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SAMUEL TRASK DANA

The Development of Forestry

A Composite of Selections from Separate Interviews
Conducted by

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MAUNDER: We usually conduct these oral history interviews in a very informal way, sitting around and just chatting. I like to begin all these, Dean, by getting a bit of personal history--that is, your place of birth, something of your early life, your schooling, your family.

DANA: I was born in Portland, Maine back in 1883. All of my schooling until I went to college was in Portland. I went to Bowdoin College in Brunswick, where two older brothers had been, and graduated from there in 1904.

MAUNDER: What was your course of study at Bowdoin?

DANA: My study at Bowdoin was what I suppose you'd call just a plain liberal arts program. I was there at the time the elective system that President Eliot of Harvard was so enthusiastic about was in vogue. So I think there were practically no requirements outside of English and possibly Latin. I actually emphasized the physical sciences more than any other one thing. I think I took more chemistry than any other subject. I was also very much interested in economics, in which I won a prize. Curiously enough I didn't take a single course in history, a subject in which I've been greatly interested ever since.

MAUNDER: What was your father's business or occupation?

DANA: My father got into the Civil War as a young man, just about the time he was finishing high school, so that he never had any college education. The great bulk of his work was ~~first~~ first as a clerk in the ~~Maine~~ Maine Central Railroad, and then as the treasurer of the Portland and Ogdensburg Railroad. My mother was a Portland woman who died relatively early. She came from a family of lawyers.

There was nothing in my background to indicate I ought to be a forester. My father was very anxious I should be a lawyer, but for some reason I didn't like the ~~law~~ idea at all.) (Since then I've decided I would have liked law, and I think I might not have been too bad at it.)

I wanted to be a doctor. In those days I was a puny young man, and my father said I just didn't have the stamina to be a doctor; it was too hard a life. So then he suggested, "How about engineering? Electrical engineering is coming along." So after graduating from Bowdoin I went to Massachusetts Tech for about three days and decided I didn't like engineering.

MAUNDER: What interested you in forestry?

DANA: It was primarily that I liked the outdoors. I was interested in nature and was a bird watcher even in those early days. But it was actually a matter of elimination. I couldn't find anything else I did like.

The final decision was influenced by ~~the~~ a classmate of one of my brothers at Bowdoin, an older man whom I knew fairly well. He had studied forestry at Yale and was on the faculty there at the time/ I was trying to make up my mind. I wrote to him and asked him what he thought of his profession. The reply was, "A wonderful profession if you like it; if you don't you won't last very long."

Then I went into the backwoods of Maine for a winter to think things over. In spite of nearly freezing to death, getting up two or three hours before sunrise, and sitting around doing nothing I decided I liked forestry.

MAUNDER: You were with a lumbering operation?

DANA: Yes. A lumbering operation of the Great Northern Paper Company.

MAUNDER: How did you happen to get the job?

DANA: We had some connection with an officer in the company who made the arrangements. It wasn't a job, actually; I just went up as an observer. I was free to come and go as I wanted.

MAUNDER: Did you do anything in the way of work while you were ~~up~~ there?

DANA: No. I just watched.

MAUNDER: Can you tell us something of conditions in the camp?

DANA: It was just one long room with a series of bunks on each side and no division of the bunks into beds at all. Everybody just lay down in the bunks, one right next to the other, frequently so close together that if you wanted to turn over, your neighbor had to turn too. Somebody would wake up in the middle of the night and want to turn over, and he'd yell, "Spool!" and everybody would turn over. A few hours later somebody else would yell, "Spool!" and you'd turn over in the other direction. In front of ~~the bunks~~ the bunks was a long seat known as the "Deacon's Bench" which was the only place for people to sit other than the beds themselves. There were no chairs of any kind in an ordinary house of this kind.

There was no ventilation whatever, but plenty of tobacco smoking and chewing with the result that the atmosphere got pretty smoky and the floor got pretty dirty with tobacco juice because the ~~spitters~~ spitters couldn't always hit the spittoon if there happened to be one. If you wanted a drink of water you used a dipper to take it out of ~~a~~ a tin bowl in the middle of the table. The folks that had ~~k~~ dipped it out previously had been chewing tobacco and had dipped that into the water so that there was a skim of tobacco juice over the top of the water.

The temperature was below zero most of the time and the shack wasn't heated, so I slept with ~~about~~ about two feet of blankets over me. But I managed to keep pretty comfortable. It's amazing how comfortable you keep it you have clothes enough.

MAUNDER: How long did this type of camp live on?

DANA: Well, I don't know, but I would say until pretty well into the thirties. It would be within the last thirty years that any radical changes were made.

MAUNDER: Do you recall any organized efforts being made to bring about changes in these conditions while you were Forest Commissioner of Maine?

DANA: Not as far as the public agencies are concerned, but private operators worked slowly, very slowly I would say, improving conditions. They

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had to improve conditions to get labor.

MAUNDER: This was particularly ~~xxxxxx~~ true after World War I?

DANA: Yes, but there ~~wasn't~~ ~~quite~~ quite the same pressure for competition for ~~a~~ labor in that area as was felt in other regions where the war really doubled up most ~~the~~ of the labor force and forced upon operators a recognition of the need for improved conditions in the camp.

I think that ~~the~~ the whole union movement had its influence too. Some phases of the union movement I'm not particularly sympathetic with, but the unions have done a fine job in procuring better living conditions for the average lumberjack. Now you can go to a lumber camp out west or even in Maine, which is a little bit backward, and get a better meal than you will in an ordinary town restaurant.

MAUNDER: Did the operators of the camps in Maine feel the pressures from radical groups like I.W.W. as they did out West?

DANA: That influence didn't make itself felt in Maine until some years after the First World War. The I.W.W. influence was confined primarily to the West Coast with some repercussion in the Lake States but very little in either the Northeast ^{or} ~~of~~ the South.

MAUNDER: Tell us now about your years at Yale.

DANA: I was at Yale School of Forestry from 1905 to 1907 when I graduated with a Masters's degree in Forestry.

MAUNDER: Can you give us a description of the general organization ^{of} ~~in~~ the course work at Yale at that time?

DANA: The scope of forestry at that time was very much narrower than it is today. There are lots of things that we regard now as part of forestry that we never heard mentioned--economics, for instance. Wildlife and range management never entered the picture at all.

The whole program was mapped out; there was no choice of electives at all; you took what the faculty decided you needed to be a forester and that was all. There were relatively few courses but a good many outside lectures. We'd have somebody come in and give us a few lectures

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cases of this disease in the past few years.

It is important to note that the data for this

study is based on a sample of the population and

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It is also possible that the results may be

on entomology, pathology, road building. The only ~~xxx~~ thing I can remember about road building is you should lay out the road ~~xxxxx~~ so that as you approach the top of a hill you have a parabola so the horse can't ~~xxxxxxxxxx~~ see over the tope of the hill. If he does he will think he's there and will stop.

I don't remember that Pinchot gave us any lectures. Old William Henry Brewer did. He was an extraordinarily individual, one of the old-time naturalists who knew everything and an extremely interesting talker.

MAUNDER: How much practical training was included in ~~xxxx~~ your course at Yale?

DANA: Oh, we had a fair amount of field work around New Haven which was devoted primarily to tree ~~xxx~~ identifaction and tree planting with a little silviculture mixed in. Then we had a summer camp on the Pinchot estate at Milford, Pennsylvania, and in the senior year we spent three months in the Missouri Ozarks. In general I would say that the field work was less than the boys get now.

MAUNDER: Which of your teachers had the most profound influence on you?

DANA: Henry Graves did, I'm quite sure. He had not only a driving personality but a sparkling one. ~~He had the same snapping brown eyes that he~~ dominated ~~had later and which always attracted attnerion.~~ He ~~dominated~~ ~~u~~ the school. I think X Touney probably was next. The rest of the crowd were all young fellows, who, if they had been ten years older, would have made a lot more impresssion. Chapman, for example, was a relatively young teacher who was just beginning to learn how to teach his subject, and we were the victims.

MAUNDER: What were the characteristics of Henry Graves that stand out most vividly in you mind?

DANA: I would say that the outstanding thing about him was his pep. He was just on the qui vive all the time. You felt he was a bundle of energy,

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going full tilt. That impression was increased by his eyes, which always snapped at you. He's ~~xxx~~ about the only man whose eyes I remember in that way.

MAUNDER: Did the boys have any nicknames for him?

DANA: No. Occasionally he was known as "Thick Graves," but not very often.

There was a botanist on the faculty who was very tall and thin whom we sometimes called "Thin Graves." But we always addressed the Director as Professor Graves, and Toumey was always Professor Toumey. Toumey was very dignified, more so than Graves, although Graves could put on plenty when he needed it.

MAUNDER: Would you say that Pinchot had any very strong, subtle influence on the school?

DANA: On the school but ~~xxx~~ not on the students. The students didn't know him at all.

MAUNDER: What influence did he have on the school?

DANA: He was a very close personal friend of Graves and kept in close touch with him, so that the school developed its program taking account of his ~~point~~ point of view, particularly with respect to training men to go into the Forest Service.

MAUNDER: What were the students of your class like, their general background?

DANA: They came mostly from the middle income ~~xxxxx~~ class. I don't remember any rich boys or any particularly poor ones. You had to have some money to go to Yale. They came partly from professional parents and partly from businessmen. I'd say in general they were just a typical group of middle-class American folks.

MAUNDER: What motivated most of them, in your estimation, to go into forestry?

DANA: I think most of them went in for about the same reason that I did. They were interested in the outdoors, and often they were attracted by the opportunity for public service, which was emphasized very strongly in connection with forestry at the time. The importance of forestry from the public point of view was emphasized in nearly everything we did.

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MAUNDER: This was, then something that all the professors on the staff expounded?

DANA: -If they didn't expound it, they took it for granted in such a way that you realized that it was ~~indeed~~ presupposed.

MAUNDER: Now when you completed your work at Yale what was your first actual job?

DANA: I was assigned to the Office of Silvics in the Forest Service, which was the only part of the Service that was devoted entirely to research. I'd ^{much more} always felt that I was/interested in research and perhaps later in teaching to the Forest Service than I was in administration. When that was made known/through the faculty, I was assigned just where I wanted to be/...I thought. Raphael Zon was in charge of the Office of Silvics at the time. He was about to leave for a field trip when I arrived, and I think within a week of that time he took off from the rest of the summer leaving me in charge of the office, so that I was saddled with an administrative job ~~in~~ almost immediately and never succeeded in getting out completely.

FRY: Was Zon your immediate superior?

DANA: Yes. He was not only my ~~immit~~ immediate superior; ~~we~~ we shared the same desk from 1907 to 1921. ~~It was a big desk, and he sat at one side and I sat at the other. So he had me completely under his thumb!~~ It was a big desk, and he sat at one side and I sat at the other. So he had me completely under ~~his~~ his thumb!

MAUNDER: ~~What was Zon's predilection in the field of research?~~ What was Zon's predilection in the field of research? I take it he liked to be out in the field rather than behind a desk.

DANA: Oh no. He liked both of them. His interest was very catholic. He was interested in silviculture and also in policy, with ~~a~~ less emphasis on economics. He was one of Pinchot's really close ~~a~~ advisors; Pinchot placed a good deal of ~~his~~ weight on his judgment with respect to policy.

Zon was definitely interested in publicity. He loved to talk, and he was one of the most ~~among~~ prolific writers of the time. He was constantly

writing articles based ~~partly~~ partly on his own ideas and partly on literature he read. He was lucky in knowing lots of foreign languages and made full use of that knowledge.

MAUNDER: Was he scrupulous in giving credit to his sources?

DANA: No, I don't think always. He seldom used anyone else's material verbatim, so perhaps it wasn't necessary to call attention to the source. It has been said that if you copy from one person, you're a plagiarist, ~~gass~~ but if you copy from a dozen people you're an investigator. He was that kind of investigator.

MAUNDER: Zon was ~~xx~~ a very colorful person. Can you give us a ~~xx~~ thumbnail sketch of him?

DANA: Zon expressed himself quite vividly. He had quite a command of the English language, and he also ~~k~~ always had different ideas. He was particularly influential with a bunch of young folks just coming out of college and getting into the world. Most of us, I think, has been ~~ma~~ brought up in relatively conservative, orthodox, middle-class circles, and to get in touch with somebody who saw things in a different light, very largely a ~~k~~ socialistic ~~xxxx~~ light, was quite an eye opener~~x~~. It intrigued us very much. Every ~~xxxxxx~~ week or two he ~~xx~~/used to invite us young fellows to come out to the house in the evening. We'd sit around the table and drink tea from a Russian samovar with Mrs. Zon participating in the talk. They would bring up all sorts of things that had ~~xx~~ never occurred ~~x~~ to us before, not only in forestry but in general. Zon was really very brilliant as a conversationalist. He could talk very interestingly on almost any subject. He commonly got into philosophical discussions, and he always emphasized the public interest. He was a real reformer.

Did you ever hear of Austin Cary's comment on one of these occasions? He turned up a Zon's house one night. He listened to the conversation along the usual liberal lines as long as he could stand it. Finally he

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got up, grabbed his hat and put it on his head, saying, "Zon, I like you, but I can't stand your damn philosophy," and walked ~~xxx~~ out.

Well, the rest of us liked this philosophy; we thought it was ~~xxx~~ wonderful. Zon always had hopes of turning me into a real liberal, but he never quite succeeded. A Said the best he could do was to make me a liberal conservative or a conservative liberal, he didn't know which.

MAUNDER: Were you and Zon practically the whole Office of Silvics?

DANA: Oh no, there ~~xxx~~ were half a dozen or more of us. I don't know as I remember them all. W.W. Ashe was one of the main ones. He was an extremely good dendrologist and silviculturalist/ and much older than the rest of us. Anton Boisen was another one, and E.H. Frothingham. W.D. Sterrett was a really enthusiastic investigator. He fot to studing the Virginia scrub pine,~~xx~~ which was then regarded as a weed. But he got very enthusiastic about it. One day he was telling one of the older men in the Forest Service about all the interesting things he was discovering about the species. The fellow waid, "Have you found a way to exterminate it?" That was the attitude towards research plans.

Two other members of the Office of Silvics who come to mind are G.A. Pearson and Carlos G. Bates, both of whom enetered the Service about the same time I did.

MAUNDER: Would you comment more on the attitude toward research within the Forest Service when you first arrived?

DANA: It was tolerann. Research was regarded as harmelss, but the real job was to protect the forest from fire, stop trespass, mark timber for cutting, supervise logging, make ~~xxx~~ sure that all the stumpage that got cut was paid for. ~~Saxthx~~ Only the nuts got involved in ~~xx~~ establishing sample plots. And there weren't many nuts.

MAUNDER: ^{There} ~~There~~ weren't many dollars to hire many nuts, I suppose. Most of the money was spent on the work out in the woods itself.

