of most of the local young women's social gatherings. This, as often as many things do in life, turned out not to be all bad. It left countless hours of time to spend on the 10 acre farm behind my dad's sheet metal shop, observing in my own private world life's small details. When my dad wasn't working or drinking, we raised a variety of farm animals together—horses, beef cattle, rabbits, dogs. We planted the 10 acres in alfalfa to feed the horses and cows and to give us a place that was all our own. Every 10 days we got irrigation water from the Jordan River. At dusk when the sun's rays stretched across the alfalfa fields we would start our route from the main canal to the south. We would walk in single file along the top of the mounded irrigation ditch checking for cracks in the carefully constructed dams. My father always carried a rough shovel over his shoulder as we walked together and talked about the sights and sounds and searched the banks of the canal for the rounded heads of wild asparagus. When a stalk was spotted you didn't pick it until you checked around to see if there were others. He ALWAYS said if you picked the only one you saw, you might be picking the last one.

I'll always remember my days on that small farm. I migrated there before school, after school, and sometimes when I was supposed to be in school.

Camping is the only vacation I remember as a child. I loved camping and being outdoors and still do today. Wild things and wild places have always represented safety, solace, and consistency in my life. Even though nature can be unpredictable, there is a certain predictability to all of nature's properties. This was the reverse of how my life at the time was unfolding.

When I left high school I was expected to marry and begin a litter of children. But I enjoyed learning new

things and asked to go to college instead. I remember on the career opportunity exams they gave in high school I was a terrible disappointment to the school advisors. My exam said I should go into the field of forestry. I was told that there weren't any opportunities for women in forestry at the time. I was directed to go into teaching or nursing. So I chose nursing because I liked the technology involved. After completing school I married a boy I had dated in high school. It was a stifling marriage in retrospect and did not last. I went to work as a nurse in intensive care at the V.A. Hospital in Salt Lake. I enjoyed the excitement and the learning opportunities there.

I had worked there for two years when a young doctor, an intern at the time, came to work there. Steve was bright, great with patients, and had a terrific sense of humor. We became instant friends. We saw each other intermittently over the next three years and seemed to grow closer each time our lives touched. Two years later we were married.

Steve rediscovered a repressed talent in track. He excelled in long distance running and the marathon became his sport. In 1979 he qualified for the Olympic trials. Because we were both very short on time, I took up running so we could spend more time together. I discovered I had a natural ability for the sport. With Steve's encouragement I returned to school at the University of Utah in 1980-81. I was 29 years old, the oldest female in Utah's history to receive a full ride scholarship in athletics. I ran cross country events with ease. That winter, however, I discovered I was pregnant with our daughter, McKenzie. I continued taking classes but gave up running at the end of my pregnancy. A difficult pregnancy resulted in pre-eclampsia and an early delivery, luckily to a very healthy 4-pound baby girl.

During these few years, Steve had worked on and off as a Yellowstone National Park surgeon at the hospital in Lake Village. We both became intensely interested in the park and its wildlife, reading everything we could find. Steve became very interested in grizzly bears after treating and following the medical histories of several people injured by grizzlies. I became interested in the

#### Diary: August 2, 1995

Up at 5 am. Clear beautiful morning. Made a ham and cheese sandwich, grabbed a coke and a plum and a thermos of coffee and headed for the horse corrals. I hitched up the horse trailer and fed Buster while I saddled him then loaded him in the trailer and headed to Violet Springs Trail on the north side of Hayden Valley to scout for carcasses that we may use in the hair trapping study. It was an amazing day. We rode to the springs then around the corner to the thermal basin. I spotted one scat on the trail and one near the top of the thermals in a meadow. The vegetation looks great up here. Bushwhacked over to the Mary Mountain Trail. There's a long golden meadow at the beginning of this trail and leads to a small rise on top. At the top of this rise the vegetation to the left of the trail is packed down. A few bison bones are scattered about 30 feet below the trail. A dead young bison lies in the grass with skull and remaining bones and torn hide. A fairly new carcass. We rode the Mary Mountain trail through beautiful meadows, scat in several spots along the trail. When the trail enters the woods I found the biggest pile of scat and the freshest. There were no tracks to indicate the direction the bear was going but a damp urine mark was under the scat, perhaps a female. As I entered the thick woods the thought of fresh scat was on my mind. I instantly became very alert, as did Buster. We picked our way along the trail, many trees are down and across the trail making it tough horse travel, but not impossible. When we reached the intersection with the Trout Creek Trail I contemplated turning back because I had told McKenzie I would not be late. The drive to explore further into this part of Yellowstone was strong, a few more minutes.

We headed southwest off the trail and found a stringer of meadows. At day break I can imagine these meadows filled with large bull elk. Antlers covered with rich velvet. Like elk and deer, we approach each new meadow carefully, we enter the edge cautiously, stopping to look along the timber's edge for a grizzly. Then when all looks clear we ride across looking into each side canyon for carcasses.

I know I should turn back but the desire to explore is so strong, much stronger than when I'm with Steve or anyone else. I can understand the feelings, I think, of the early explorers or perhaps women who mountain climb. The desire to be on your own, make your own mistakes, suffer the consequences, and learn.

Today has been truly wonderful. Buster has been great; the trail is still mushy and boggy, the sucking mud and frequent creeks haven't bothered him. I reluctantly turn back to find the trail. On the way out I had to check the gullies and valleys for carcasses. One set of grizzly tracks in a damp part of the trail I hadn't seen earlier—5 1/4 inches across. The sky has been incredible, dark blue overhead then layers of white cotton candy clouds with their flat bottoms stacked on top of the next fluffy top. The sky close to Mount Washburn is a pale blue. The dark forest then golden grasses sprinkled with violet/pink elephant heads. I make it out by 4 pm.—a good day! Load Buster and head for the corrals, I feed him quickly and head for home. 5 pm. McKenzie and Gene Ball and I walk the Cascade Lake trail. My legs are stiff from being in the saddle all day, so I need to walk. Gene fixed us chicken salad sandwiches when we got back and we all went to Antelope Creek at dusk.

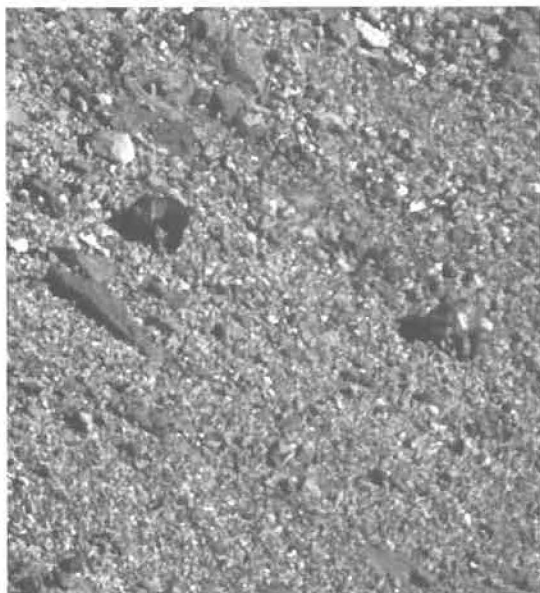


**Diary: August 3, 1995**

Slept in today. I go down to feed Buster shortly after 8 am. McKenzie and I have plans for fishing and hiking today. We hike to the top of Elephant Back Mountain, then find a nice little cove along the lake. She's playing along the beach as I write my notes and read. I watch her collect odd bits of driftwood at the water's edge. She wants to use them in her new hobby, whittling. She plans to carve fish out of these. I wonder if she has any idea how lucky she is to grow up with these experiences and Yellowstone as a playground.