 

DANA: That's very true. The administrative office was a relatively small group, simply overwhelmed with problems of fire protection, grazing control, timber sales; they just didn't have either the time or the money for research. I think the general attitude was that research was a good field in which to put somebody who couldn't do anything else. Sort of a negative qualification.

MAUNDER: Was Zon pretty unhappy about this?

DANA: Oh, moderately. Not nearly so unhappy as Clapp was. It wasn't until Earle Clapp came in 1915 as the head of the Branch of Research that there was any really vigorous campaign made to get the same kind of recognition that the administrative branch got. The Regional Foresters insisted that they should have control of all research in their region on the grounds that the research was supposed to contribute to better management on their part. Mr. Clapp and the rest of the researchers felt that control had to rest under the sole direction of the Chief of the Forest Service, independent of the administration, on the grounds that the Regional Foresters would be certain to divert research into solving problems of immediate interest instead of into basic research. And Mr. Clapp succeeded in getting that point of view adopted by the Chief of the Forest Service.

FRY: Did the schools of forestry or outstanding men from schools of forestry help in any way in this effort?

DANA: No. It was wholly an internal affair.

FRY: Did you have any experience at all in trying to incorporate research findings into policy?

DANA: No. That was handled entirely by an administrative group.

FRY: Well, can you tell us some of the things you did do?

DANA: One of my jobs was an independent study whose basic objective was to find out what the handling of timberlands was doing to the dependent

Since this is a very large, the administrative office has a very large

to be able to handle the large amount of work that is being done

and the large amount of work that is being done in the office

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communities. My job, in large part, was to look up ghost towns and find out why they'd become ghost towns.

FRY: The technique you used was personally to visit these various towns?

DANA: That's right. I visited them, talked with ~~an~~ old timers, and took lots of pictures. One of the most interesting ghost towns I found was Cross Fork in Potter County, northern Pennsylvania. This had once been a very thriving and prosperous town, though when I visited it it had been bought by the state and incorporated into a state forest. I reconstructed its history primarily from the daily news papers that was published while the town was thriving. I ~~would~~ went through every issue of that paper for several years. As a result I felt that I'd almost lived in the town. I knew a lot of the people by name and what they did on Saturday evenings, how often they got drunk and went to jail and all sorts of things of that kind.

MAUNDER: Were you able to get any other records other than those secondary records?

DANA: I fot a ~~few~~ few ~~thk~~ through the state. The state has very little, unfortunately.

MAUNDER: Were there any company records?
There

DANA: ~~Those~~ were companies, but I never have been able to get their records. The companies passed out of existence and the records just disappeared. I was making the most of what little there was available. Newspapers are not too accurate as far as details go, but as far as the raw picture of what life was like they're pretty accurate.

My study was finally published in a bulletin called Forestry and Community Development. The moral, of course, was that the way to ~~avoid~~ ^{avoid} these ghost towns was to practice sustained yield forestry. It was a piece of propaganda, ~~though~~ ^{though} based on what I think is ~~misleading~~ ^{accurate} information.

[illegible]

 

FRY: Was this study your own idea?

DANA: I'm not really sure, by my guess is that it was Zon's.

I wrote up the story of Cross Forks in the form of a popular article, which I submitted to Munsey's Magazine. I called it "Rise and Fall of a Town." They accepted it, but they didn't like my title, so they changed it to "A Forest Tragedy." It was the same kind of ~~pur~~ propaganda as the bulletin.

I've often thought I would like to do more of that kind of work. I enjoy attempting to popularize scientific material. That's my trouble: I enjoy most everything. It makes me tend to scatter.

MAUNDER: How did the plan for the creation of the experiment stations develop?

DANA: That originated with Zon. At least he wrote the memoranda to Pinchot in regard to it. Of course there had been experiment stations for a great many years in ~~Russia~~ Europe, and he was very familiar with that situation. He felt that it could be adapted to this country. His proposal that we should establish stations of that kind met with a very enthusiastic reception from Pinchot, who was then ~~the~~ Chief of the Forest Service. He authorized him to go ahead with the work as far as available funds allowed.

My first western job was to try to find a site for an experiment station in the Southwest. I spent quite a little time exploring northern Arizona and New Mexico and finally decided that Fort Valley on the Coconino National Forest was the best place to start. Then Zon and G.A. Pearson came out and check up on me. They looked at ~~in~~ two or three other places I thought might be considered but agreed that Fort Valley was the best. A little later Pearson established the station.

I also made the preliminary survey that resulted in the choice of Asheville, North Carolina for the location of the first eastern station.

FRY: Do you remember what other ~~as~~ locations were under consideration for the Southwestern Forest and Range Experiment Station?

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DANA: Not specifically, but one in the White Mountains southeast of there and one in the mountains near Santa Fe.

MAUNDER: This must have been a ~~xxx~~ rather ~~x~~ rugged trip that you made in the exploring excursion.

DANA: Oh, moderately so. I haven't yet forgotten my first ~~xxxxx~~ horseback ride. I left Santa Fe with a local Forest S^urvive man to look over some of the country. We went about twenty-five miles the first afternoon, which meant that we trotted quite a bit. I can remember earing off the mantle for several days. How anybody could enjoy horseback riding was beyond me for some time. Also the exploring was a bit strenuous sometimes during the rainy season. Almost every afternoon I'd come back on horseback in a heavy thunder shower, frequently with sleet in it. Sometimes the horses would refuse to go into the storm; they'd turn around and insist on going the other way. Still, it was a lot of fun and it didn't discourage me from being a forester.

I'll tell you one adventure in which I got mixed up in some fire fighting. I went down onto the Prescott Forest in Arizona to look it over as a possible experiment station site, and blamed if I didn't get hauled in by the supervisor, a very hard-boiled individual named Hidenrau, to fight a fire. I was on the fire line for something like thirty-six hours without any break ~~xxxxxxxx~~ whatever. I can remember how I slept afterwards. But after the fire Hidenrau wrote back to the Washington Office that he didn't know whether I knew anything about silvics or not, but I was a damn good fire fighter.

MAUNDER: In the Journal of Forestry, I think it's in 1908, you have a paper that you read at the annual meeting of the Society introducing the idea of a series of experiment stations. This was presented evidently even before you had made the trip to Fortx B Valley.

DANA: No, it must have been afterwards, because I went out there in April, 1908.

1940: The situation, and was in the same position as before.

and was in the same position as before.

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1967: The situation was a bit better, but still not very good.

1968: The situation was a bit better, but still not very good.

You could get something published pretty rapidly in those days. You didn't have to wait several months.

MAUNDER: I wondered whetherd this had been projected as part of a plan on the part of the Forest Service to promote the idea?

DANA: No, I don't think so. I think it came from the desire of a young forester to get his name into print. It wasn't an official statement of any kind. I've no doubt, however, that the papers was scrutinized and criticized by Zon before it was delivered. Zon used to review all of my material and always criticized it conseructively. I don't think I every submitted a statement to him that he didn't bring back ~~xx~~ with the comment, "Sam, I tell you it is rotten!" Then we would discuss what was wrong with it, I would fix it up, and eventually it would get his blessing.

He was usually right. There is no questions whatever that he improved my output.

MAUNDER: With research cast in the role of a Cinderella department of the Forest Service, did you anticipate any opposition to your proposal for the establishment of research stations?

real

DANA: There were only two/questions that arose in connection with it. The first question was: "Why should the Forest Service establish expetiment station instead of making this work part of the agricultural experiment stat tions which were all over the country?" The answer to that was two-fold. One was the the agricultural experiment stations had their hands full already withn agricultural problems; they were neither interested nor com-petenet to handle forest research in the way it should be handled. However, I think that if ~~thuxx~~ there had been any ~~xi~~ indication of the extent to which forest researchx would grown, the agricultural experiment stations would have been more interested in taking it over than they were at the time. The second aaswer to the questions was that if the work were organized under the agricultural experiment stations every state would have to have experimental work in forestry--and that wasn't necessary.

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Forestry silvics could be handled both more economically and more efficiently on a regional basis than on a state~~xx~~ basis.

The second problem with the ~~xxx~~ plan I have mentioned already: "Why should the experiment stations report directly to the Washington office, instead of reporting through the District Foresters?" I've already told you how that worked out.

MAUNDER: This question of whether there ought to be forest experment stations independent of the agricultural experiment stations raises the questions of relations within the Department of Agriculture. How did ~~ix~~ the Forest Service ~~x~~ stand with other agencies in the Department and with the Department itself?

DANA: Well, it didn't have very much relationship, at that time, with any of the other groups except the Bureau of Entomology and the Bureau of Plant Industry, with ~~whitex~~ whom it cooperated in insect and disease control. Both of those agencies were a little jealous of the Forest Service' attempts to work in their fields. Sometimes we conflicted with the Bureau of Pine Industry. For instance, the ~~x~~ ~~xxxx~~ very first job I had in the field was a study of the white pine blight. My study indicated the trouble was ~~phx~~ physiological, which means there was no specific disease or insect connected with the difficulty. Apparently, the difficulty was due primarily to climatic conditions--a temporary affair~~s~~. In a few years the white pine was ~~xxxxxx~~ apparently back to normal without anything being done about it at all.

MAUNDER: To what extent were the Bureaus of Entomology and Plant Industry ~~x~~ at work on this same problem?

DANA: Oh, they were devoting all of their attention to various forest insects and forest diseases. The only question with respect to this particular~~y~~ study was whether ~~x~~ there was something that should ~~xxx~~ have been conducted

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by the Bureau of Pine Industry. The Forest Service felt that there were so many economic implications involved that it should get active in finding out what might be done about the situation.

MAUNDER: How did these feelings of rivalry express themselves between the developing research program of the Forest Service and these other Bureaus within the Department of Agriculture?

DANA: I don't recall any specific ~~and~~ incidents. The main question was where research stopped and action started. The Bureau of Entomology and the Bureau of Plant Industry were responsible for research/ and ~~for~~ the Forest Service for seeing that action was taken on the basis of the results of that research. Any difficulties were minor, however, and for the most part our relations were reasonably close and friendly.

Later on, the Service had very close connections with the Bureau of Agricultural Economics, but that wasn't in existence in the early days.

As far as the Department of Agriculture in general was concerned, I think it didn't pay much attention to the Forest Service anyway. The Service has always been an autonomous unit. There's probably been some envy of it for that reason. Until recent years it's been allowed pretty ~~much~~ much to go its own way. Then after it began to get very large appropriations, it wasn't too popular with some of the other agencies. They liked to see a little more control exercised over it.

MAUNDER: What was the reaction to the transfer of forest entomology and pathology research to the Forest Service?

DANA: I don't think that the Office of Forest Pathology ~~and~~ in the Bureau of Plant Industry was at all enthusiastic about it. But my guess would be that they think they're pretty well off now that it's happened.

MAUNDER: Do you think Zon conceived the experiment stations ~~and~~ to do experimentation which would aid the federal government?

DANA: Well, primarily that, but he always felt that they would also be useful

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

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1. The first step is to identify the problem. In this case, the problem is that the company is not meeting its financial goals. The second step is to analyze the data. The third step is to develop a plan. The fourth step is to implement the plan. The fifth step is to evaluate the results.

to private industry whenever it was ready to use the results. The primary purpose was to provide materials for better handling of the national forests, but that idea gradually changed, particularly as the eastern stations became established/ in areas where there was relatively little public land. It was quite obvious that their chief contribution would be to private industry.

Furthermore, I think that there was really more interest in research outside the Forest Service than ~~xxxx~~ in it. Private owners and state organizations were both very much interested in research. It's only within the last twenty years, I would say, that the results of research have been very generally applied throughout the Forest Service and with real enthusiasm and respect for the whole research organization.

MAUNDER: Did the establishment of the experiment stations affect in any way the relations hips between foresters and lumbermen or papermen?

DANA: I don't think it had much effect until the eastern stations became established. These started a much closer relationship in the East between industry and the Forest Service than had existed ~~xxxxxx~~ before. Out West I don't think there was very much influence in the early days.

MAUNDER: Can you think of ^{any} ~~xxxxxx~~ specific illustrations of this?

DANA: Yes, I can think of one in my own experience. One of the first things ~~xx~~ I did in 1923 as Director of the Northeastern Forest Experiment Station was to organize an Advisory Council, the chairman of which was a member of industry. Several other representatives of industry were on that Council, and I'm sure they became far more interested in what we were doing through this connection. They made a lot of helpful suggestions. There's no question in my mind that the relationship between industry and the Service was greatly strengthened through the eastern stations.

MAUNDER: The gap between the interest in good forest management which was

1. The first is the fact that the Commission has not yet received any information from the Government of the United Kingdom regarding the proposed changes to the law. This is a serious matter, as the Commission is responsible for ensuring that the law is applied consistently across all member states.

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beginning to be expressed within the forest industries and the actual practice of these ideas, was it principally caused, you feel, by conditions which were still unfavorable to the practice of industrial forestry?

DANA: Conditions that the owners felt were unfavorable, but I'm not so sure they actually were. I don't think they ever really studied the situation.

MAUNDER: This was at a time when ~~the~~ ^a great percentage of these companies were still in the hands of what you might call the old Nineteenth Century rugged individualist type of manager. This generation of industry's leadership was perhaps unable really to grasp the run of a new concept like this?

DANA: I don't think they were flexible in their thinking on the subject. The pattern was ~~set~~ set, and they found it hard to change.

MAUNDER: There were a few men in it who were beginning to show a new attitude.

DANA: Henry Hardtner and Robert Goodman are the two that I happen to know personally.

MAUNDER: Can you tell us a little something about these men as you know them?

DANA: Hardtner for some reason had developed a tremendous interest in woods management. In ~~1912~~ 1915 I put in some sample plots on his property down in Louisiana. They were the first ~~southern~~ ^{at} southern experimental plots established. They were aimed primarily ~~in~~ finding out three things: first, what is the effect of fire on the reproduction of long-leaf and loblolly pine; second, what is the effect of hog damage on the reproduction of both of those species; and thirdly, what is the effect of thinning on the yield that you can expect to get within specified periods from both long-leaf and loblolly pine. I think that those objectives have been pretty well achieved. It has been pretty clear that fire did not kill off the long-leaf pine to the extent that many people had thought it did, though it greatly reduced

growth, while hogs completely wiped out long-leaf reproduction when they were allowed a free range. With respect to thinning it proved that my ideas were entirely too conservative. I thought I'd ~~xxx~~ made some radical thinnings, and in two or three years you couldn't see that ~~xxx~~ anything had happened at all. The loblolly pine in particular grew so fast that very much heavier thinnings than I tried out or that I'd contemplated for the future proved to be highly desirable.

MAUNDER: How did you happen to come in contact with Henry Hardtner and establish these plots down there?