*Marilynn Gibbs French*



federal protection a National Park offers after seeing how quickly and easily wilderness can be destroyed.

Shortly after Steve and I were married, I returned to the place I had always camped with my family in the Uintah Mountains during my childhood. I had visited this spot often in my adult life and I wanted to share this place with Steve. As we came around the bend of an unimproved Forest Service road, we were both speechless. The entire narrow valley, once wooded and pierced with a river, was now barren. Massive bulldozers were busy knocking down every tree in sight and shaping the land for a new reservoir. A large dam was under construction as part of the Central Utah Water Project. I still recall the smoke rising from the slash piles and earth piled into huge mounds soon to be covered in water. This was a place that held so many memories for me as a child. It was a place I had expected to share with my child. You hear often that for most people there is often an event or series of events that trigger our concerns for conservation of our planet's wild places and wild things. For me, this was the event that would change my way of thinking. No longer could I sit on the sidelines and passively enjoy the game. If I wanted my daughter to have memories that would last then I had to take a stand. And I had to do it soon.

Steve and I were enthralled with Yellowstone. We spent extended trips each year camping and exploring the backcountry. But we hadn't seen a grizzly. In our concern and quest for information on these bears we came in contact with the Yellowstone Institute, a field ecology school in the Lamar Valley. In 1983 we registered for a grizzly bear ecology and management course. The class not only covered the ecology of the grizzly, but perhaps more importantly, it introduced us to politics that are involved in conserving an animal that can be as demanding in its needs as the grizzly can be.

That class sent us off on a journey that neither Steve or I could ever have anticipated. We both became very good at locating and observing grizzly bears that year. We also began using our family video camera to document some of the bear behavior we were observing. For the first time since the closure of the dumps, in the early 1970s, we were observing a naturally dispersed population of bears in the Yellowstone Ecosystem.

Our enthusiasm that year resulted in the formation of the Yellowstone Grizzly Foundation, a non-profit research and education organization dedicated to the conservation of these magnificent bears. We began a long-term systematic study of the behavior of these grizzlies, carefully recording our observations much like the early naturalist Adolph Murie, Jane Goodall in her behavior studies of chimpanzees, and the late Diane Fossey and her work on the great apes.

As a result of our research efforts, and our ability to document grizzly bear behavior on 35 mm slides and eventually 16mm film, we were soon asked to participate in countless public speaking engagements. People wanted to know more about these elusive animals, and our research was enabling us to educate larger and larger audiences. We spoke to any and all of the people who would listen. We found that scientists at the time had not been communicating with the general public. Although a great deal of work had been done by the Interagency Grizzly Bear Study Team led by Dr. Richard Knight and Bonnie Blanchard, most of this research was documented in scientific papers rarely read by the general public. There was also a great deal of misinformation circulating about grizzlies based on folklore. So we began using our film and slide records to give people a very close second hand experience with the griz. This proved invaluable in educating people about this animal and what it needs to survive.



The Yellowstone Grizzly Foundation has been in existence for 14 years now. We currently have a small and dedicated staff of individuals talented in many fields including biology, wildlife policy and management, environmental communications, conservation, and business. Our goals, however, have remained the same: YGF is dedicated to the conservation of the grizzly bear and grizzly bear habitat in the Greater Yellowstone Ecosystem. YGF's mission is to be the recognized independent authority on grizzly bears and to provide information and inspiration that furthers the long-term conservation of the grizzly bear and its habitat.

We now have many programs under the research branch of the Foundation. Each field season we continue to document grizzly bear behavior, observing and recording their evolving feeding behaviors, courtship and mating behaviors, and maternal relationships of mothers and their young. We also have a trapping project to document the demographic data of bears, and their movements to and from different food sources and den sights. And finally, using molecular genetics techniques to enhance the survival of grizzly bears in the Yellowstone Ecosystem, YGF, in collaboration with scientists from Oxford University and the University of Utah, have initiated a comprehensive study to assess the degree of genetic diversity in the Yellowstone population, and to use molecular techniques to develop a non-invasive system to accurately monitor the number of grizzly bears in the ecosystem. This technology will enable us to more accurately "count" the grizzlies in this ecosystem and have on

file a DNA profile of each individual and its relationship to other bears. This information will be invaluable in the biological issues the bear faces today.

As our research programs continue to grow, so does our educational outreach. In addition to offering programs to audiences across the country, we have developed a special Kids for Griz program in order to get information to teachers and students interested in grizzly bear conservation. Part of my personal motivation and enthusiasm for this work continues to come from my daughter McKenzie.

Several years ago, I returned to school once again, this time to seek a degree in biology. Because of the remote location of our present home in Wyoming, I traveled 200 miles round trip to attend classes three days a week in Salt Lake City. I succeeded in obtaining my degree and plan to go on to graduate school.

Our daughter McKenzie, unlike either Steve or I, is a poet, an author, and an actress. Her approach to conservation and wildlife may never be the approach that I have chosen. But I believe it

will circle in its own time. While I study and record the minutia of the ecology of the bear, she paints a picture or sings a song of life, love, and wild things. Her stories of bears and their beginnings keep the mystery and soul of the bear alive. During that first bear class Steve and I took at the Yellowstone Institute, our instructor challenged us to search our souls and hearts for our own way of conserving grizzly bears and grizzly habitat. Inevitably, we will each choose our own path, work with different talents, but hopefully our trails will cross often. With a lot of hard work, and a little luck perhaps, we will each touch someone else along the way, stirring their imagination and igniting their creative talents. Hopefully by putting together these talents the result will be not only the conservation of grizzlies in the Yellowstone Ecosystem, but of all of bear species throughout the world.

*Marilynn French is co-founder of the Yellowstone Grizzly Foundation. She lives with her husband Steve and daughter McKenzie in Evanston, Wyoming.*

Bear photos are by the author.



JUNIOR HIGH SCHOOL GIRLS HAVE BEEN IDENTIFIED BY MANY RESEARCHERS AS BEING AT RISK FOR GETTING OFF TRACK IN A NUMBER OF AREAS. A MODEST EFFORT TO INTEREST THESE YOUNG GIRLS IN NATURAL RESOURCES WAS VERY SATISFYING.

## OUT WITH THE JUNIOR HIGH SCHOOL GIRLS

SANDRA MARTIN  
DIXIE L. EHRENREICH

Over the years, many women in natural resources have gathered in informal support groups all over the country. These groups are made up of women working in agencies, universities, consulting firms, and a dozen other less traditional employments. At *Women in Natural Resources* journal, the staff hear from representatives of these groups often. Sometimes it is to thank us for sending sample issues of the Journal, and sometimes we are asked to give graduate students ideas on how to get funding from their deans for a women's group or conference. We are also asked for study topics to follow, and more often than you would think, we are asked by men how best to encourage women colleagues or students to create these support groups in their own localities.

We belong to such a women in natural resources group. We live in an area dominated by two university towns, and within a radius of eight miles, there are two major universities, one USDA Forest Service Laboratory, and a Natural Resources Conservations Service unit. Since the late 1980s, we have had a loosely knit group made up of the ever-fluctuating graduate students and the permanent staff members, rarely numbering over 20 who meet for monthly lunches to talk, and less often, to host speakers.

Spurred on by the current interest in research showing how junior high school is a very critical time in the intellectual development and socialization of girls, we decided this past year to undertake a proactive project focused on introducing a group of girls of this age to the natural resource sciences. Concurrently, our goal was to clearly demonstrate to the girls that *women are* natural resource managers and scientists.

After initial discussion of the idea in early fall 1995, we determined to prepare a full-

scale field day with presentations on and activities related to natural resource disciplines and specialties. We set the date for this workshop for April 1996, and during the intervening months, we met to select our target audience, plan our format, prepare a descriptive proposal, solicit participation by interested women outside our core group, and discuss what topics and information should be included.

Our decision to work with a local junior high school was partly predicated on the fact that one of the science teachers at this school was the husband of a group member. He was enthusiastic about the project and became an organizing link for our effort, lobbying the school administrators and taking care of necessary paperwork in the school system. He and another junior high science teacher agreed to accompany us on our field day. The school administrators immediately supported our idea of an outdoor natural resources workshop for girls. They were appreciative of the efforts of qualified scientists, university faculty, and graduate students to provide this opportunity to some of the students. They were also very aware that girls needed this special, segregated attention: 1) to make them aware of the unique problems they might now, and would surely soon, face in math and science education, 2) to introduce them to the diversity of applied sciences in the natural resources fields, 3) to let them learn and explore in an environment without influence of often overly-assertive male students, and 4) to expose them to a number of successful women role models.

A day was chosen for the workshop when students were out of class because of scheduled teacher training. This meant taking time off from class or jobs for the professional women who participated as instructors, but we knew that student turnout would be higher than on a weekend. Technically, this workshop could not be offered only to girls, but the announcements made in junior

high science classes were clearly worded so that the goals of focusing on girls, their problems with science education, and the roles of women in natural resources were highlighted. Student interest was piqued by the offer of earning extra credit for participating in the workshop, necessary for completion of their science class. Although a few boys expressed interest in participating, the quota imposed by bus size and number of instructors quickly filled with girls, and we happily achieved our goal of "all girls" without ruffling feathers. We were prepared to accept boys, and some of us even hoped for that.

The school district provided the bus, and since it was a sanctioned school activity, all liability was covered. To keep things simple and costs to a minimum, the students brought their own lunches, any equipment needed was borrowed or belonged to the instructors, and personal cars brought the instructors who couldn't fit on the bus with the 30 girls.

We started the day at the junior high, boarded the bus, and headed across town to the University of Idaho research nursery. We were provided with a tour of the facilities (including green houses filled with tens of thousands of young conifers, planting sheds, micropropagation facility, and waste water pond/enhanced wildlife habitat). After the tour, we left town for a nearby forested campground. Selection of the site was based on habitat diversity, proximity to town, ease of access, and a portable toilet. We arrived at the campground shortly after 11 am, and had planned to have an early lunch with introductory talks, but many of the girls had eaten their lunches on the bus while traveling out. It was a cool, blustery day and their hunger was fueled by the weather. We did take the time, however, to explain to the girls why there were no boys among them; how many researchers have concluded that they and girls across the United States evolve from inquisitive, out-going, assertive youngsters

into reserved, deferential young women, very sure that they *cannot do math and science* (and so, why even try?). This message to our female students was limited to our introductory remarks. We moved on to the meat of our workshop: natural resource disciplines and jobs are varied, are achievable, and are fun.

The girls had been scheduled into groups of 2-6 for sessions with individual instructors on specific topics. Our presentations included: the environmental impacts of a proposed local dam project, a forest ecology game, communication skills, sampling aquatic ecosystems, nontraditional job opportunities, timber supply and demand, prescribed burning, environmental ethics, timber cruising, and computer model simulations.

Student evaluations showed us that the girls most enjoyed the opportunity to be physically engaged—and of all the activities, hands-on sampling of the pond water with nets and lighting the underbrush and watching it burn were the most popular. Our ethics presenter was also popular, having led her girls on a blind-folded walk through the forest, dependent on the help of their fellows.

We were all extremely satisfied with our labors. The day went smoothly, and we successfully held the girls' attention, despite the variable weather. The girls were full of energy, personable, and welcoming of us and our information. We had no discipline or other problems. Most comments on the student evaluation sheets were very positive, and the teachers heard positive verbal feedback during the workshop and afterward.

Our women's group met over lunch a few weeks later to critique the effort. We saw a need to eliminate a few topics to make time for more hands-on activities and more time for each activity. Team presenters (as opposed to a single instructor) for every session and inclusion of women with expertise in what we lacked this year, e.g., wildlife, range, and cultural resources, were also seen as desirable. We all agreed readily to create another workshop next year.

The success of the 1996 workshop required a lot of effort on the part of all of us, and a great deal of organization and attention to the details by the coordinator. To replicate this workshop, a women's group must have an individual, or small group of people, to coordinate the potential instructors, provide liaison with the target group of students, and make logistic arrangements. Other target participants might be Girl Scouts, city Parks

and Recreation groups, and university outreach, enrichment, or extension programs.

Our women's group was ripe for this type of focusing activity, and it has revitalized us as a circle of professional women. We all make contributions to feminism every day, as members of the vanguard generation of women in natural resources, and in aspects of our personal lives as well. Even so, we all felt a special pride in putting in a very good day's work on our Girls' Day Out.

*Sandra Martin was the coordinator for the events. Her Ph.D. is in wildland resources from the University of California at Berkeley. She has worked in wildlife biology fields for the federal government and several*

*universities. She now works in distance learning and has expanded her horizons. Her husband, Joe Thornton, who was the school district liaison, teaches biology, chemistry, and physical science in the high school and junior high school in Moscow, Idaho.*

*Dixie Ehrenreich is the editor of Women in Natural Resources.*

Photos: Top, instructors and girls gather to hear introductions from Joe Thornton, liaison to the school district. In the very back row, in the middle are the authors (dark cap Dixie Ehrenreich, white cap Sandra Martin).

Bottom photo, girls participating in the sampling aquatic ecosystems unit.

*Photos courtesy of Christine Moffitt.*



## A Management Column

Barb Springer Beck

# HELP YOUR ORGANIZATION SUCCEED

BY UNDERSTANDING ITS

## CHARACTER

Just as individuals have character and personality, so do organizations. An organization or agency's character strongly influences the way the organization perceives itself and the world around it. Being aware of the character of your organization can help explain why the organization acts as it does, and help you succeed within it.

### What determines organizational character?

Organizational character is the result of a combination of factors. The reason an organization exists, and the primary work it does strongly influences its personality. For example, you wouldn't expect a hospital or social service agency to have the same personality as an engineering firm. The hospital would be more likely to have a supportive character while the engineering firm might be efficiency and deadline oriented.

Traditions within an organization or agency, and age or life stage, also shape its character. Contrast an agency with the history and traditions of the Forest Service, with the relative infancy of the National Biological Service (NBS). The Forest Service would be considered a mature agency, the NBS, a young one. Young agencies, similar to young people, are typically still developing their personalities, while older organizations are more likely to have a well developed character. The US Fish and Wildlife Service, Bureau of Land Management, and the National Park Service fall somewhere in between the Forest Service and NBS on the longevity continuum.