DANA: Well, I don't remember whether Hardtner started the thing by asking the Forest Service for help or whether I dropped around to see him because we knew in the Service that he was interested. I rather think it was the latter. It was more or less of an accident. I happened to be roaming the South at the time looking primarily at first for headquarters for experiment stations, and in talking the subject over with him I found he was so much interested that we ~~xxx~~ went ahead and put in these sample plots.

MAUNDER: Tell me a little bit about Henry Hardtner as you remember him. What sort of man was he? How do you suspect he became interested in ~~xxxx~~ the practice of forestry on his land?

DANA: Well, he was a very wide awake individual with a lively curiosity. He was interested in everything, and he saw real possibilities of making more money out of forestry by more intensive practice of forestry. I'd say primarily he differed from most of his colleagues in ~~xxxx~~ imagination, because he saw things that most of 'em didn't at all.

MAUNDER: ~~HE~~ He had never had any formal training in forestry?

DANA: No. But he spent a great deal of time out in the woods, and that evidently gave him some ideas that he proceeded to put into practice.

MAUNDER: You enjoyed a very friendly relationship with this man for a period of years?

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DANA: No, I had never know him until I met him on his estate in connection with this trip.

MAUNDER: Did you ~~maintain~~ maintain this friendship over a length of time?

DANA: Not intimately at all. We just knew each other casually thereafter.

MAUNDER: Did you make any repeated trips back to see the results?

DANA: No, I've never been to those plots since.

MAUNDER: Well, I can go you one better, because I have. I was shown through them by the young forester who's related in some way to the Hardtner family, and I think his father before him had some part in the management of that company.

DANA: Goodman got interested a little later and, I think, from the engineering ~~point~~ point of view. He approached the problem as an ~~an~~ engineer who felt there must be some economic solution. He decided that selective cutting of hardwoods was the answer, and then proceeded to practice that method of forest management.

MAUNDER: What reaction did these men get from among their own contemporaries? Were they looked upon as a little ~~nutsy~~ nutty?

DANA: No, I wouldn't call it quite so strong as nutty, just a little bit queer ~~xxx~~ maybe. There was curiosity about them more than anything else, I would say. People wondered, "What's in back of all this, anyway? Why are they bothering? ~~xxx~~ We're making plenty of money by the methods ~~xxxx~~ we're using. Why try to start something new?"

MAUNDER: I wonder whether you knew Austin Cary at all?

DANA: Oh, I knew him, but not intimately. I only saw him occasionally and then somehow or other I never felt very close to him. Seems to me he was a hard man to get thoroughly acquainted with. He was quite ingrown--a perfect opposite type to Zon. Cary was introspective, reserved, and not a very fluent talker. He didn't have anything to say unless there was something

very specific he wanted to get off his chest, almost taciturn at times, and very serious. I can't remember when I ever saw him even smile or laugh in my entire acquaintance with him. He used to get so absorbed in what he was ~~think~~ thinking or talking about that nothing else made any difference to him. I can remember riding with him when he was driving an automobile up in Maine. He got excited, waved his arms at me, paid no attention to the steering of the automobile, and I occasionally had to grab the wheel and bring us back onto the road.

He used to like to get back to Maine every summer. He had quite a little property there. He was a good Yankee.

MAUNDER: I've been told that he was the first forester ever employed by private industry to do a professional job.

DANA: Fernow was employed by a mining company to handle their forest properties in Pennsylvania in the late seventies.

MAUNDER: That predates anything I've heard of.

DANA: Yes. I'm very sure you'll find that referred to in Denny's biography of him. I should say that Cary was the next one. He was employed by the Brown Company in Maine in the very early days.

MAUNDER: But the impact of these early consultant forestry jobs on the rest of the wood-using industries was rather short-lived, I take it.

DANA: Yes, even on those particular companies it didn't leave any lasting impression. But when Cary got down South, economic conditions had changed to such an extent that the South was ready to go ahead, and they responded to practical leadership on his part so that he was very effective.

He was a tremendously hard worker and an excellent field man. He was a wonderfully good observer who always looked at things from the practical point of view. It was his ability to combine silviculture and economics that made him such a powerful force with private industry. Industry

had great confidence in him, particularly in the South. He was by far the most effective forestry missionary the South has ever had. It's rather interesting that a typical New Englander should have had so much influence more ~~influence~~ there than he did in New England, where his early work was centered.

MAUNDER: Do you have any ideas as to why that may have been?

DANA: I think the South was reaching a point economically where forestry was going to pay off in terms of dollars and cents, while that situation was not arriving very much in the Northeast. The difference came very largely in the rates of growth of the two regions. Southern pine grows much faster so that opportunity for profit is much greater than it is with a relatively slow growing spruce-fir in the Northeast where he had been working.

MAUNDER: The change in the Northeast didn't really come until the development of the pulp and paper industry, did it?

DANA: Well, the pulp and paper industry, of course, has always been prominent up there, and also cuttings have always been conservative in the Northeast. There's never been anything like the clear cuttings in the South in the early days, so that from another point of view there wasn't the need for the newer approaches to forestry that there was in the South. The Northeast was doing fairly well without too much professional attention.

MAUNDER: There was, as in other worlds some tradition of European forestry hanging over from early colonial times in the Northeast?

DANA: I doubt how much tradition there was. I think there it was primarily economics. It ~~paid~~ paid to take out the bigger trees, and the spruce and fir are both tolerant trees that will keep right on growing under the older stands, so that clear cutting was not at all necessary to get a reproduction, as it was in the South.

FRY: When you were working for Zon, you must have had some contact with Gifford Pinchot.

DANA: Pinchot and Zon, as you probably know, were very great friends. I think Pinchot was considerably influenced by Zon's ideas.

Pinchot was my idol, of course, in those days. Now maybe I think he had feet of clay, though I didn't see it at the time. I think that he was a very arbitrary individual, and I think he held ~~grax~~ grudges against people. For example, I fell out of favor when I stopped being a federal regulator.

He was the most magnetic man I ever knew. He just carried you away with him with his charm; a perfectly delightful person, almost irresistible. While you were talking with him he could convince you of almost anything, but then you'd get away and revert to normal. I've seen him address a crowd of timberland owners who were violently opposed to his basic policies. They would give him a warm reception when he came in and an ovation when he finished his speech, and then go out and oppose everything that he'd advocated. His personality just carried the day while he was there.

MAUNDER: Did he understand this phenomenon himself, do you suppose?

DANA: I'm sure he must have.

FRY: Did Pinchot have such a thing as a Public Information Office?

DANA: We didn't have any education and information branch in those days. Pinchot did it personally.

Of course, as you have to understand that in the Forest Service Price really did most of the administration while Pinchot was Chief. He did the organizing and issued all the specific orders; Pinchot determined policies and occupied the limelight. Pinchot was the inspiration, but Price was the backbone.

MAUNDER: In the early years it would seem that the Forest Service under Pinchot really seriously endeavored to do an educational and cultivational job on industry. Yet ~~suddenly~~ suddenly this venture seemed to break down. Do you see any particular point or event in the course of these years that mark that happening?

DAVE: Thomas and I, as you probably know, were very good friends. I think

Thomas was remarkably intelligent and

— Thomas was a fine, of course, the same day. Now maybe I think

is the best of them. Although I think he is a very good man. I think you

we can a very different subject, and I think we could have a very good

people. You see, I think one of the things when I stopped being a federal

representative.

It was the way things went. I think that the way things went

with him was his own: a somewhat different way of doing things, I think.

With you were called, after the war, and working for the government.

and then you'd get out and around the country. I've been in almost a

number of times, and I think you were really very good at it. I think you

think. They would give you a very different way of doing things, and I think

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DANA: No, I think it was gradual. My ~~gax~~ feeling is that Pinchot kept making offers of cooperation and preparing working ~~px~~ plans ~~wf~~ for industry, and the plans simply got pigeon-holed. The owners would say, ~~xkxxxx~~ "This is fine, but we're not in a position now to put them into effect." This gradually got him disabouraged.

MAUNDER: Do you have any feeling that these timberland owners could have taken the ball and run with it at the time, or were such plans totally impractical?

DANA: I think they could have run better than they did. I don't think they could have practiced really intensive forestry as we see it today, but they could have paid a lot more attention to saving young growth, for instance, to leaving more seed tress, to carrying out selection currings which would leave a stand for anoth cut ten to twnty years hence. & I think some of those things might have been feasible. The foresters quareel with thim was not so much thatthey hadn'd done anything as that they'd never studied the situation enought to find whether they could do anything.

MAUNDER: How would you feel about the situation that surrounded the controversy with Ballinger?

DANA: Naturally I felt very strongly that Ballinger was one hundred per cent srong and that Pinchot was one hundred per cent right. And I still feel the same way about that.

foresters

Like most other ~~xxxxxx~~ of that time, I felt that Taft was remiss in the way he handled the whoel affair. I remember walking up 16th Street in Wash- ington D.C. one day with a fellow forester, and we happened to pass Taft, who wasx presidnt at the time, and we tipped our hats to him. The other man turned to me and said, "I will respect the office but not the man." That was the attitude I think we all had at the time. Since then, I've changed my ~~xxx~~ views a good deal about Taft. I think that he had the wool pulled over his eyes by Ballinger. Fundamentally, he was very

sincere in his interest in forestry and conservation but was a bit naive and ~~was~~ weak, easy going and easily led by other people. He took what looked like the easy ~~was~~ way out. I think also that he was very much ~~irritated~~ irritated by Pinchot. Pinchot had that knack of needling Taft, bothered him a great deal.

MAUNDER: This fact that Pinchot showed some tendency to needle President Taft causes me to wonder if his rather phenomenal success under Roosevelt had not made him just a little bit heady and, as we sometimes say, 'a bit too big for his britches.'

DANA: Yes, I think it had. I don't think that had any adverse reaction on the general public, but I do think Pinchot was a little heady at the time. He felt that he could still ride the same way he had been riding when Roosevelt was in. When he found he couldn't it irritated him very much, and some of his actions probably weren't wise.

MAUNDER: He was not, evidently, a man who could easily adjust to changes.

DANA: No. He didn't brook opposition at all. You were either for or against him. He was the same way: he was either for or against you. So he came to be as much against Taft as he'd always been for Roosevelt. He was always strong in the position that he took.

The day after ~~Rink~~ Pinchot was dismissed he called a meeting of all the people in ~~for~~ the Forest Service up on the top floor and said goodbye to them. That was a very emotional occasion, at which we were all upset and ready to fight to the death for his policies.

I, of course, never had any connection with Pinchot after he got into politics. I only saw him perhaps a dozen times during that period and then not at all intimately. But I think my own reaction, as far as I know the situation, checked with McGeary's feeling that history would have regarded Pinchot as a much bigger man if he had stuck to conservation and continued to be the outstanding leader in that movement--~~for~~ from purely non-political motives.

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MAUNDER: He really did himself a great deal of harm in his political activities as governor of the state of Pennsylvania, did he not?

DANA: Well, he was supposed to play politics on about the same plane as most of the other politicians. He was not recommended too highly in most people's point of view. He had as just as powerful and subservient a political machine as most of the politicians do.

MAUNDER: Was there as ever any hint of this sort of feeling of regret about his involvement in politics among foresters?

DANA: I never heard it expressed to any extent. I think everybody in the Forest Service during his two terms as governor of Pennsylvania felt that it was a fine thing for forestry to have a forester governor of a big state like that. They were very proud of his record.

MAUNDER: In their eyes it added prestige to their profession.

DANA: That's right.

MAUNDER: Pinchot's department initiated a long period during which the Forest Service seemed to be in disgrace within its own department. It had a phenomenal beginning on all fronts and then suddenly it seemed to settle a little bit. Can you give us a picture of that?

DANA: I wouldn't say that it was in disgrace at all.

MAUNDER: Was there perhaps some reaction against this pressing by Pinchot and his friends?

DANA: In some corners, of course, but not generally. Of course, one would expect the Republican members of Congress on the Investigating Committee to whitewash Ballinger. They were very much opposed to Pinchot and did anything they could to interfere with his activities, but I don't think they represented the majority by any means. I would think that at the time the Ballinger-Pinchot controversy reacted strongly in favor of the Forest Service, although for a while it didn't command quite the

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support that it had prior to the controversy. I think that the Secretaries of Agriculture ~~were~~ ^{fingers} were a little afraid of getting their ~~gin~~ burned if they gave too much support to the Service. Also Graves was not a publicity artist the way Pinchot had been. He stuck to the job of running the Service in stead of advertising it, and that probably had some influence on the amount of support it got internally. After such splurges under Pinchot, it was only natural that there would be a slowing down, a consolidation of previous gains; I ~~think~~ think that's almost inevitable. But I wouldn't say the Forest Service ever got really into the dog house.

FRY: Can you give us your evaluation of Henry S. Graves as the Chief from 1910 to 1920?

DANA: I think that Graves ~~was~~ was a very effective Chief for handling the activities that particularly needed his attention during his administration. Pinchot had ~~for~~ ^{got} the Service well established, and what was needed was better organization and administration of the national forests. Graves was very effective there. He's a man of very strong personality, which was a help to him in doing this sort of thing. He occasionally would be, perhaps, a little bit arbitrary, but not enough to injure his administration.

He, of course, was Forester during the very difficult period of the First World War, when the Forest Service was virtually disbanded, and he had to rebuild it afterwards. He felt very badly handicapped by the lack of funds. He used his resignation as a means of stressing the importance of more adequate appropriations.

FRY: Did he have an able assistant to help with organizational work?

DANA: He used the whole group of assistant foresters, but I think that A.F. Potter did carry the bulk of the administrative ~~work~~ burden. Greeley

was also a ~~mainstay~~ mainstay of the Graves administration.

FRY: Who in the field of forestry was Graves closest to?

DANA: Pinchot was his closest friend. I think he and Greeley were quite close.

And of course at the school he was very close to Toumey. Another one, who was not a forester, was Herbert A. Smith, an editor in the Forest Service. He was a very intimate friend, had great influence of Graves.

Graves was always on very good terms with his Associated Forester, A.F. Potter, but I wouldn't regard him as so close a friend as these other folks.

FRY: Was Graves capable of inspiring?

DANA: I think Graves would probably rank next to Pinchot as an inspirational type of leader.

MAUNDER: Rogers, in his biography of Fernow, gives Henry Graves a great deal of credit for the development of the Forest Service research program. What do you have to say about that?

DANA: I don't remember what Rogers said, but it sounds to me as though he overdid it a bit. Graves always gave research his moral support, but I don't know that he ~~paid much~~ ever went out to fight very hard for appropriations or that he paid much personal attention to it. The biggest contribution that he made, to research, in my judgment, was in establishing the Branch of Research and in bringing E.H. Clapp to the Washington Office to head it up. That was a distinct forward step which gave research a recognition it had never had before.

Graves himself made a greater contribution to the profession in the field of forestry education than he did as Chief of the Forest Service. There have been other good Chiefs, but nobody really compares with him as a leader in the field of forestry education, in my opinion.