Past and present leaders significantly affect character. Although no longer alive, Gifford Pinchot, the "Father of the Forest Service" still has a larger-than-life

presence within the agency. Every employee knows of him, and many can quote him. Pinchot, a true visionary for his time, started an agency which still clings to his vision over 100 years later. The National Park Service has a long tradition, and strong values, based upon the beliefs of its founder, John Muir.

### Analyzing organizational character

Consultant and author, William Bridges, has applied the concepts developed by a mother-daughter team, Kathryn Briggs and Isabel Briggs-Myers, to organizations. Briggs and Briggs-Myers observed human behavior and believed that it was patterned, rather than random. Building on the work of Swiss Psychologist Carl Jung, the mother-daughter team originated a survey instrument, the Myers-Briggs Type Indicator, or MBTI (available to professionals through Consulting Psychologists Press) to help people understand their innate preferences. The MBTI was developed based on the belief that individuals differ in the ways we prefer to take information in, and what we do with that information. And that affects both how we as individuals, and organizations operate.

For example, one of these preferences corresponds generally with extraversion or introversion. If you as a biologist, are an extravert, you may really enjoy working on an interdisciplinary team. If, on the other hand, you are more introverted, you would probably rather work alone, and find that team assignments leave you feeling drained. Neither preference is necessarily right or wrong, it just reflects how we are most comfortable operating.

My experience administering the MBTI bears out the importance of knowing your own type—your personality preferences. That self knowledge, and the knowledge that others may have different ways of operating, can go a long way toward enhancing working relationships and diffusing conflict.

Bridge's adaptation of the MBTI instrument for organizations is known as the Organizational Character Index, or OCI. The OCI consists of 36 questions answered on a scale of 1 to 4. The questions address such issues as how quickly decisions are reached, how the organization sets priorities, an organization's values, and how change occurs in the organization. Just as the MBTI does for individuals, the OCI survey results identify an organization as one of 16 different types. The distinctions between types are based on whether the organization is inward or outward looking, how information is collected and what kinds of information are valued, whether decisions are based on objective or subjective processes, and how the organization orients itself to the world around it. Both the OCI and the MBTI can help organizations understand why they operate in a certain way—and point to ways in which they can positively influence their future.

### Some insights

Based upon my consulting work with federal natural resource managing agencies, I believe each of these agencies has an identifiable character. This character influences not only how the organization views itself, but who succeeds in the organization, how the organization responds to change, and how the organization goes about solving problems.

An organization's character ultimately affects whether it will be able to carry out its mission. In order to increase the chances for both short and long-term success of the agencies I work with, I wanted to understand their personalities. I felt this would present opportunities to capitalize on natural strengths while avoiding pitfalls.

To test my hypotheses about the character of certain natural resource agencies, I surveyed a small sample of employees in each of the following national agencies: Forest Service, US Fish and Wildlife Service, National Park Service, National Biological Service, and the Bureau of Land Management. Between the fall of 1995 and spring of 1996, I mailed copies of Bridge's Organizational Character Index (OCI) to a small number of selected individuals. The survey participants were chosen to represent both male and female, and minority and non-minority perspectives within the agencies. I also surveyed employees over a wide geographic distribution, and at an average of three different levels within each organization. At least four surveys were completed and returned for each agency, with the exception of the BLM. Because of this small sample size, I am not able to draw any conclusions about the BLM.

### **Interpretation**

Survey results showed a high degree of similarity across the agencies. As I had postulated, survey results from Forest Service employees verified it as strongly inward-looking, fact-based, objective in decision-making, and highly structured. Survey responses from Forest Service employees were extremely consistent with each other.

Survey responses from employees of the US Fish and Wildlife Service were also internally consistent, and consistent with the character of the Forest Service. The FWS is inward-looking as well. Its employees, although not always able to, prefer to base their decisions on scientific facts. FWS is also highly structured.

Surveys returned by National Park Service employees produced some surprises. First of all, the responses were not consistent with each other, and in fact frequently contradicted each other. The most commonly received responses

put the Park Service in a category similar to the agencies above, inward-looking, present and reality based, and making decisions in an objective manner. But at least one respondent spoke of an orientation which emphasized operating with the needs of the customers foremost. Some of the inconsistency in the responses might be explained by the fact that the Park Service has recently undertaken a significant reorganization. Although the basic mission of the Park Service remains unchanged, individual employees and their roles have been affected. The Park Service has recently been a target of Congressional budget cutters, and may have purposefully turned its attention outward in an effort to ensure its continued existence.

Surveys returned by employees of the National Biological Service also showed internal inconsistency. One would expect NBS to be aligned with the character of a typical research organization, which would be inward-looking and which valued intuitive information. Employee surveys covered every possible range of response with respect to whether NBS was an inward or outward looking organization, and whether the agency operates in an intuitive manner versus a practical, fact-based manner. There was almost unanimous agreement across respondents that decision making in the agency is based on logical objective processes, rather than values, and that the organization has an adaptable, as opposed to highly structured, orientation to the world around it. Based upon these responses and my work with National Biological Service employees, I believe that the character of the NBS is significantly influenced by its two "parent" agencies, USFWS and NPS, and that because of its young age, its true character is still developing. The significant difference between NBS and the other agencies (which is directly attributable to its youth), is its lack of rigid structure.

### **Implications for individual employees**

Understanding the character of your organization can provide two significant benefits. First, it can help you understand how you, as an employee with your own character, fit in your organi-

zation, and second, it can help you serve as a positive force in guiding your agency in decision making, and in planning for the inevitable changes needed to ensure the survival of your organization.

So, what if your personal preferences are different from the character of your organization? If you are in this situation, you have probably been aware of your difference although you may not have been able to explain why you felt that way. My experience has shown that the contributions of individuals with preferences different than the mainstream can be very beneficial to the organization, but are often overlooked or discredited.

First, recognition that these differences are OK and in fact natural, will help you value your own ideas and become comfortable with being different. Second, realizing that you have something good to offer, you must find a way to be heard. You may be best able to convey your ideas by "translating" them into the language spoken by the organization. Listen to the difference conveyed by starting your sentences with "I feel..." versus "I think...". Pay attention to the words used by others and learn how you can use them to convey your message in a way that will be heard.

Third, as in any organization, you win some, you lose some. Make sure when you take a stand, you've picked an important issue. Conversely, let the small stuff go. It may not be worth the energy required.

And fourth, reflect upon how your differences can provide the diversity of thought to help the organization avoid pitfalls. Appreciate the natural strengths of the agency, which may be different than your own, and use your abilities to supply what is missing. The irony of a strong organizational culture is that while on the one hand individual deviation from the norm is discouraged, on the other hand, the organization very much needs the benefit of alternate approaches and ideas as balance.

### **Implications for organizations**

Organizations which are inward looking, such as the Forest Service, US Fish and Wildlife Service, National Park Service, and the National Biological Service, tend to circle the wagons and look inward when seeking direction during

difficult times. Although the number of responses was inadequate to verify this, I would include the BLM in this category as well.

On the plus side, organizations which look inward have the capability for deep reflection and focus. The motto of these organizations according to Bridges is: "The answer is within—we just have to figure it out." Internal experts and experience are trusted. Ideas which come from outside the organization are suspect and thoroughly scrutinized before being given consideration. One adverse consequence of this bias, is that the agency may miss a good idea.