FRY: Tell us more about Graves as dean.

and also a number of other organizations.

Q: Was the fact of the organization's existence known to you?

A: I believe it was known to some of the people who were in the office.

Q: And of course at the time you were in the office, didn't you?

A: Yes, I was in the office at the time.

Q: And you were in the office at the time of the meeting?

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DANA: His contributions are primarily in the field of policy, philosophy, things of that sort, rather than as a teacher. He was a good teacher, but ~~not~~ not as outstanding, I think, as some others.

FRY: Can you sum up his kind of policy and philosophy as opposed to some others?

DANA: It was the same as educators are talking about now: general strengthening both in terms of depth and breadth. He felt we needed to cover the whole field more effectively. He was also very ~~strong~~ strong on the need for technicians as well as professional men. In a way our book, Forestry Education in America, just repeated a lot of things that he'd been saying for a long time. There was never any question of dedicating it to anyone else.

MAUNDER: I'd like to return to this question of a ^{slump} ~~slump~~ in the Forest Service/ during the teens. You have said that the Forest Service was still in good standing with the Department of Agriculture, but we know that you felt something was wrong with the ~~morale~~ morale of the Service in those years because in a talk you gave on February 21, 1919 to the ~~Yale~~ Yale School of Forestry's senior ~~class~~ class on the subject, "A Look Ahead," you saw the war as having been a real stimulus to national thought; and you expressed the hope that this would reflect itself in a new vitality in forestry. You stated that forestry had need of a new ^{lease} ~~lease~~ on life, ~~and that much which had been gained in the early enthusiasm had died away by the outbreak of the war. You felt that this decline in zeal was due to what you called "resting on laurels of winning the fight to establish the national forests."~~

DANA: Don't forget, though, that I was talking to a bunch of young folks at Yale. I felt I had to give a little pep talk.

MAUNDER: You had no feeling, then, that there was any depression among the personnel of the Forest Service which would tend to discourage their hopes for the future and ~~x~~ cause them to leave the Service for other pursuits?

DANA: Well, yes. The Service was getting so large that the young fellows did not get positions of ~~xxxxxx~~ responsibility as promptly as they used to, and that tended to lead to a little discouragement. You know in the early days, up to around 1920, it was the young fellows who were running the Forest Service--almost wholly men under forty and most of them in their early thirties. But now other schools were turning out a lot of graduates, and opportunities in the Forest Service were not increasing at the rate that had they ~~be~~ when I was young.

MAUNDER: And there was no real indication of any serious growing desire on the part of the owners of private forest land to employ forestry trained men?

DANA: Not in general. There were a few who were gettin interested, but not too many. Remember again, I was talking at Yale, and in those days Yale more than other schools had been ~~primarily~~ a feeder of the Forest Service rather than of industry. Industry did use a few foresters, but not many of them from Yale.

There was also quite a little uneasiness over the failure of salaries in the Forest Service to rise. They stayed pretty stationary during that period. Graves, when he resigned, made the very positive statement that he was doing it because of the difficulty in maintaining morale under that salary situation. The greatest difficulty was in getting adequate appropriations from Congress.

MAUNDER: You had some experience in labor relations among government employees, did you not?

DANA: Only in the professional force. The scientific and professional branch of the American Federation of Labor was organized while I was in Washing-

MEMORANDUM: For the record, I am writing to you regarding the personnel

of the Federal Bureau of Investigation and the Department of Justice.

There are a number of people who are working in the Bureau.

Some of them are working in the Bureau of Investigation.

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ton in the late 1940's. I was vice-president of it at one time. It seemed to me a very desirable way of getting the professional people throughout the departments to know each other's and one another's problems, and of ~~xxxxxx~~ bringing pressure on the administration where we felt improvements were needed. This question of salaries was one of the items in which we were very much interested.

MAUNDER: And did it in time have some ~~influence~~ influence?

DANA: I think so. The organization still exists as a professional group in the A.F. of L.

MAUNDER: But I suppose like all others who are regularly engaged in such activities you were draped in the red ~~fx~~ flag and castigated for being a radical ~~x~~ in the worst words.

DANA: Yes. Some felt that I must be a subversive.

MAUNDER: To return again for a moment to the problem of morale, might it not also be true that other national issues of greater importance, such as the war ~~xxxxxx~~ ~~xxxxxx~~ itself and some of the problems that came out of the war had grabbed the national spotlight away from forestry to a considerable extent?

DANA: I think that's true. Then of course the whole Service was disorganized during the First World War.

France

MAUNDER: The forestry regiments were sent to ~~xxxxxx~~ to provide our expeditionary forces with woods needs. This exposure to ~~fx~~ French forestry and the discipline of military life and all the rest of it had, after the war, a very importatn influence, didn't it?

DANA: It took some time for that influence to ~~ag~~ get translated into action, but I think that it did have influence just the same. The experience broadened their horizons, and the fact that the French paid so much attention to preserving their forests in the ~~xxxx~~ face of war when wood was urgently needed made a tremendous impression on the Americans who were over there.

Even during war time, when wood just had to be had, and in large quantities, the French insisted that forests be cut according to what they regarded as satisfactory practices. That attitude gave the American foresters who went over an entirely new light on how an older ~~XXXX~~ country regards its forests.

MAUNDER: Were these regiments made up almost entirely of ~~XXXXXXXXXXXX~~ foresters?

DANA: Oh no. They included a great many practical men from industry. Industry contributed heavily both in officers and enlisted personnel/ in both regiments. There were a lot of miscellaneous fellows too, but in general the Forest Service and industry contributed the leadership.

MAUNDER: How did this mixing together affect the future of forestry?

DANA:///I would say it made an impression on the leaders in industry as well as on the Forest Service. Although the immediate results were not spectacular, the experience in France furnished the background for interest when economic conditions began to improve.

MAUNDER: Did you go overseas with the regiments?

DANA: No. I was not in favor of going to war to start with, so that I didn't join up at all promptly. For several ~~xxxx~~ months I stayed on with the Forest Service trying to find walnut for gun stocks and spruce for airplane construction.

MAUNDER: Did you have anything to do with setting up the big spruce operation in the West?

DANA: No, nothing at all. My spruce work was all in the Northeast. And I wasn't setting up an operation but finding areas where there was enough spruce to justify an operation.

MAUNDER: What relationship did this assignment have to the other endeavors that were going on at that time in other regions to locate sources of spruce?

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DANA: It was an integral part of an extra effort on the part of the Forest Service to locate adequate supplies of key materiel.

MAUNDER: When did the Army enter into the picture and establish what we know as spruce harvesting and manufacturing operations?

DANA: I think it had already done that in the far West at this time.

MAUNDER: Was that operation in the far West duplicated then in the Northeast?

DANA: No. The government simply bought the materials from private operators who went ahead on their own.

MAUNDER: Do you have any opinions as to the comparison between the way things were ~~done~~ done in the East and the way they were done in the West during that time?

DANA: No. I'm not familiar enough with the situation.

Anyway, after the war had gone on for a few months, I felt that we had to see it through and that everyone should contribute what he could. ~~So~~ So I enlisted in the army.

The army didn't think any more of my physical qualifications than my father had years before. They said I wasn't husky enough to be a soldier. But they allowed me to do office work, so I became a captain in the General Staff. I was secretary of the Committee on Lumber in charge of collecting commodity statistics on lumber. I did very little except collect figures from units in the army who had some idea of what they wanted and then attempt to find out through agencies like the Forest Service where the material might be available. It was not a job that involved ~~much~~ very much initiative or originality.

MAUNDER: The data that you gathered was pretty largely drawn from within the files of the Service itself or the Department of Agriculture?

DANA: From the Army and the Department of Agriculture.

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also to make adequate provision for the future.

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MAUNDER: What kind of staff were you given to carry out this assignment?

DANA: Oh, I think only one or two assistatns. It was a very small job. The material was pretty much available; it was a matter of compilation.

MAUNDER: Was any amount of this material drawn from outside of government sources?

DANA: I suppose other units in the ~~xxxx~~ army and the Forest Service drew the materkal from other agencies but I did not have to go outside of the government itself.

MAUNDER: Did this experience provide you with any valuable insights into the relationships between government agencies and the suppliers of these materials?

DANA: No, I wouldn't say so. It was a short and rather unimportant ap part of my career.

After the armistice I found it was even harder to get out of the army than it had been to get into it. In order to keep my busy theyput me to work writing a history of the General Staff from the Civil War on. It was one of my first ventures into hisobry. I thought I did a good job.

FRY: What sources did you use?

DANA: I spent nearly all my time at the War College down on the Potomac going over original orders a reports and so forth. It was the first time all that material had all been brought together.

FRY: Why kind of staff did you have for this job?

DANA: Only a stenographer to write out the material. The rest I did myself.

FRY: How long ~~at~~ did it take you?

DANA: I think I was on it from the early part of November until sometime late in March.

you got out of the army

MAUNDER: After ~~the war was over~~ you went back into the Forest Service?

DANA: I went back as a so-called forest economics and was Assistant Chief of

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entitled "The Role of the State in the Development of the Economy" (1988).

2. *Explain the importance of the following factors in the development of a country's economy:*

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the Branch of Research under Clapp.

Had Clapp

MAUNDER: ~~Had Clapp~~ been in the ~~army~~ army during the war or had he stayed in Washington?

DANA: He stayed on the job. Both he and Graves were irritated with me because reappointing me I didn't. They were not at all sure about ~~reappointing me~~ to the Forest Service after the war.

FRY

~~MAUNDER~~: Did Graves and Clapp feel this way about all the foresters who went into military service?

DANA: No. I think they felt less that way about the men who enlisted early, particularly those who got into the Tenth Engineers, since the Forest Service organized that. But their feeling over me was that I was taking a really non-essential job which anybody could do. I was just following a selfish impulse in ~~wanting~~ wanting to be active in some kind of a military capacity.

MAUNDER: But they relented and reappointed you.

DANA: Yes, very fortunately from my standpoint. Prior to that time Clapp ~~had~~ had not had any designated assistant. He just worked through the heads of the offices under him. But he decided at this time that he really needed an administrative helper.

FRY: What were your chief duties as Dr. Clapp's assistant?

DANA: My duties were very largely carrying out the policies that he decided upon, contacting interested groups, and doing field work. I visited the experiment stations and reviewed the programs. The Forest Products Laboratory was also on my beat. I worked with Clapp in the preparation of reports and memoranda. The outstanding report was the Capper Report, submitted in 1921. I did quite a little bit of work, towards the end, compiling all the reports from the field into the final form. Congress had set a date by which the report must be submitted, and Clapp insisted

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on getting it in on time. We had to work late in the evening for two or three nights before it was due. Finally on the last day we finished it, and Clapp carried it up to Congress in person.

FRY: How did the Congressional resolution which cleared for this report get passed in the first place?

DANA: Well, it came about at the time of the first row over forestry on private lands, and Pinchot thought that a good way to center attention on it was to get a study of this kind requested by Congress. He was hoping that the results would support his view that the situation was so serious that federal intervention was necessary. Being a strong friend of Senator ~~Capper~~ Capper of Kansas, he got Capper to introduce the resolution. There ~~ex~~ usually isn't too much difficulty in getting a resolution passed.

FRY: I'd like you to evaluate the ~~mx~~ methods used in the forest inventory. How effective and accurate do you think it was?

DANA: The Capper Report was based in large part on the inventory made by the Department of Commerce published between 1912 and ¹⁹¹⁴ ~~1912~~. That report was supplemented by such ~~mx~~ new information as the Forest Service had collected since in the way of additions, amendments, and so forth. There were no new field studies on which it was based; it was simply a bringing together of existing information, a very good job of analysis and presentation. It was very liberally (and, I think, effectively) illustrated by charts, which we used more freely and more extensively than had been the case in previous reports. But it was really far from adequate.

FRY: Did you develop any new special abilities during your short career as Clapp's assistant?

DANA: No. I was a jack of all trades under Clapp. ^{There's} ~~There's~~ nothing that I can point to with pride. That's part, I think, of the ~~the~~ reason that I left

[illegible]

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1. The first step in the process of identifying a problem is to determine the nature of the problem. This involves a thorough understanding of the situation and the factors that are contributing to the problem. Once the nature of the problem is understood, the next step is to identify the causes of the problem. This involves a detailed analysis of the situation and the factors that are contributing to the problem. Once the causes of the problem are identified, the next step is to develop a plan of action to address the problem. This involves determining the steps that need to be taken to solve the problem and the resources that will be required to implement the plan. Finally, the last step in the process is to implement the plan and monitor the results. This involves putting the plan into action and tracking the progress of the solution to ensure that the problem is resolved.

I'd like to see all students at the lowest level.

There are really two different levels of education.

(continued)

in 1921 to become Forest Commissioner of Maine. I felt that I was get-
tin into a ~~xx~~ rut in the Forest Service. I felt that I wasn't develop-
ing, and I didn't feel that I was cntributing very much.

MAUNDER: You must have gotten to know Earle Clapp quite well. Tell us ^{about} ~~about~~
him.

DANA: Clapp was an extremely efficient administrator who promptly put research
on the map. He took the attitude that anybody who was no good in ad-
ministration was no good in research either. The better a man's repu-
tation in administxation, the more interested Clapp was in getting him
into research work. He also went after money very aggressively and in-
creased salaries. He got experiment station directors put on the same
salary level as District Foresters, which had been unheard of before.
And that, I think, caused a little resentment on the part of the District
Foresters. They had much bigger organizations, of course.

MAUNDER: How long did it take Clapp to accomplish this? He came in 1915--

DANA: I don't remember. Maybe five, six, or seven years. It wasn't very
long.

MAUNDER: He was a dynamic force.

DANA: He certainly was dynamic--far more so than you'd realized to talk with
him a few minutes. He was very ^{quiet,} ~~quickxxx~~ almost ingrown, somewhat intro-
spective, but he ~~xxx~~ sure was aggressive in putting across a program he
thought was right. It was perfectly amazing what he accomplished with that
outfit in a relatively few years. He is the fellow primarily responsi-
ble for getting the eastern experiment stations developed. Zon was all
for them, of course; but Clapp was the fellow who organized the campaign
that ~~xx~~ put them across. For instance, when I was Forest Commissioner
of Maine, he enlisted my help in lining ~~x~~ up support in Congress for the
Northeastern Forest Experiment Station. He used other ~~xxxxxx~~ people in
the same way. He was extremely expert at getting help in putting across

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1. The first of these is the fact that the Government has not been able to secure the necessary cooperation of the private sector in the development of the country's resources. This is due to a number of factors, including the lack of a clear policy on the part of the Government, the absence of a legal framework for the private sector, and the lack of a clear definition of the role of the private sector in the economy.

1. The first point is that the Commission has not yet received any information from the Government of the United Kingdom regarding the proposed changes to the law. It is therefore not possible to say whether or not the proposed changes are necessary or justified.

the programs he wanted pushed.

I'm a great admirer of Clapp's. I think he did an outstanding job in the Forest Service; the federal research organization is really his creation. He deserves tremendous credit for it. But he's a Messiah. He gets an idea, and he just has to put it across.

For example

Clapp was involved in every major event of his time. /He was influential in getting the Copeland resolution interpreted broadly so as to involve a study of the whole forestry situation. There's a question as to whether Copeland really intended that.

FRY: Something that the Forest Service was up against during the twenties and thirties was the threat of being transferred to the Department of the Interior. Was Clapp involved in this fight?

DANA: Yes, up to his ears. As Acting Chief Forester he was involved to the point where it was touch and go whether Roosevelt would fire him for being so active in the matter. He was working behind the scenes providing the brains for the campaign to keep the Forest Service in the Department of Agriculture, using all the influence he had. There was a special committee on the matter set up in Los Angeles by Charles Dunwoodie; but Clapp was really pulling the strings on that "grass roots" movement. I was entirely sympathetic with Clapp on that; I hoped he'd get away with it, which he did. But I think that campaign is probably the main reason that he did not become permanently Chief of the Forest Service. He antagonized Roosevelt, who must have known something about it at ~~that~~ the time, so that he simply said, No, he wouldn't accept Clapp as Chief.

FRY: Do you foresee any increase in cooperation between the Department of the Interior and the Department of Agriculture?

DANA: Oh yes. I think things will improve depending very largely on the secretaries.

I wouldn't be surprised if someday the Forest Service would get into

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Sincerely,

John Doe, Director of the Program

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a Department of Conservation ~~or~~ or a Department of National ~~Resources~~ Resources and that Interior might be abolished and something else take its place. That was the recommendation of the Hoover Commission that I was on, the Task Force on Natural Resources.

FRY: On that Task Force, didn't the committee that was looking over the Department of the Interior suggest that forestry be a part of that? And the committee on the Department of Agriculture suggested that Forestry should stay in Agriculture?

DANA: Not only suggested, but both ~~of~~ argued it very vigorously.

FRY: Where was your position in this?

DANA: I was a member of the Department of the Interior committee. I recommended that they combine agriculture and natural resources and call it the Department of Agriculture and Natural Resources. I talked to the committee on the Department of Agriculture about it, and they said they'd be willing to go along, but my committee wouldn't. They thought that all natural resources activity should be in an independent department, including forestry. They didn't want to be bothered with agricultural activities.

MAUNDER: Since you were in the Forest Service during the early twenties, maybe you can shed some light on the agitation for federal regulation of private timberlands about that time?

DANA: In a way Graves started the whole row over regulation of private timberlands. I think he was ahead of his time in this matter. Before Pinchot got into the picture he was insisting that there must be better management of privately ~~owned~~ owned lands and that this would probably involve regulation. He made two or three speeches and published several articles on the subject before Pinchot came in on it.

Pinchot's

FRY: Did he try to enlist ~~Pinchot's~~ help at first?

1. The first step in the process of identifying a potential threat to national security is to determine whether the information in question is classified. This is done by comparing the information to the criteria set forth in the Espionage Laws. If the information is classified, then it is considered a potential threat to national security.

On 10 June 1964, the following information was received from the
Director of the Federal Bureau of Investigation, Washington, D.C.

DANA: No.

MAUNDER: To what extent do you think that this attitude expressed by Graves ~~was~~ was engendered by the fact that forestry may have slipped as a burning public issue during the war years and that Graves and Pinchot and the others in their camp felt the need to find ~~a~~ some way of reinstating it as a burning issue?

DANA: Well, my reaction would be that they were not so interested in getting an issue that would attract attention as they were in actually getting ~~something~~ better practices on private land, which constituted, of course, the greater bulk of the forest area. They were interested in action rather than propaganda. Public support had to be mobilized, of course, but public support was a means rather ~~than~~ than the end.

MAUNDER: How was the Society's position determined in this issue?

DANA: By referendum votes. As I remember the votes on this matter of public regulation in the early 1920's mustered only two to four hundred votes out of the whole Society.

MAUNDER: Was there a vast number of abstainers ~~was~~ ?

DANA: Oh yes. Probably a quarter to a third of the membership.

MAUNDER: What was Pinchot's influence on the Society's action at this time?

DANA: Mr. Pinchot's influence was very strong~~ix~~. He was still an outstanding leader in the profession. There was no question that a forestry committee headed by him had very great influence on the membership~~x~~ in general.

MAUNDER: And Pinchot was taking a leading part in committee work in the Society?

DANA. Oh, yes. He was personally very active in the committee of which he was chairman.

MAUNDER: To what extent do you feel President Wilson lent his support to this suggestion?

DANA: I think Wilson was too much absorbed in many other problems that seemed

 
10. tenth of these is the fact that the

to him far more important and didn't pay much attention to forestry or any other phase of conservation.

MAUNDER: The recommendations which Graves and inchot were pressing for were not taken up by the Congress. Was the President's lack of support for ~~x~~ their ideas a factor of great importance in the matter or not?

DANA: Oh yes, I suppose so. I would think that if the President had gone to bat for the proposal for public regulation either by the federal government or by the states it would have received much more attention in Congress than it did. But ~~x~~ you remember that this campaign was started immediately ~~after~~ after the war when Wilson was virtually incapacitated, so there was ^{when} no hope that he would do anything about it. And Harding came in a couple of years later, he was also embroiled in other matters, aside from the fact that Harding was not too strong a character anyway.

MAUNDER: Do you find there is quite a little residue of resentment left by his issue on both sides?

DANA: Not generally. Oh, there might still be a little emotional reaction against Clapp for his missionary attitude toward federal regulation. He tried to be a leader in the wilderness when it was too late. The opportunity, I think, had gone by by the time that he became the Acting Chief. He was fighting for a lost cause from the beginning, and he was very emotional about it.

And if you find industry men who are still touchy about it, don't forget that the 1920's were a period of depression for both farmers and the timberland owners. In the early 1930's President Hoover appointed a Timber Conservation Board at the request of the National Lumber Manufacturers' Association which went into considerable detail as to what the situation was and what might be done about it. I was chairman of the

10-10-68

their desire a factor of great importance in the matter of law.

and asked by the Court, that the President's duty is to support the law.

of the President's duty to support the law, and to support the law.

[illegible]

THE UNIVERSITY OF CHICAGO

Committee on Private ~~Business~~ Ownership, so that I made quite a ~~study~~ study of the history of the wood-using industries during the 1920's, particularly from '25 on, based largely on income tax reports. The number of failures and the small earnings on capital investments were really appalling. They certainly made one pretty sympathetic with the reluctance of timberland owners to spend any more money than they had to just to keep above water. There was no doubt they'd been in very difficult straits. That study was an eye opener for me.

MAUNDER: Do you have a copy of the final report of the Timber Conservation Board?

DANA: I'm not sure that I have the complete report. I have, of course, a copy of the report of the Committee on Private Ownership. Whether I can lay my hands on it, I'm not sure. I have a vague impression that I turned them over to Lyle Crane, in order to get some room in my own files. Maybe we ought to make sure that Lyle doesn't throw them away. Those reports are really valuable, because most of them were not published in printed form, and the duplicated copies are getting scarcer and scarcer all the time.

MAUNDER: ~~Next~~ Now in compiling the information that ~~as~~ you sought for this group you ~~ex~~ must have ranged broadly through both government agencies, the Bureau of Internal Revenue, trade associations, and all that.

DANA: No. We didn't go much to trade associations. We confined ourselves ~~to~~ largely to Bureau of Internal Revenue reports. We got a great deal of original confidential information out of that Bureau. That really furnished the bulk of the statistical data.

MAUNDER: You came to this by appointment from the President?

DANA: The President appointed the Board, then the Board itself appointed the

chairmen of the various committees. I'm quite sure my appointment was engineered by R.Y. Stuart, who was Chief of the Forest Service at that time. For some reason he wanted me for this particular job, which I finally accepted with great reluctance.

MAUNDER: Did you know President Hoover personally?

DANA: No. I met him years later in connection with the Hoover Commission on Governmental Organizations, but until this time I had never met him.

MAUNDER: What would you say about President Hoover's interest in forestry affairs?

DANA: Well, I'd say his interest in the economic aspect of forestry--the relation of timber production and utilization to the economic and social welfare of the country--was very keen; but his knowledge of and interest in the technical aspects of forest management less so. He had a businessman's interest. He was very much impressed with the importance of forest industries in the national economy and felt the importance of doing something to strengthen their position even before the depression hit the country as a whole. Also ~~wh~~ he was a personal friend of Wilson Compton.

MAUNDER: Would you be inclined to say that he showed ~~some~~ greater interest in the field than his predecessors since T.R.?

DANA: I'd say he showed less interest ~~than~~ Theodore Roosevelt but more interest than any other president up to his own term of office. I think that Franklin Roosevelt again showed more interest. The two Roosevelts have been the two presidents who've been ~~out~~ outstanding in their interest in forestry and other conservation affairs.

FRY: Why did you say that ~~and~~ Clapp's campaign for federal regulation was a lost cause from the ~~beginning~~ beginning?

DANA: ~~Exactly~~ People in the country in general, including foresters, no longer favored federal regulation. I think many of them followed the same course I did: I believed in it once but came to doubt its wisdom. I know Clapp felt quite strongly about me because I wasn't supporting his campaign.

~~We had been out~~

We had been quite close, too, same as I was to Zon.

FRY: What shifted you?

DANA: I didn't see

~~DANA: I didn't see~~ any hope of getting the federal legislation, for one thing.

And I think I've lost my faith in federal government as a good regulator.

I think that the local governments are much more closely in touch with the situation and can do a better job.

I favored federal legislation in earlier days because I didn't see any hope for getting the states to do anything. Now the states are doing something, and private owners are voluntarily doing ever so much better than they did back in those days too.

FRY: Do you think that individual states are less subject to pressures than the federal government?

DANA: I think the states are more subject to local pressures than the federal government is. On the other ~~hand~~ hand, in our field of forestry I think that owners generally now have reached the point where they want to cooperate with the state. What pressure they put ~~on~~ on would be very largely in favor of getting something done to encourage what they think are sound practices.

FRY: I'd like to get your opinion of what a model set-up would be if you were given the power ^{to} ~~to~~ legislate forestry for private industry.

DANA: I think that I would adopt the ~~Sw~~ Swedish system. Sweden comes nearer to having federal legislation, of course; it's such a small country it's hardly more than a state. In effect control is exercised by a group that represents the state, local agencies, and the private timberland owners, and they agree on what ~~standards~~ standards should be adopted. Then the state enforces the standards. This is quite a change from back in the 1920's when I was all for federal regulation.

MAUNDER: The post-war period is where Bill Greeley really begins to emerge,

He had never given time, and was to be left alone.

THEY: What should you
have done?

THEY: I think that you should have given time to the man.

THEY: I think that you should have given time to the man.

I think that you should have given time to the man.

The prisoner was not to be left alone.

I think that you should have given time to the man.

I think that you should have given time to the man.

I think that you should have given time to the man.

The man was not to be left alone.

I think that you should have given time to the man.

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I think that you should have given time to the man.

I think that you should have given time to the man.

THEY: I think that you should have given time to the man.

is it not, as a very powerful figure in the whole picture of forestry?

DANA: No. He began to emerge before that. He'd been emerging as a coming man way back around 1907 or '08 when he was a forest supervisor in California. You noticed him even then as a comer, a man who was undoubtedly Regional Forester at Missoula goin way up the ladder. He was ~~xxxxxxxxxxxxxxxxxxxx~~ as a very young man. In 1910 I was detailed out there to work under him. I remember going out having heard of his reputation as a tyrant with very high standards and no mercy on anybody. I was a young fellow just out of school, scared to death of him. But the first Sunday I was there he invited me over to have supper with the family, and let helped wash the dishes and hleped his daughter learn to walk. From then on I never was afraid of Bill Greeley. I found he was a human being. But he had that reputation within four or five years after he'd graduated from Yale. He was a ~~xxxxxx~~ strong man and everybody knew it right off.

MAUNDER: Did this impression of his domineering personality and hard two-fistedness continue right along through the years?

DANA: Yes.

MAUNDER: Did this show up in later years when x he was Chief of the Forest Service?

DANA: Yes. Greeley was unlike Pinchot in lacking personal magnetism--

MAUNDER: This might account for the accusations of his being cold.

DANA: That's right. He and Pinchot were alike in that either of them ~~xxxxx~~ would sacrifice anybody, no matter how close a personal friend he was, if he felt it to be necessary in the line of duty. Pinchot felt that he had a mission; Greeley felt that he had a duty. He was ruthless when he thought it was essential--but he was always ruthless regretfully. In other words, he x had what used to be known as the old "Puritan conscience."

MAUNDER: That's, of course, a military man's attitude too, isn't it?

DANA: Perhaps that was why he was one of the few people engaged in the war who continued to be called by his military title. He was always Colonel Greeley. The title tied in with his general character; he seemed like a colonel, a high-class military type.

I'm sure you get the impression that I'm a great admirer of his.

There was no question about his being the boss of the Forest Service. On one occasion early in 1926 the New England section of the Society of American Foresters decided that Greeley was too much of an autocrat and that he was over-standardizing the Forest Service. So they passed a resolution asking the Council of the Society of American Foresters to investigate the situation. At that time I was both President of the Society and Director of the Northeastern Forest Experiment Station, a Forest Service organization. Before any formal communication reached me on this resolution, I ~~xxxx~~ heard of it, and as I was going to Washington I thought I'd talk to Greeley about it and see how he felt. While on my way to his office I met a colleague, C.R. Tillotson, and remarked that I was going up to discuss this matter with Greeley. Tillotson ~~says~~ said, "You are! Well, you've got more courage than I have!"

I told Greeley of the action taken by the section and ~~sax~~ said that if the matter ~~sax~~ reached me in a formal way I didn't see how I could avoid ~~saxing~~ appointing a committee to carry out the request of the section. He wasn't very happy about it, but he agreed that he didn't see what else I could do. Then he got to inquiring what was in back of all this anyway? Why do these folks feel that way? Among other things I told him it was part of his personality that was ~~x~~ responsible for it--that he was regarded as cold-blooded, hard-boiled, heartless, and so on. Perhaps I put it on a bit too strongly. Finally he turned away from me, looked out of the window for half a minute or more, then turned back and

said, "Sam, is that what people really think of me?" I said I was afraid it was. It was obvious that he'd been cut to the quick and that he didn't feel himself that he was that kind of a person. After a little further discussion he said that if people felt the Service ought to be investigated, he'd be delighted to ask for their frank criticism. "If you will give me the names of the people you think might have criticisms to make, I'll write them a personal letter urging them in g friendly terms to tell me everything that's on their chests."