These same organizations focus on the practical realities and are energized by the present. When these organizations plan for change, plans are based on past experience, and are incremental in nature. This approach has obvious dangers in such a rapidly changing world. In his book *The Character of Organizations*, Bridges wrote "The pitfall of planning for the sensing organization is that the wonderfully designed plan may be nothing more than a path to yesterday" (1992, page 17). These practical organizations are realistic and trust information obtained through the five senses rather than intuitively. Unfortunately, the focus on details of the present may hinder their view of the big picture and thus their ability to position for the future. They might be called risk-averse. Change will only be supported in these organizations when the facts clearly demonstrate the need. In some cases that may be too late.

How an organization makes decisions also varies with its character. Some organizations utilize "thinking" processes. The majority of resource agencies fall into this category. A preference for thinking in decision making means that decisions are arrived at through an orderly, logical, and objective process. The head rules, rather than the heart. Other organizations utilize an equally viable means of arriving at decisions, the "feeling" process. When feeling processes are used, decisions are based on such things as values and impacts to people.

For example, faced with a request to allow flexible work schedules, the thinking manager might deny the request out of the concern that logistical problems

would decrease productivity. A feeling manager might grant the request with the belief that logistics could be addressed, and that satisfied employees would be more productive. Both thinking and feeling decision making processes are valid, and consideration of both objective facts, and subjective considerations are needed for the best decisions. Resource agencies strongly oriented toward use of the thinking processes may be less attuned to the needs of employees and the public. Morale problems and lack of agency support can be the end result of too strong an emphasis on thinking versus feeling in decision making.

As you can appreciate, organizational character has major implications for the long-term viability of any organization. How an organization collects information, what kind of information it trusts, how problems are solved, how decisions get made, and of utmost importance, an organization's approach to change are all affected by its character.

### **Build on strengths, discard the less useful**

Because organizational character so strongly affects how an agency operates and what it values, understanding an agency's character is critical to its success and continued existence. Every organization, be it public or private is well-served by reflection upon its character, and recognition of how that character affects all aspects of its operations. For both individuals and organizations, it is healthy to identify and build on strengths, while discarding beliefs and behaviors which no longer serve a purpose.

To ensure continued survival, the resource agencies need to stay in touch with their customers, keep in view the big picture, and give due consideration to how their actions affect people. The voices of employees operating outside the mainstream should be encouraged and recognized for the balance they offer.

And finally, change needs to be viewed not as a threat, but as an opportunity to remain viable in a rapidly changing world. A proud tradition is no longer enough to guarantee the future of these dedicated agencies.

*Barb Springer Beck is President of Beck Consulting, a firm that specializes in meeting facilitation, conflict resolution, and managing personal and organizational change. Prior to starting her own business, she was a District Ranger for the USDA Forest Service. She is a Women in Natural Resources editor.*

## **Burns Interview**

continued from page 24

a more leisurely pace, to enjoy the process of having small children, enjoy the process of my career developing, and not be trying to juggle it all quite so quickly.

**WiNR:** It seems to me that this is a fairly common reflection today.

**Burns:** As I look back, I remember the literature telling me that taking maternity leave was not a physical necessity, that I could and should be right back at it. And my own mother had tricked herself in that way, didn't stay home, transported us to the office with her.

**WiNR:** You can still read today in women's magazines like *Working Women* about how chronological lapses in a career show up disadvantageously when it comes time for promotion.

**Burns:** And at some point you have to say, "so what?" Is my supervisor going to come and visit me in my old age? Probably not. Certainly the fax machine, e-mail, and the modem have speeded our lives up, and the law of unintended consequences has meant that instead of working less, we're working more. I hope that the pendulum will swing back more in the direction of taking time for one's self and taking time for one's community and not trying to do it all and be it all, all at once.

Interviewer Dixie Ehrenreich is editor of *Women in Natural Resources*.

**MEMO FROM DAD**

As your father, I am happy to report that our family had a marvelously successful first quarter this year. Earnings are up, costs are down (despite the new fuel pump on the minivan), and, as you all know by now, we've added a new member, Katherine Anne. At nine pounds two ounces, she is, I believe, another example of the kind of quality work that we've come to expect from your mother. We are, however, facing hard times, with new technologies, leaner competition, and inflationary orthodontic costs. But when I look around the kitchen table, I see inefficiencies and redundancies, out-of-control allowances—I see a family run like a liberal welfare scam. We need to make some tough choices. Let's begin with Jimmy. I've been reviewing your contribution to the family, and I'm afraid we're going to have to let you go. Your frequent late-night weekend outings have become a drain on me personally, and I think even your mother will admit that at 17 you're not as cute as you used to be. You will be happy to know that I am currently in negotiations with Frank Lindgren, our next-door neighbor, hoping to arrange a contractual agreement with his son, Frank Jr. With a part-time son, our food-and-milk overhead will be significantly reduced. Also I see some potential synergy in the area of garbage takeout. (A brief personal note: Jimmy, I trust that you will let me know if I can be of assistance should you seek relationships with any other families. I hear the Wenglers are looking for a freelance cousin, and I'd be happy to recommend you.)

I feel we will operate more efficiently, for instance, with an over-all grandparent-and-great-grandparent surplus reduction—but attrition may help us out in this area. Likewise, Uncles Fred, Derrick, Rodney, and Henry will be removed and I am especially happy to announce that as of midnight tonight we will permanently discontinue the position of mother-in-law. Denise will retain her post as mother while assuming all the responsibilities that, through this refocusing of the skill mix, have not been reassigned. I've been reviewing my own performance, and I have decided to give myself a raise.

Robert Sullivan, *The New Yorker*, June 1, 1996

**GENERATIONAL DIFFERENCES IN WHAT IT MEANS TO BE A FEMINIST**

For a number of years, the way my mother lived her life and the feminist beliefs she espoused seemed at odds. While my sisters and I were being taught about the importance of self-reliance and self-empowerment, we were also acutely aware of how much our mother relied on our father in all kinds of conventional ways. He paid the bills and took out the trash; she fulfilled most of

the expected wifely duties. Our family was a strange hybrid of two worlds, traditional and radical.... My mother, my sister, and I began to define ourselves as feminists at the same time. Mom was 30, I was five, Cynthia was four. Mom would tell Cynthia and me what she was reading and what she was thinking, and it all made perfect sense to us. Of course women should be paid the same as men for the same work. Of course the Princess Atalanta should be free to marry whomever she chose. Of course Daddy should stop treating Mom like a second-class citizen. But this was where it became difficult. As my mother became more involved in the women's movement, the ferment between my father and her increased. He spoke quietly and caustically, and often with an amused eye toward his small audience; she screamed and cried and smashed butter dishes against the kitchen wall. It was more fun to laugh with Daddy than to cry with Mommy, so our allegiance was divided....

At times it was scary to have a mother who was forming her identity at the same time that I was forming mine. Nothing was final, nothing was secure. Her opinions changed with her reading; as she found new role models she discarded old ones, relentlessly shedding identities and revising beliefs. We often didn't know from one week to the next what form her free-ranging political activism would take—in the family, in her friendships, in the world at large. But overall, feminism's effect on our family was gradual—an evolution, not a revolution. My mother turned into a feminist so slowly that by the time she had completely metamorphosed, she seemed never to have been anything else.