As far as I know, he got only one reply from that letter, from Ralph Hawley at New Haven. I also wrote Greeley at some length telling him what I thought the criticisms were and why they'd been made. I think we were the only two who wrote to him. This poor response x led the sponsors of the resolution to feel that they didn't have a very good case, I guess, because I never did recieve any formal notice xx of it.

Greeley eventually answered my letter to him at great leangth explaining why the actions criticized had been taken. Among other things, I remember his comment that loosemess had crept into the organization, that it was more or less ^{falling} ~~falling~~ apart at the seams, and the he found that it just had to be jacked up and put on a more business-like, efficient basis. In doing x so, hw was accused of over-standardizing things, and maybe he did. But he wrote a very convincing letter, which, indidentally, has not been thrown away.

MAUNDER: Good.

DANA: I think I may have my letter to him, too, which is unusual.

MAUNDER: Good. We would be very happy to have that or to see that it gets placed in the proper repository library or some library of your choosing.

DANA: Two things about this event interested me particularly. First was Greeley's obvious hurt at the opinoin the people had of his personaltiy,

and second was his readiness to invite a frank expression of their criticisms. He held no hard feelings against me for talking with him so freely, for a few weeks later he appointed me as the Forest Service representative to the World Forestry Congress in Rome. To me this is typical of Greeley that he never held anything against a person.

MAUNDER: What were some of the steps that you recall Greeley took to reorganize and tighten up the Forest Service organization?

DANA: I remember that he required more reports than had previously been called for, so that administrative office both in the field and in Washington would have a full knowledge of what was going on. He required that things be done according to his standardized forms & rather than leaving it up to each individual to handle ~~gt~~ things whatever way he thought best. It was a combination of little things of that sort rather than any one outstanding change that he made.

MAUNDER: How do you suspect these changes in the Forest Service setup were looked upon by Pinchot and Graves? Were they in any way critical of Greeley's tactics in that they constituted a sort of criticism in a sense of their previous administration?

DANA: I have no first-hand information on that at all. I can only guess, and that would be that Pinchot was probably somewhat critical and Graves probably not. I don't think that Graves would take it as a reflection on his own administration. He would feel the times were changing and that Greeley was catching up with them.

MAUNDER: Were there evidences of this looseness of organization in the Forest Service that stuck out in your estimation when you were there?

DANA: No. You see, I was not in the administrative end of the work. I had nothing to do with administration of national forests, which was what Greeley was trying to rectify. My work had been ~~entirely~~ entirely in the

[illegible]

Branch of Research, and within that unit we felt ourselves pretty free and easy to do things as we thought g best. We~~xx~~ weren't very much interfered with by any of the standardizations that Greeley put in.

But I think that on the whole it was a good thing for the Forest Service. I think that he improved the organization and got things moving along much more smoothly and efficiently. He introduced a lot of new personnel whose influence was pretty good.

MAUNDER: To what extent do you feel Greeley was influenced by business methods and businessmen of ~~xx~~ his time? Or was~~x~~ this just merely an expression of his own Yankee character coming out?

DANA: Well, my guess is that it was an expression of his own personal characteristics. I don't believe he was under any pressure from the outside at all. Greeley was essentially an organizaer. He was excellednt for getting machinert to work well. I remember Ovid Butler telling a story, for instance, about the very serious fire season of 1910 in Region One when Greeley was Regional Forester. Butler was in the Regional Office at that time. He waidd that the office was in an uproar. Nobody knew exactly what was going ~~xxxx~~ on ~~at~~ . Then Greeley went out in the field. He came back one day, and within 24 hours everything was on an even keel and everyone knew exactly what he was supposed to be doing.

I think ~~mx~~ of one other incident that I think is worth recording. It arose about 1925 from the attempt of the stockmen to get ^{legislation} ~~that legislation~~ which would give them greater privileges on the national forests than they'd previously enjoyed. At that time, as at present, there was no legal provision for the creation and administration of national forests for the purpose of range management. They insisted there should be, and Greeley was willing to go along with them on ~~the~~ legislation that met ~~xxxx~~ with his approval. But there was a good deal of opposition both

 

within and without the Forest Service to any legislation on the ground that that was just getting the camel's nose into the tent; that stockmen would take over the timberland and timbergrowing would lose out in competition with grazing. At the annual meeting of the Society of American Foresters I was asked as president to appoint a committee to study and report on the proposals made, including Greeley's. The committee of three men submitted a majority report which opposed legislation and which was unanimously approved by the Council of the Society. Since most of the Council members were Forest Service people, that put the Society in the position of opposing a proposal by the Chief of the Forest Service through members of his own organization.

MAUNDER: Do you recall some of the members of the Committee?

DANA: Yes, The chairman of the committee was H.H. Chapman of Yale; the other two members were Henry Schmidt of the University of Minnesota and A.W. Sampson of the University of California.

MAUNDER: There was both a majority report and a minority report of that committee. How did the three men line up in those ~~reports~~ reports?

DANA: The majority consisted of Chapman and Schmidt. The minority was Sampson, who submitted a report favoring the Greeley proposals for legislation.

MAUNDER: Do you recall what your own position was?

DANA: Oh, yes. I strongly supported the majority point of view.

I told Greeley of this situation and said that if his bill came before Congress the ~~Executive~~ Council would feel obligated to oppose it in behalf of the Society. What would he do about it? He said he wouldn't do anything. We had the right as citizens to express our views through the Society of American Foresters. He was sorry that we didn't agree with him, but if we wanted to oppose him it was our right/ and he wouldn't hold it against us. Fortunately the ~~stockmen~~ stockmen lost interest in

Greeley's bill, which didn't go far enough to suit them, so it never received a hearing. It was just dropped. But the Society actually did send H.H. Chapman to oppose before Congress the ~~a~~ legislation that was being advocated by the stockmen. To the best of my recollection that was the first time that the Society of American Foresters had ever gone on record in that way on a matter of public policy. They had been a good deal of opposition by many members of the Society to having our group take any action on matters involving policy. They felt that we should be only a technical society and not concern ourselves with matters of policy, especially if they were controversial. But the Council decided that here was a case where we ~~should~~ should express ourselves, and we paid Chapman's expenses to make the presentation.

MAUNDER: How did this precedent affect the Society's policy in this regard in later years?

DANA: Well, I'd say that the Society has vacillated. There have been times at which it has been entirely ready to express itself freely on matters of policy at Congress or/ anywhere else. Other times it's been rather ~~hesitant~~ hesitant to do so. In general, there has been an increasing ~~tendency~~ tendency to participate in policy matters, and I think that tendency is still growing.

FRY: How would you evaluate Greeley as Forester?

DANA: Very high. He was an excellent administrator. He organized and directed things well. He was always clear-cut: when he had a policy, you knew what it was.

FRY: How good was he at development of policy?

DANA: Very good, I think. I regard him as a man of outstanding intellectual capacity.

FRY: I take it then that Greeley is one of your choices for nomination as one ~~of~~ of the best administrators of the Forest Service.

Cheney's bill, which didn't go far enough in some ways, but he never received a hearing. I was just kidding. But the Senate bill was passed by the House. The last of the legislative year was the first time that the House of Representatives was ever given the chance to vote on a matter of public policy. There had been a long time of speculation by some members of the House as to whether they would ever vote on a matter of public policy. But now they would be able to do so. The House had been given the chance to vote on a matter of public policy, and the House had been given the chance to vote on a matter of public policy.

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DANA: There's noboyd I'd put in Greeley's ~~xxxxx~~ ^{class} ~~xxxxx~~. I don't think Pinchot was
class
in his ~~xxxxx~~, even.

MAUNDER: To what extent to you feel Bill Greeley had the ear of Presidents dur-
int the time he was head of the Forest Service?

DANA: Honesty, I don't know the anser to that. That's onex phase of Greeley's
with
career/which I never had anyx contact. But my guess would be that there
weren't many in the government service with much relationship to Calvin
Coolidge.

MAUNDER: How close was your friendship with Bill Greeley in the years that
you were in the Forest Service?

DANA: Well, I thought it was pretty close. I don't know what Greeley's feeling
about it might have been. I felt very much at home with the entire family.
We were frequently at their house, and they frequently would come to our
house also. I would think I a way that I was closer to him personally
than I was officially.

MAUNDER: How often did you see him in the course of a working week?

DANA: Well, when we were both in town I would see him at least every other
day, but not necessarily on official business. We'd say hello in the cor-
ridor or have lunch together or something like that. You see, I never
reported directly to him. After he became Forester I was Assistant Chief
of the Branch of Research under Clapp^h, and my official contacts with Greeley
happened
were always through Clapp except when Clapp ~~disappeared~~ to be out of town and
I became acting chief of our branch.

MAUNDER: What would you have to say about the social life that Greeley led in
Washington as compared, let's say, with the social life that Pinchot had
with members of the Service?

DANA: I'm not at all familiar with Pinchot's social life, but my guess would be
that it involved many more people in circles outside his official activi-
ties than Greeley's. While Colonel Greeley had many outside connections,
he still saw a great & deal more of his family and men in the Forest Service.

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...the fact that the ...

MAUNDER: He did go out of his way to cultivate their friendship and get next to them in a social way outside of the office, then?

DANA: Yes. I can't say with how many that was the case. But whenever he was on social terms with people they were extremely good. I think everybody who was a guest in Greeley's house at all frequently felt that he had a rather ideal family life and that guests were always most welcome and treated most hospitably. He simply put the office in the background whenever he was home with his family. Now I don't mean that when he had guests like Wilson Compton or other distinguished notables interested in forestry they wouldn't talk shop, but as a family, shop was just about out of it. I once asked him how he stood the strain of being Forester. He said when he left the office he turned the key in the lock and never thought of it again until he returned the next day.

MAUNDER: How did you and others in the Service ~~xxx~~ feel about his departure to the West Coast Lumbermen's Association?

DANA: I was personally very sorry, and I think a good many others were too.

MAUNDER: Did his resignation come as a great surprise to you?

DANA: Yes, it did. I had no idea that anything of the sort was in ~~xxx~~ the wind.

On the other hand his appointment in 1920 to succeed Graves had been no surprise to anybody. I think that all of us took it for granted that he was the only ~~xxx~~ real candidate for the job.

MAUNDER: Have you ever suspected at all that Greeley's decision to leave the Forest Service may have been influenced just a little bit by a feeling that perhaps his own group wasn't with him all the way?

DANA: ~~xxx~~ I never supposed so, but I'm not sure. My own feeling would be that it wouldn't bother him too much to be opposed if he thought that he was doing the right thing. I think he just felt that he had accomplished the things he was particularly qualified to do. The only reason he ever

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gave me didn't seem very convincing, but there may be something to it. I expressed some surprise as well as regret about his leaving, and he said, "Well, Sam, I just got tired of doing nothing but sugn letters that somebody else wrote. I felt that I ought to getdownx to brass tacks and really do something myself."

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My own guess ~~was~~ that there were two primary motives in his moving. One would be that he had gotten fed up with red tape of government receiving and wanted to get into an opening where there was more chance for initiative; and secondly, that he was tremendously interested in seeing more forestry practiced on privage land, and he~~x~~ felt that this was an opportunity to advance forestry x from an inside position, perhaps even more influencial than he could be in the Forest Service.

MAUNDER: Greeley never seems to have had the same kind of ~~ambitions~~ ambitions that you associated with Pinchot.

DANA. He had nox political ambitions, not the slightest. I think, however, he was very ambitious not only to be but to be regarded as one of the outstanding leaders in the forestry profession. He wanted to ^{go} ~~in~~ down in his history as one of the men who succeeded in getting forestry more generally and more effectively practiced, particularly on pprivate lands.

MAUNDER: He was a great believer in getting frass roots activity in any scheme that he was supporting. I suppose this attitude was felt parhaps in some of his work in the Forest Service.

DANA: Well, I'm sure ~~that~~ that's true to an extent, but I wouldn't think it a hundred per cent true because he certainly was in favor of a very strong central organization in the Forest Service. Even after he x went into private work he still felt the need for powerful organization at the very top ~~level~~ level. On the other hand, he did not go as far as Pinchot ~~did~~ in feeling that generally you get more progress from the top down than you

 

do from the bottom up. Pinchot believed much more in passing the word down from above than letting it grow up from the bottom.

MAUNDER: Greeley was always receptive to ideas coming up the line.

DANA: That's right. Very much so.

FRY: As long as we're evaluating Foresters, I'd like to ask you if Silcox appeared to have any great administrative ability.

DANA: Not to me. I think things were pretty loose under him.

He was a Clapp type in that he was a missionary and ~~was~~ had great zeal. He had a very fine personality, much more magnetic than Greeley. He was an extremely warm person.

FRY: Was Watts a warm person?

DANA: Moderately. Only moderately.

FRY: How do you feel about Watts as an administrator?

DANA: Not too strong. I think things more or less slid along in the usual grooves. ~~I~~ I'd just ~~not~~ classify him as a good man but not an outstanding one.

MAUNDER: You ~~were~~ were Forest Commissioner of Maine from 1921 to 1923.

DANA: Are you interesting in knowing about how the appointment came about?

MAUNDER: Yes, I am.

DANA: Well, it happened about a year or two before that. I had been talking with Percy Baxter while he was ~~the~~ President of the Senate, before he became governor. He was a man that I had known from boyhood. We ~~were~~ were brought up together in the same town. Percival Proctor Baxter. Anyway, we talked about forestry in various ways, and he said something to the effect that he wasn't too satisfied with the way the department was ~~being~~ being run and he wished that I could take it over. A few months later, he became governor through the death of the incumbent, and shortly after I wrote to him and reminded him of this conversation. I said if he really was

in earnest and wanted a forester who would be interested only from a professional, not at all a ~~pk~~ political, point of view, that I'd be very ~~gaki~~ glad to be considered for the job. But when he nominated me to be Governor's Forest Commissioner the/Council refused to confirm my nomination. One of the grounds was a rumor that I was a Socialist.

MAUNDER: On what was this rumor based?

DANA: Partly on my stand on federal regulation of timber cutting and partly on that ~~a~~ fact that I was a member of a radical organization anyway--the Forest Service. I would think that my close association with Zon, who was recognized very generally as having socialistic tendencies, was ~~max~~ probably the major reason that I got that reputation. My going vice president of a union might have played some part too.

In Maine the Executive Council has authority to approve Maine's major appointments and to participate in other ~~a~~ ways in policy making. It has real power; it can check the governor in a good many different ways. So before they would confirm my appointment I had to get letters of endorsement from Gifford Pinchot and Henry Graves. They even called up my brother and wanted to know from him if I was a Socialist. He assured them I was a ~~stable, level-headed~~ ~~stable, level-headed~~ individual.

The funny part of it was that after I got up there and they got acquainted with me, we became very close friends. These folks who had had no use for me to start with decided I was a pretty good fellow after all; but the governor who'd appointed me wasn't quite so ~~xxxxxx~~ sure about it.