My mother's struggle with her identity as a mother and a feminist, her attempt to create a balance between the personal and the political, is, to me, one of the most important lessons she could have taught me about feminism. As she has come to grips with the contradictions in her life, my own attempts to find out who I am and what I stand for have become increasingly important to me. As I have defined my identity as a feminist I've found that I'm not radical enough for some and perhaps too radical for others. Finding my place in a movement so diverse and with so many passionately held, intelligent viewpoints could have been perilous. Instead, thanks to mother, I know that being a feminist is a process of constantly defining and redefining who I am. There is no blueprint. The journey I undertake must be my own.

In raising me as a feminist, my mother gave me the tools to shape my own destiny. I grew up believing that I could do anything I wanted, that I was entitled to happiness, that I had a responsibility to find my own way. I grew up knowing that people who loved me

would trust me and support me in whatever I wanted to do.

Christina Baker Kline, *Ms. Magazine*, May/June 1996

**SHALL WE CLOSE UP THE GOVERNMENT AND GO HOME?**

Dole knows that the absence of strong government is not paradise—it is Bosnia or Liberia. The Republican's claim recently has been primarily one of achievement in dismantling, shrinking and/or defanging government and pledging to do more of the same. A lot of Republican strategists, and frequently these days Dole himself, make this mistake. They don't merely go about trying to remedy what are valid charges of federal government overreaching, wastefulness and so forth. Rather they act as if the forever grousing public were not often gloriously inconsistent and self-contradictory on the subject, denouncing government and all its works in one breath and, in the next, demanding an increase in government largesse and intervention in areas that are of direct benefit to them. By ignoring the subtleties—if not the hypocrisies—in so much public grievance, these Republican incumbents frighten themselves into posing as people who never had any part in government at all, downplaying or hiding or denying outright what may have been their own accomplishments in public office....But voters cannot be thought to be looking for people who are just going to close the operation and go home. They may say that's what they want and from time to time put weirdos in office who take that as their mission, but it's not going to get anyone elected president. The absence of government is not paradise, it's Bosnia. *Everyone* knows that. Voters understand the necessity of mediating the claims of individuals and groups, the need for a democratically chosen authority. Republicans like Dole and various governors and other legislators who have proven themselves good at this are, in today's peculiar ethos, supposed to be ashamed of this aspect of their record. But it is a fundamental part of their qualification for

office. And although what is called the "character issue" is important, voters finally are not looking for someone whom they can trust to take custody of their children. They are looking for someone whom they can trust to take custody of their government—and run it more efficiently and wisely than the other guys.

Meg Greenfield, *Newsweek*, May 20, 1996

### ANITA HILL'S REALITY

Following the 1994 *Glamour* Women of the Year Awards ceremony, I stepped out to a chilly November night from the surprising warmth of the high-ceilinged, marble New York Public Library. The striped awning and tent that sheltered the now-departing guests marked the fact that a special event had taken place inside. At the bottom of the steps, among the crew that was beginning to dismantle the tent, a young African American man greeted me. "We're not supposed to talk to the guests," he said, "but I wanted you to know how much I respect and admire you." "Thank you. That means a lot to me," I replied. We exchanged only a few more words. Although I was uncomfortable with such brevity, I did not want to jeopardize his job further. He had stepped out of his assigned societal role to embrace a set of values that many would assume he did not share. After the 1991 congressional hearing, pollsters reported that the majority of African Americans supported Clarence Thomas and not me. His speaking up was worth all the more because he took a risk to do so.... Perhaps I read too much into his remarks, but I don't think so. In a world that insists that we rank oppression for purposes of seeing who gets addressed first, his was a difficult position to take. In a society of "us" versus "them" with no shortage of role models at both extremes of the political spectrum who counsel him by their words or by example to dismiss and trivialize women, his was a profound and brave comment.

Anita F. Hill, *Glamour*, February 1996

### WHERE ARE THE MINES?

Mining in the United States is filled with a very interesting and colorful history, including the dreams of "striking-it-rich," hair-raising tales of personal courage, hardships, and if you were one of the fortunate ones, wealth. Today, as we look back, the industry has left another, less desirable legacy—abandoned mines. Before the 1970s, reclamation of mine sites was not required, and, for the most part, not performed. Currently, responsibility for cleaning up abandoned mine sites is shared among federal and state agencies and private entities, while private landowners and mine operators are responsible for safeguarding hazards on their properties. Since a significant portion of the nation's mining has occurred on or near National Forest System (NFS) lands, the agency now has one of the more active clean up programs in the U.S. under the authority of the Comprehensive Environmental Response, Compensation, and Liability Act—(CERCLA). A report that characterizes the distribution of inactive and abandoned mines throughout the millions of acres of NFS lands in the U.S. is based on the Mineral Availability System/Mineral Industry Location System (MAS/MILS)<sup>2</sup> database, compiled by the former Bureau of Mines, USDI (now part of the U.S. Geological Survey). It was established to provide comprehensive information for known mining operations, mineral deposits/occurrences, and processing plants. Some of the non-proprietary information is available to the general public.

There are 207,242 mineral locations as of 1992; almost half are surface mines, reflecting, in part, the large number of sand, gravel, and stone operations. Underground and combined surface-underground operations, which account for another 27 percent of the sites, are more typical of metallic ore mining. Placer mines account for approximately four percent. Mineralized land has been, and continues to be, transferred to the private sector under the Mining Law of 1872. Many abandoned and inactive mines in the

western U.S. can be found on claims that were taken to patent in the late 1800s and early 1900s. Often these claims lie within what are now the contiguous boundaries of NFS, BLM, or other federal lands. The USBM database identifies 89 commodities that may occur singly or in combination at mineral locations. Polymetallic ores have been extracted and processed to retrieve one or several elements considered at the time to be highly valuable. Any other elements, or those of too low a grade to be commercially extracted, would have ended up in the waste material—a possible source of pollution.

Deborah Shields and Rick Fletcher, *Forestry Research West*, May 1996

### CONSUMER CULTURE

Every year, the average American kid watches 40,000 TV commercials. Against that barrage of messages, the Media Foundation (aka Culture Jammers) of Vancouver Canada publishes an irreverent journal intending to skewer the culture of advertising. It sponsors a Buy Nothing Day as an antidote to the incredible barrage of messages that invite us to consume. There are also "uncommercials" about, for example, the end of the automobile age.