FRY: What were the politics of the Governor's Council?

DANA: I think they varied. They were Republicans, but there were some Taft Republicans and ~~in~~ some Roosevelt Republicans. The governor was, I'm very sure, ~~a~~ a Bull Moose Republican and a very strong advocate of Roosevelt. And ~~a~~ rather a worshipper of Pinchot. He had the same views as Pinchot

in regard to the water power interests and the timber interests. He hated the water power people more ~~xx~~ than anybody else and the timber people next. To him they were all "monopolists" and "predators."

MAUNDER: What was your own personal relationship with the governor of the state while you were in Maine?

DANA: Well, ~~xxx~~ we were friendly as far as personalities go, but officially the governor did not think I was sufficiently hard-boiled with respect to the timberland owners. He thought that I wasn't making a fierce enough effort to bring them to heel. To the contrary, I found the timberland owners most cooperative in all matters relating to forest fire protection and in general anxious to do a better job in the way of forest management, so that I got along better with them ~~thax~~ than I did with the governor, officially.

MAUNDER: Was his attitude based on a real antagonism toward the industry, or was it part of the popular notion of the day that beating the forest industry people over the heads was a sound thing to do to get votes?

DANA: Oh, I think it was a little of both.

MAUNDER: Had the position of Forest Commissioner been a part of the so-called "spoils system" up to that ~~xx~~ time?

DANA: It had up to that time, but I think that the position that I took got it out of politics, and it's been pretty well kept that way ever since.

MAUNDER: ~~X~~ Was your predecessor, then, a non-professional?

DANA: Yes. He was a man with very wide practical experience, but he had no ~~xxxx~~ professional training in forestry. Incidentally, he was a very competent individual in not playing politics. A very good man.

MAUNDER: Did he ~~xxx~~ remain on in any capacity under you?

DANA: No. I'll give you an illustration of the way politics, I think, had figured previously. Neil L. Violette, the man who was the ~~xxxxxx~~ deputy when I took the ~~hax~~ job, had also been a deputy some years previously. When I came down

 

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down from being sworn in to speak to him I noticed that he seemed a little embarrassed and nervous, and I commented on the fact that I hoped that he would stay on, at least for the time being, until we could get ~~really~~ really acquainted with each other. He said he'd be ~~glad~~ glad to do that. This was somewhat different from his previous experience when a Democrat had been appointed to the job. The first thing he said to him after he was been sworn in was, "You're fired!"

MAUNDER: Can you remember any instances when politics intruded into your work?

DANA: Oh, I might mention possibly a couple. Shortly after I took office I got a request from the State Republican Committee to circularize the field force for contributions to the Republican Party. Nobody even asked my politics, curiously enough. They just assumed I was a Republican.

FRY: What were you really?

DANA: I was a Roosevelt Republican, A Bull Mooser.

I replied by sending a personal contribution, which, ~~and~~ incidentally, I was happy to ~~xx~~ make, and saying that I would not circularize the field ~~force~~ force, that they ~~were~~ were not in politics and were not going to ~~x~~ get into politics as far as I had anything to do with it. My deputy, Neil Violette, knew the ins and outs of politics very thoroughly and was extremely helpful to me whenever any political questions came up. So he said he would explain to the Republican Committee how I felt about such things. He was sure he could straighten it out. Apparently he did, because I never heard from them again.

I remember another incident a little ~~later~~ later when the governor's brother called on me one day and said he didn't think I was giving his brother adequate political support. I told him it was definitely understood when I came to this state that my job was a professional one and that I was not going to delve into ~~xx~~ politics in any way whatever, and

I was sorry the governor didn't like the way things were going.

Still another little incident might possibly be of some interest. Every year we appointed men known as Chief Forest Fire Wardens who were in charge of fire protection work in different parts of the state. One of year I decided not to ~~a~~ reappoint one ~~fm~~ the men, who had apparently done no actual work of any value for the last two or three years. Unfortunately he was ~~a~~ a very prominent Republican politician. He was very much irked at being relieved of this job and started to stir things up. So my deputy and I developed the idea of establishing the new ^{job} ~~mf~~ of Honorary Chief Forest Fire Warden, and we made him an Honorary Chief Forest Fire Warden with a very elaborate certificate certifying that fact. From then on he was one ~~mf~~ of our best friends. Incidentally, that job is still in effect; I get an appointment every year as ~~fm~~ Honorary Chief Forest Fire Warden.

FRY: What were your duties as Forest Commissioner?

DANA: The biggest job was forest fire protection. The State of Maine has a law which taxes timberland owners in the wildland region of the state to provide a fund for fire protection, and the Forest Commissioner ~~max~~ handles that fund. That's ~~max~~ by far his biggest job.

About the time I went there, the white pine blister rust was becoming a serious danger, and we took over the job of ~~x~~attempting to control that. That was another protective activity which took quite a lot of time.

One other thing that was part of my job was the management of lands owned by the State of Maine. In fact, the original title of my office had been Land Agent; the term Forest Commissioner was added later on. The state ~~a~~ lands consisted of about 70 or 80 thousand acres scattered all over the state. But about the only job in handling these lands was to make occasional timber sales from them. They weren't carefully supervised silviculturally; it wasn't possible to do any intensive management because the

I was a very close personal friend of the late President.

During the last few years of his life, he was very ill.

He was in a very poor state of health and was very weak.

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tracts were small and scattered. So the purchaser who went in cut about what he pleased.

FRY: What about land acquisition?

DANA: Not a bit of it. State forests were taboo when I was there. Timberland owners just wouldn't hear of it. I talked a little about it, but not very much.

n I did quite a bit of general publicity and education work. I tried to interest the legislature in providing control of cutting on important watershed ~~land~~ lands, where poor cutting might result in ~~extreme~~ erosion, floods, and so on. That never got anywhere, rather predictably. Then I organized a Maine Forestry Association, one of these public organizations that just built up interest in forestry.

FRY: With membership made up of whom?

DANA: Anybody you could get dues from. Timberland owners joined very freely as a means of getting on the inside.

FRY: Did you have any encouraging reactions in your efforts to encourage the private owners to adopt sustained yield practices?

DANA: Yes, very much so. The forests of Maine lend themselves very well to selective cutting, so the private owners were ~~about~~ already doing a fairly good job from the silvicultural point of view. There is ~~quite~~ relatively little forest devastation in Maine, only small patches in the southern part of the state and in the pine country. In the northern part of the state where my work centered, there were places where they'd been cutting for three hundred ~~x~~ years and there was still a lot of forest left.

FRY: Did you have anything ~~x~~ to do with water power in your job?

DANA: No. Nothing to do with water power or with fish and game, which pleased me. I had no desire to get into any of those fields.

FRY: You had some research activities going on, didn't you?

circuits were small and numerous. In the purchase was made in some way about what he planned.

THEY: What about the equipment?

ALB: Not a bit of it. Some friends were loaned with a tape recorder. They had

wanted, but couldn't hear it. I called a 1000 words a minute.

THEY: What?

ALB: I did give a lot of material publicly and privately. I tried

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THEY: What about the equipment?

ALB: I did give a lot of material publicly and privately. I tried

DANA: Nothing that I'd call research. Oh, you might call our entomology research. Through a grant from ~~xxx~~ an outside anonymous donor we were able to hire a forest entomologist who spent his whole time on the investigation of forest insects and methods of control. I think we were the first department ~~x~~ that had a specialist in that field. My getting work started in the field was probably my biggest accomplishment as Commissioner of Maine. But at that point it was very superficial, more or less just a survey of where are the insects, what kind of insects, ~~x~~ what kind of damage are they doing? On the basis of that information, ~~xxx~~ control measures were recommended. This resulted later in the organization of definite and continuous surveys of insect damage under which all of the field force of the Maine Forest Service had as a part of their duties looking for insect damage, sending in specimens to the main office, and having that followed up by field visits from entomologists whenever there seemed to be anything of importance to check up on. This kind of work met with great approval ~~x~~ on the part of ^{timberland} ~~timberland~~ owners.

FRY: Did you have any serious fire problems?

DANA: I'll say we did! I think I ~~wx~~ went up there about the ~~xxxx~~ first of June, 1921. The latter part of April and early May they had had the worst fire outbreaks they'd had for years. The whole northern part of the state was ablaze when I got there, and there wasn't much I could do about it except let nature finally produce some rain. In the meantime we had ~~xxx~~ not only spent all the money accumulated by this tax of timberland, but timberland owners had contributed out of their own funds about \$100,000 for fire protection, which the state was supposed to repay them. But when I requested the governor for the money, which the Executive Council had authority to provide without any special appropriation, he declined to pay ~~anyxxxxxxx~~ it. He said, "These timber owners will rob us

anyway. Why should we help them out?" So then I went to the legislature and got ~~an~~ legislation introduced for reimbursing the timberland owners. That passed the legislature but was pocket-vetoes by the governor. So the timberland owners never did get reimbursed while I was there. Fortunately after I left there were a lot ~~mg~~ of good fire seasons during which the basic fund accumulated until it was possible to pay off the debt.

FRY: Were there other issues that involved your ~~mg~~ going to the legislature for help?

DANA: Yes. About the time that we were having ~~agxx~~ arguments with the governor about reimbursing the timberland owners, he got the idea that some of the department's activities ~~should~~ should be curtailed. He wanted to transfer the blister rust control to the Department of Agriculture and make other changes that I thought would weaken my department. After a special ~~study~~ study he had legislation introduced to accomplish these things. But I went to the ~~chairman~~ chairman of the committee handling the bill in the House, who was a very good friend of my department, and suggested some amendments to the governor's bill. We got my changes approved by the Attorney General as far as the legal aspects were concerned. The major change was to abolish the title of Land Agent and to make the head of the department merely "The Forest Commissioner," which I felt would emphasize the forest aspects rather than the routine ~~x~~ land management aspects of the job. The amendments also strengthened the department in one or two minor ways. The bill went through the legislature in its revised form and was signed by the governor. I was never sure he really understood what was in it, because ~~it~~ it very materially strengthened the department.

FRY: Did they transfer the control of blister ~~fx~~ rust to Agriculture?

DANA: No. They left it right where it was.

One of the other things that we did early in my administration was to change the name ~~of~~ from the Department of Lands and Forestry to the Maine Forest Service, with the emphasis on the word Service. That was a change the governor approved of very much.

Another of my jobs as Forest Commissioner of Maine was to try to get enough legislation to establish a forest experiment station in the Northeast. It was federal legislation, and as Forest Commissioner of Maine I was at liberty to lobby.

MAUNDER: What was the nature of your efforts?

DANA: They were almost entirely in the form of letters to members of Congress with an occasional personal call when I was in Washington on a trip; and secondly, in getting influential people in the Northeast also to write to their representatives in Congress to get their support. Probably the letters that I ^{got} ~~for~~ other ~~people~~ ~~to write~~ were at least as effective, or likely more effective, than my own direct efforts. I was just a minor part of the picture in getting that passed, of course.

MAUNDER: Do you recall any Congressman or Senator who seemed most helpful to you in accomplishing these objectives?

DANA: No, I don't.

MAUNDER: As I recall you had an article in the Journal of Forestry:-

DANA: That was part of the campaign to create a Northeastern Forest Experiment Station.

And

MAUNDER: ~~As~~ you did such a good job that you received the directorship of it!

DANA: I'm not sure there was any connection. I was an ex-Forest Service man whom they knew pretty well anyway. The offer came at a time when it was a bit difficult to decide what ~~it~~ to do. I also ~~x~~ had a chance to enter teaching at the same time, and I wasn't quite sure which field had the

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greater appeal. I had, however, about decided that in my job as Forest Commissioner I'd learned enough of the political facts of life to last for some time. That is a job which I wouldn't have missed for anything in the world, but which I wouldn't have kept indefinitely for anything in the world ~~or~~ either.

FRY: When the station was established, you helped in determining the location, didn't you?

DANA: Yes. The Washington Office made quite a search as to ~~where~~ where the headquarters would be located, and I helped in making the study. We selected the possibilities, which finally boiled down to Amherst, where the Massachusetts State College was located, and secondly Worcester, where Clark College is located. Both institutions were willing to give us quarters to take care of the work. I was a little ^{inclined ~~in~~} ~~inclined~~ to favor Worcester, partly, I'm afraid, for personal reasons. It seemed a little more convenient from my point of view to be there. But the official decision lay between a very strong Department of Geography at Clark with a great interest in the whole conservation field; and Massachusetts Agricultural College at the State College, which put a very strong case through Professor Frank Waugh, head of the Department of Horticulture, who had worked with the Forest Service in connection with recreational development. He had a very strong personality, and he was able to sell the State College.

FRY: What sort of facilities were you given?

DANA: I think during the entire period I was there the experiment station operated in one ~~xxxx~~ room. I think we got something like ~~xxxx~~ \$30 to \$35 thousand a year, probably, and two or three technical men, two or three clerks, and that was the whole station.

FRY: What training did your technical men have?

DANA: At that time I think ~~or~~ they were all Masters of Forestry from Yale. I

constant regard. I feel, however, that I have been able to provide
 information. I have learned many of the political aspects of life in
 the country. That is a fact which I would like to share with you.
 I have been able to provide you with information for the past
 12 months or so.

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~~xxxxxxxx~~ don't believe there was a Ph.D. in forestry in the country. The first Ph.D.'s were from the University of Michigan, both in 1930. Dick ~~McArkle~~ McArdle was one of them, and the other was Bob Winters. Some time in the 1930's Dean Mulford at the University of California asked me to recommend someone for appointment as a forest economist on the faculty. One qualification was that the man must have a Ph.D. I wrote back in that case he would have to appoint H.R. Josephson because he was the only man in the country with a Ph.D. in forest economics--and he did.

FRY: Can you describe a typical day in your experiment station?

DANA: I don't know whether there is any such thing as a typical day.

The great bulk of ~~our~~ our time was taken in trying to organize a staff, select projects, and get people into the field to collect basic data for them. Most of the time I was there we were engaged in the job of getting field data rather than doing any publication. It always takes several times as long to analyze and work up material for publication as ~~it~~ it does to get the data.

I devoted some time to public relations. I was a little worried about a possible feeling on the part of agricultural experiment stations that they were being ignored. One thing that I thought was very helpful was that the directors of the agricultural experiment stations from Maine to Virginia had sort of an informal organization which used to meet once a year. They invited me to be one of the group, so that I sat in on all ~~of~~ their meetings and learned firsthand what they were doing. At the same time I was able to give them an idea of what our forest experiment station did. That helped to establish much better relations between the Forest Service and the state agricultural experiment stations than we would otherwise have had.

Another accomplishment was the establishment of an Advisory

Council for the station including many representatives of industry.

It was a public relations action as well as one aimed at making the research more effective.