Advertising sells more than products. It also promotes the interests and ideology of its corporate sponsors. And it promotes a way of life; indeed it might be considered the Ministry of Propaganda of the consumer culture. Back in the early days of the modern advertising industry, advertisers had a kind of missionary zeal about promoting the consumption of commodities. Corporate leaders of the 1920s believed that a consumer society would serve two ends: it would quell labor unrest, and it would create larger markets for the surplus fruits of mass production. But many feared that it simply wouldn't work: that workers could not be induced to buy products as quickly as they rolled off the assembly line. The modern advertising industry has succeeded beyond the wildest dreams of its early proponents. In the ad-saturated world of late 20th Century America, we buy more and save less than any society before us. Advertising has won an important psychological victory as well: to some degree, most of us have swallowed the dominant message of advertising—that life's problems can be solved by buying things. On a social level, the costs of the consumer society include poisoned air and water, the breathtaking destruction of wilderness areas, and landfills clogged with products designed to be discarded. Americans consume resources at a pace unprecedented in history. Between 1940 and 1976, we consumed more minerals than did all of humanity up to that point. Each American consumes about 18 times as

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Laurie Ann Mazur, *E Magazine*, May/June 1996

### OH GIVE ME A HOME, WHERE THE TUNA FISH ROAM

Coastal fish species have been an important part of the Japanese diet for centuries, but the populations of these fish have plummeted as a result of indiscriminate fishing practices and the increased efficiency of the fishing industry. Water pollution caused by effluent from coastal urban centers and industrial zones has further depleted marine resources in the seas around Japan. In an effort to meet its demand for fish, Japan used to send its fishing fleet across the seven seas, deep-sea fishing in the Pacific, Atlantic, Indian, and Arctic oceans. This practice came to an end in 1979 with the signing of an international agreement that gave coastal nations dominion over the marine resources in all waters within 200 nautical miles of their coasts.

To revitalize their impoverished marine resources, Japan developed so-called ocean pastures which are equipped with a "sea-horn" that helps keep fish in the area. The underwater speaker emits an auditory signal whenever food is dispensed from the buoy to which it is attached. After feeding, the schools of fish disperse, but they do not go far. An artificial reef on the sea floor around the buoy provides protection and an ideal living environment. The fish that tend to congregate in these "pastures" include high-value species such as sea bream, flounder, and turbot. The fish are hatched artificially in facilities on land and then raised inside enclosures in the sea until they are around ten centimeters long. During this time, the "sea horn" is sounded at feeding time to train the fish to associate the sound with food. Once released from the enclosures, the fish will still be drawn to the sound and feed on the food available around the buoy. They will also feed on smaller fish just like their native cousins. To protect young fry, an area with a radius of two kilometers around the buoy is established as the fish's territory. The benefits of this system show clearly in fish yields. According to an official at the Oita Prefecture Fisheries Experimental Station, fish yields have nearly quadrupled since the establishment of an ocean pasture.

The ocean-pasture concept is a comprehensive system for using the sea's capacity to increase marine resources. Component technology includes artificial hatching, fisheries technology for raising fish, electrical and mechanical technology for erecting reefs for the fish. A system suited to the

characteristics of the ocean area is then created by skillfully bringing these different technologies together. This system is the first case of a commercial application of the ocean-pasture concept. After a 10-year period of development, large-scale ocean pastures of this type are operating commercially in some 20 locations around Japan, at another 30 or so small-scale facilities, and experiments in industrial applicability are under way.

The artificial hatching and raising is the foundation of the system, but technology is being implemented differently from traditional aquaculture and stocking strategies. At aquaculture facilities, the sea is little more than a huge fish tank. Uneaten feed and the fish's feces build up on the sea floor, becoming another source of ocean pollution. And when stocking, there is no control over the fish once they are released. Some of the fish are caught in fishermen's nets before they have time to reach maturity; the others swim far and wide. Only three to five percent of the released fry are ever caught as adults.

The purpose of the ocean pastures is to keep the released fish in a specified area rather than to satisfy all their dietary needs. They are given around one-third the amount of food they need to survive, and must find the remaining two-thirds for themselves. Under this system, no food is wasted, and the fish are free to range over a wider area than in aquaculture systems, thereby eliminating the problem of feces buildup. The quality is comparable to wild fish and much higher than that of fish raised in aquacultures. Thirteen to 14 percent of the fry released are caught as adults. The species released are native to the region, but currently, the ocean pastures only target the populations of a few marketable species.

Shigehiko Nakajima, *Look Japan*, May 1996

### AND DOWN ON THE FARM, GROWING SHRIMP

The concept of shrimp farming is not new to the southeastern United States, but is rapidly coming of age, with research and technology advancing as domestic shrimp stocks reach maximum sustainable yield. Problems confronting the domestic fishing fleet (by-catch, endangered sea turtles, etc.) combined with competition from importation of farm-raised shrimp from Central and South America and Asia justify further study on development of a successful shrimp farming industry. Domestic shrimp culturists have never questioned their ability to produce shrimp successfully—only whether such a venture could produce at a commercial level in competition with international production. Following the example of the farm-raised catfish industry which took over 40 years of

research and development to mature into its present status as a leading agricultural industry for the southeast, shrimp culturists hope to bring shrimp farming to its full potential.

Traditional shrimp culture methodology calls for a two-phase grow-out, with shrimp post-larvae stocked at high densities for a short, intensive nursery period, followed by harvest and redistribution at lower densities for finish grow-out. Experimentation at Claude Peteet Mariculture Center in Gulf Shores, Alabama between 1972-1980 indicated that a single-phase culture system, in which post-larvae are stocked at lower densities and cultured continuously through the growing season, did not adversely affect total production, and had the added benefit of dramatically reducing production costs. In a current study, at two pond production units, shrimp production approached a huge 4,000 pounds of fresh shrimp per acre. Overall, 2,100 pounds per acre was the average, average size 31-35 count per pound, and the result was excellent in all culture ponds, regardless of stocking density. All the shrimp produced in 1995 were sold at the Alabama Gulf Coast to licensed seafood processors at dockside food-shrimp prices, with the earnings put back into the project to defray costs. Further studies to determine the point at which stocking more shrimp decreases overall production began in 1996. In 1997, the third year of experimentation, plans call for development of hatchery technology for Gulf white shrimp with emphasis on animal health and predictability and consistency of production.

Gaylon Gwin, *Outdoor Alabama*, Spring 1996

### SWEET HOME AS FOREST POLICY

On June 29, 1995, the Supreme Court announced its long awaited decision in *Sweet Home v. Babbitt*, 11 S.Ct. 714 (1995), and the U.S. government won. A group of land-owners, loggers, and families who are dependent on the forest products industry had sued the government in federal court asking it to declare that the Department of the Interior's Fish and Wildlife Service (FWS) exceeded its authority in regulating private land under the Endangered Species Act (ESA). With the ruling, the FWS retained the right to continue its regulation.

The ESA provides penalties for persons who "take" an endangered species. The law then defines "take" to include "harass, harm, pursue, hunt, shoot, wound, kill, trap, capture..." (16 USC Sec. 1532[19]). The Interior Department has written interpretive regulations further defining "harm" (and therefore "take") to include "significant habitat modification or degradation that actually kills or injures wildlife by significantly impairing essential behavioral patterns, including breed-

ing, feeding or sheltering" (50 CFR Sec.17.3[1994]). That regulatory definition of harm is the fulcrum against which the FWS levers land-use restrictions on private land. In upholding the regulation, the Supreme Court said the FWS reasonably construed the intent of Congress when it defined "harm" to include habitat modification on private land. The ruling is therefore important, perhaps not so much as law but as forest policy.

The *Sweet Home* case became a "facial" rather than an "as applied" challenge to the government's regulation when both sides moved the trial court for summary judgment, each side, of course, asking for a ruling in its favor. In doing so, both parties claimed there were no important pending factual disputes, only disputes about the meaning of the law. Had the case arisen in a specific factual setting, the plaintiffs would contest the regulation "as applied" in that setting. The Court's ruling would be then understood in the context of those facts, making its generality uncertain. The Supreme Court and other appellate courts often wait to see how lower courts apply their rulings in other cases. If clarifications become necessary, or if lower courts misapply the law, the Supreme Court may accept another case on the same topic and modify, refine, limit, or strengthen the legal principle. When deciding an "as applied" case, the Court is sometimes more inclined to boldness. If *Sweet Home* arose "as ap-

plied," the Court could have ruled against the FWS without nullifying its written regulations. The regulation might still have been valid in different situations. Without a factual context, however, the ruling becomes applicable regardless of situation. To rule against the FWS in such a dispute is to say the agency's regulation is invalid on its face, independent of application.

Warren A. Flick, Robert A. Tufts, and Daowei Zhang, *Journal of Forestry*, April 1996

### THEY HAVE THEIR WORK CUT OUT FOR THEM

Heads of state and high level bureaucrats are planning to attend The World Food Summit: Mobilizing the Authority, Capacity and Wisdom to Eradicate Hunger from the Earth to be held in Rome November 13-17, 1996 at the United Nations's Food and Agriculture Organization (FAO). The FAO Director-General warns the potential delegates (and the rest of us) that "world food production will have to increase by more than 75 percent over the next 30 years to ensure adequate food supplies." The world population is expected to reach nearly 8.3 billion by the year 2025, compared to 5.7 billion today.

*World Ecology Report*, Spring 1996

### THE SKY REALLY IS FALLING

As the nation's largest membership organization in the population field, the organization Zero Population Growth (ZPG) plays

a critical role in shaping the public debate and molding public opinion. The population explosion is certainly the most undernoticed and underreported story of the 20th century. While the media reports every day on many of the effects of population, its causes and its solutions are rarely the subject of attention. We can make it clear that global population growth and the damage caused by overconsumption of natural resources now loom as the most critical issues of the 21st century.

Peter H. Kostmayer, *The ZPG Reporter*, May/June 1996

### MARKET ECONOMY WINS AGAIN

A state-of-the-art cogeneration plant built in Wauna, Oregon by the Bonneville Power Administration (BPA) to make electricity from pulp mill waste was supposed to be part of a new wave in energy production. Instead, the \$85 million plant at the James River Corporation mill sits idle. With natural gas in abundance and Northwest rivers at record levels, cogeneration, it seems, is not working. BPAs 1994 contract costs ratepayers an average of 4.8 cents a kilowatt hour for cogeneration power—three or four times what surplus energy costs this year. "It's a deal nobody would make today," said Jim DiPeso spokesman for the Northwest Conservation Act Coalition. The plant, fed by wood chips and mill sludge, passed enough tests to win certification on April 6, 1996 then the BPA turned it off. Since 1990, there have been 67 announced cogeneration proposals in Washington, Oregon, Idaho, and Montana. Thirty-three underwent licensing or utility negotiations, but just 17 are either running or still under construction, according to the Northwest Power Planning Council. The 40 percent oversupply of power now exists in the west, with some supplies

cheaper than a penny per kilowatt hour, said Mark Hoehne, energy manager for the Longview Fibre Co. At that price, cogeneration can't compete.

Associated Press, *Lewiston Morning Tribune*, May 27, 1996

### TAKING A SHORT MATERNITY LEAVE? DROPPING OUT FOR CHILD CARE? START A MOTHER'S GROUP

The tangible benefits of mothers' groups are significant (advice, tips, adult conversation), but the emotional perks are what keep women coming to meetings. "My mothers' group is the only place where I don't feel like the geek at a cocktail party," explains New Yorker Lois Brady. "These women don't mind that I'm always late, I'm overweight, and that my clothes are stained with breast milk." The stress of caring for a new-born can make women behave in ways that June Cleaver never would have, and confiding in others can help alleviate the guilt. But there is a need to organize one. Not much happens casually anymore. Working mothers—24 million in all—aren't home enough even to know their neighbors, let alone to sit down with them for a cup of coffee in the middle of the day. So start your group with strangers. Put a notice of intent to start one in places mothers frequent: doctors' offices, childbirth classes, kid's clothing and toy stores, churches. Give time, place, no fees, for what age children, contacts. Try to get at least seven names. Look for good chemistry and like interests (older moms vs young) and steer away from women who "know" the only right way. Set a few basic ground rules the first meeting, especially for the kids (who disciplines who, snacks). The idea is to share experiences and friendship. Making the transition from being with adults all day to suddenly being alone with an infant can be a surreal experience. Having a regular meeting to attend can also make a new mother feel like there's some order to life.

Barbara Hey, *Parenting*, November 1995

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The Southern Forestry GIS Conference will be held in Athens, Georgia on December 11-13, 1996. The conference will focus on forestry applications of GIS. For information on papers, write So-For GIS 96, Daniel B. Warnell School of Forest Resources, University of Georgia, Athens GA 30602-2152 (e-mail soforgis@uga.cc.uga.edu: fax 706-542-8356). For conference registration information contact Kristi Hefner at 706-542-6645.

The Society of American Foresters (SAF) national convention will be held November 9-13 in Albuquerque, New Mexico. For information about papers and registration, call SAF at 301-897-8720 x 109 or e-mail perld@safnet.org.

The American Fisheries Society (AFS) meeting will be held August 25-29, 1996 in Dearborn, Michigan. The theme for the 126th meeting is Sustainable Fisheries: Economics, Ecology, and Ethics. For registration information call AFS at 301-897-8616.

The Yellowstone Grizzly Foundation is a non-profit organization dedicated to the conservation of the grizzly bear in the Yellowstone Ecosystem. They do independent research and produce publications, educational materials, and public programs. Write to 104 Hillside Court, Boulder, Colorado 80302 (303-939-8126).

The University of Wyoming and WEST, Inc. are sponsoring Statistical Training Workshops for Biologists and Field Ecology in several sessions which focus on different aspects. They will be held in September 1996 on the Laramie campus. For information call 800-448-7801 x 2.

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## Fish/Wildlife Biologist

Oregon State University

**This is a tenure-track, Assistant Professor position.** We seek a broadly-trained scientist and innovative educator to teach undergraduates in several subjects and settings. Must be team-oriented and able to bring an ecosystem approach to fish and wildlife conservation. Must also be able to attract funding to support a graduate research program related to conservation of fish or wildlife resources. Preference given to applicants interested in marine, urban, or agricultural systems; candidates with backgrounds in ecological aspects of molecular genetics, physiology, or toxicology are of special interest. Ph.D. in fisheries, wildlife, or related field required.

Send: 1) letter of interest addressing qualifications, 2) resume, and 3) names and phone numbers of three references by **15 September 1996** to: Chair, Search Committee, Department of Fisheries and Wildlife, 104 Nash Hall, Oregon State University, Corvallis OR 97331.

*OSU is an AA/EEO and is responsive to the needs of dual career couples.*



### Call for Posters 1996 SAF National Convention Albuquerque, New Mexico

Poster presentations are being solicited for the 1996 Society of American Foresters National Convention, to be held November 9-13, 1996, in Albuquerque, New Mexico. The convention theme is *"Diverse Forests, Abundant Opportunities, and Evolving Realities."* Poster subjects can be on any natural resource management or research project. Student posters are encouraged.

Interested parties should submit a 150-word abstract by August 15, 1996, to Earl Aldon, Poster Chair, 2937 Santa Cruz SE, Albuquerque, NM 87106 (505) 256-9528. Include poster title, author name(s), and affiliation(s).

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