MAUNDER: How ~~mg~~ often did you call this Advisory Council into session?

DANA: Twice a year. We always had one field meeting of two to three days' duration during the summer, and then we'd meet for one day in the winter somewhere to talk over what was going on and to discuss future plans.

MAUNDER: How were the expenses of such meetings carried?

DANA. The members of the Council took care of their own expenses, which were minimal, virtually nothing except travel subsistence or a call.

Those were the days when budgets for experiment stations were not very lush.

MAUNDER: Who were the men who were the most important contributors to the Council's deliberations?

DANA: I don't seem to ~~h~~ remember anybody except W.R. Brown of the Brown Company in New Hampshire, who was the first chairman and one of the most active in that ~~km~~ kind of program we were giving. Osborne Fernel was also one of the active members. There were two or three men from New York.

MAUNDER: Are the minutes of the Council meetings a matter of public record?

DANA: Yes. I'm sure a complete file of those would be at the Northeastern Forest Experiment Center at Upper Darby/ ~~nw~~.

MAUNDER: Perhaps copies might be in the National Archives as a part of the Forest Service.

DANA: I would doubt that. I doubt if ~~xxxx~~ they got away from the experiment station.

MAUNDER: This was not an activity for which you were responsible to make a full report to Washington.

DANA: Yes, that's right. It was very largely a local activity; Washington was kept in touch with what was going on only in very general terms.

Committee for the election including many representatives of industry.
It was a public relations action as well as one aimed at making the
committee more effective.

Chairman: How do you feel about this Advisory Committee? (The meeting)
Chair: Yes, I feel. We have had one (the) meeting of one or three days.
duration during the summer, and that we'd meet for one day in the
for summer to have one more was going on and it was a three day.

Chairman: How have the expenses of such meetings been?
Chair: The members of the Council have care of their own expenses, which were
minimal, virtually no money except travel expenses on a call.

Those days the day was budgeted for expenses. Expenses were not very
high.

Chairman: How many are now with the most important committees in the

Council's deliberations?

Chair: I don't know as I remember, roughly maybe 10. I know of the Com-
mittee in New Hampshire, and the (the) meeting and one of the most
active in that he (the) kind of program we were giving. (The) Council was
also one of the active members. There were two or three and from the
last.

Chairman: Are the minutes of the Council meeting a matter of public record?
Chair: Yes. I'm sure a complete list of those would be at the Northrup.

Project: Reproduced copies of (the) report?

Chairman: Perhaps copies might be in the National Archives as a part of the
Project records.

Chair: I would think that. I think it (the) that for away from the knowledge
station.

Chairman: There has not been any activity for which you were responsible for with a
full report on (the) matter.

Chair: Yes, that's right. I was very active in local activity. (The) report
was left in (the) that was going on and it was a very active report.

MAUNDER: What suggestions were made by the Council?

DANA: Well, my recollection is that they were particularly interested in of cutting the methods ~~and unxxx~~ that would produce the maximum reproduction of a desirable species and then secondly, cultural methods that would increase growth of the new forest. In other words, they were interested most particularly in silvicultural activities than any other phase of the work. And our experiment station spent much more time ~~on~~ ^{on} problems dealing ~~withxxxxxx~~ with the northern spruce-fir type than we did with the white pine types in central New England, because other institutions were already working with those--Harvard and Yale in particular.

FRY: Were you satisfied that you were doing enough basic research?

DANA: No. I think that we emphasized more the so-called applied research much more than we did the basic research while I was there. I was never too happy either with that approach or with the resources we had.

MAUNDER: What would you single out ~~as~~ as the Council's most important achievements over the years?

DANA: I rather think that the most important achievement was the establishing of cordial relations between the Forest Service and the private timberland owners, who were extremely interested in keeping in touch with what's going on and in trying to apply the results as fast as they became available. The second most important item was the support that we got through the Council both in the Washington Office of the Forest Service and in Congress. There was no question but that the Council helped ~~very~~ ^{very} much to ~~improve~~ improve in the appropriations situation.

MAUNDER: Do you recall the names of any congressmen involved?

DANA: No. For the moment I don't.

1. The first of these is the fact that the Government has not yet decided whether or not it will accept the offer of the United States to purchase the Alaska Pipeline. This is a very important decision, and it is one that the Government should make as soon as possible. The pipeline is a very important asset, and it is one that the United States should have. The Government should accept the offer, and it should do so as soon as possible.

1. The Council of the League of Nations was established in 1920, and its purpose was to maintain peace and security in the world. It was the first international organization of its kind, and it played a significant role in the history of the world.

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MAUNDER: How did that activity of the Council touch the schools?

DANA: The schools were interested in research activities, and the Council was very effective in making possible a coordinated program of research Service under which the schools and the Forest ~~Service~~ knew what ~~work~~ each other were doing and thus ~~avoided~~ avoided overlapping.

MAUNDER: Did the Council's deliberations seem to stimulate any ~~work~~ privately supported research work in the colleges and universities?

DANA: Not that I remember.

MAUNDER: Has it in recent years moved in that direction or worked to establish scholarships in forestry?

DANA: I don't see any specific connection between the Council and the private support of research or scholarships.

MAUNDER: Did your experiment in establishing a Northeast Council serve as a guide or stimulus to the establishment of similar councils in other regions?

DANA: Yes, I'm sure that it did. It set a precedent that's been very generally followed.

I'm a little proud of the fact that I feel we got first hand participation ~~from~~ from our Council more effectively than most of the regions have. We got them to really participate instead of just sitting and listening to lectures.

MAUNDER: Did you detect at any time flaws in the structure of this plan or failings that might be corrected, even now perhaps, in the setup?

DANA: No, I don't think so. I think that it operated ~~satisfactorily~~ satisfactorily for the local unit and still is doing so.

MAUNDER: The principle of cooperation which inspired your Advisory Council also ~~found~~ found its way into legislation of that period. I'm referring, of ~~course~~, course, to the Clarke-McNary Act.

very extensive in making possible a substantial program of research
under which the subject is the most important and most widely used
in the world.

DANA: Of course you know the Clarke-McNary Act resulted from Greeley's attempt to break the stalemate between him and Pinchot on the subject of public regulation. After each had killed off the other's proposals in Congress (one favoring state regulation with federal participation, and the other direct federal regulation), Greeley said, "It is perfectly obvious we've reached a stalemate. Neither ~~xxx~~ of us can put through what he wants. Let's forget all about regulation and put through a bill containing everything we can agree on." That was the Clarke-McNary Act.

MAUNDER: This would seem to indicate that Greeley was a real peace maker in this situation.

DANA: He was in this situation, yes. I'd say Greeley was a peace maker after he found that what he preferred could not be done. He would fight for what he thought was the proper answer to a ~~xxxx~~ problem as long as he thought there was any hope of getting it approved. When he found there wasn't, then he would compromise.

He was in favor of state control with some federal participation. He later changed his mind, however, and opposed any federal participation. He wanted to leave it wholly to the states.

MAUNDER: Was this after he left federal employ?

DANA: Yes, quite a while after. Way back in the 1940's when the first American Forestry Association National ~~xxx~~ Program of Forestry was under consideration, he and I were members of a committee putting it in final shape. With respect to public regulation, I tried to get the Clarke-McNary principle ~~xxx~~ that ~~x~~ the states would handle it with financial participation from the federal government approved. ~~xx~~ Greeley opposed that approach. Finally he said, "Sam, ~~xxxxxx~~ you're absolutely right logically, but practically you're wrong. We don't want

the federal government in this program, and we're not going to have it, however logical it is." That was that!

MAUNDER: You could never come to a meeting of minds ~~with~~ with him on that score?

D NA: Not on that, no. One of the committee members thought that we were getting a little heated in the arguments and tried to cool us off. Freeley laughed and said, "Oh, don't worry. We've been ^{fighting} ~~fighting~~ for forty years."

MAUNDER: The Clarke-McNary Act being a compromise between the positions of Pinchot and ~~the~~ his followers and that of Greeley and his, was its writing a product of the hands of both Pinchot and Greeley?

DANA: I don't ~~xxx~~ think Pinchot had much to do with it. I think it was handled primarily by Greeley and Kellogg with the cooperation of other members of Kellogg's Committee for a National Forestry Program. (It was an ~~entirely~~ independent committee, organized largely by the timberland owners and wood-using industries with some other outside representation, to try to work out a solution to the ~~pin~~ problem.) There was no question but that the Clarke-McNary bill was scrutinized ~~in~~ very thoroughly with suggestions from improvements by a large number of people, but I doubt if Pinchot was one of them. My guess is that the group felt that ~~thats~~ they were meeting what objections Pinchot might have in the form they finally adopted, and it wasn't necessary to go any further than that.

As for the strategy of getting the bill passed, I think that Kellogg did a large part of the work in lining up support from national organizations of various kinds, all of which put pressure on Congress; while Greeley's activities were primarily directed at the congressional committee, with which he undoubtedly had great influence. He was on very

close terms with that committee. My guess would be that Greeley wrote the bulk of the report the ^{Senate Committee} ~~committee~~ submitted when it brought the bill before Congress.

Greeley traveled all over the country with that Senate Committee. At an informal gathering of the committee which I attended while I was Forest Commissioner of Maine, one of the Senators got to lamenting the fact that Maine was a prohibition state. He said, "My God, I'd like to see somebody drunk around this place." Greeley replied, "You'd like to see him in a mirror, wouldn't you?" So you can tell he was on pretty good terms with them. He was the master-mind and Kellogg was the fellow that ~~pull~~ pulled the strings and put it through.

MAUNDER: Kellogg was a great tactician in handling that sort of thing, wasn't he?

DANA: Yes.

MAUNDER: How big a part did Kellogg play in the total picture in this period?

DANA: Outside of the newsprint industry, I don't think he played a very active part in forestry affairs with the one exception of his being the chairman of this particular very influential committee. He was never very active in the Society.

MAUNDER: What about another one of the veterans, Will Hall?

DANA: I never knew Will Hall very intimately, but my impression of him is that he was an excellent administrator with a fine personality, an unusually good contact man in connection with public relations. It was in that connection that he played a very major part in getting the Weeks Act through. He later started the acquisitions ~~program under~~ the act.

MAUNDER: Were ~~there~~ there any real antagonists to this legislation of the twenties?

DANA: I don't think so.

FRY: When I talked to S.B. Show and read some of his old manuscripts, he occasionally mentioned that there had been problems along the line of cooperative fire protection where federal cooperation with a state was made difficult by a rather reticent state department of forestry. Is this common in your experience?

DANA: No. In the early days some of the states, particularly in the South, were a little hesitant to install measures that the government thought were necessary to justify financial contributions. But that's passed long ago. In recent years I think the relations in that field are excellent.

DANA: In the earlier days there was considerable friction. States didn't want any interference with what they were doing. The federal government insisted on higher standards than the states were willing to adopt and kept putting the pressure on until the states moved up, as they did right along.

FRY: Could you comment on what finally resolved the difficulties between the states and federal governments?

DANA: No one thing. They must have worked until they got together.

~~FRY: Do you think the state forestry departments seem to be pretty strong in the South, compared to the federal?~~

~~DANA: I don't see much difference in different parts of the country as far as the federal government's relations to private owners are concerned. The federal government is strong in the West in terms of acreage because of the national forests. But I don't think it has more influence of private owners in the West than do the state forestry departments in the South.~~

DANA: By the way, Clapp was responsible for keeping research out of the Clarke-McNary Act. The original draft of that act had included research, but

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he said research could just get lost in an omnibus act that had so many more controversial provisions. So he insisted that there be a separate act on research, developed finally into the McSweeney-McNary Act.

Clapp was the author, of course, of the McSweeney-McNary Act. He put it through almost single-handedly. He worked with almost every bureau in the Department of Agriculture, just talking with people until he got them either to agree with his point of view or to come to some compromise as to how things were going to be handled. He commented after it was all over that he never would put through another bill involving other agencies of the Department. He had an awful time getting the approval of people like Entomology, Pathology, and Economics, the Weather Bureau and so on.

FRY: Why?

DANA: Well, other agencies had different ideas. They all wanted to go off on tangents, or at least what he thought were tangents. He wanted to tie the ~~Rm~~ Forest Service into almost everything that was going on.

Then he worked with the National Forestry Program Committee to get ~~ak~~ their support for it. They had given ~~eg~~ strong support to the Clarke-McNary Act four years before, and he got their support for this program too, which was a great help. But there was not quite the same pressure behind that act that there was behind the Clarke-McNary Act. I think it was felt that research was not a particularly controversial item and that if the Clarke-McNary got through without too much difficulty the research act would follow along more or less automatically. That judgment proved to be pretty well founded.

FRY: Did you have anything to do with the McSweeney-McNary Act?

DANA: Yes. Zon talked to me a good deal about it, and I helped him in deciding what to include in the act and then what phraseology to use.

Then shortly after I had been appointed Dean of the School of Forestry at the University of Michigan, in the winter of 1928, I presented a case in behalf of the bill to a House ^C Committee on the subject. Being no longer a member of the Forest Service, I was perfectly free to do it. It came about by accident, actually. At the last minute the fellow who was going to present the case dropped out, and Roy Kellogg asked me to take his place. Just before I went on the floor Greeley saw me and said, "Sam, for God's sake, remember you're not talking to a bunch of students, but to some hard-boiled congressmen."

FRY: And did you talk to them like hard-boiled congressmen?

DANA: Oh, yes. I talked up ~~xxx~~ to them, but I talked too long. I came down with charts, and I guess I had too many of them. I'm always afraid I won't be adequately prepared and as a result I'm almost always over-prepared in anything of this ~~king~~ kind. So Kellogg had to cut me off. But I think I talked with adequate ~~x~~ vehemence. At any rate it got by.

MAUNDER: In reading over some of your addresses to the Society in 1926 and 1927 I was struck by your statements regarding the lack of program and effectiveness of the Society at that time. Just how do you explain that ~~xxxx~~ condition that existed in the mid-twenties?

DANA: Well the Society labored under two handicaps in my judgment. One was that it had no organization whatever. Even the President and the Secretary had to sponge on the organizations with which they were connected for stenographic-typist help.

MAUNDER: All this ~~xxx~~ the Journal ~~xxx~~ been edited and published entirely on a voluntary basis.

DANA: That's right. That was functioning on the organization with which the editor was connected. ~~xxx~~ Zon used the Forest Service staff right along in all the correspondence and editorial activities. He got no help out of the Society. I followed him, and I did the same thing. You see, these public ~~sh~~ agencies are usually a very good natured in ~~g~~ being

willing to help out with ~~the~~ situations of that kind, especially with scholarly ~~xxxxxxx~~ journals.

The second handicap of the Society was that it had not established the policy of expressing its views on matters that were controversial in any way. Those two things, to me, greatly weakened our effectiveness. I felt we just had to have a centralized organization with a top class ~~xxxxxxx~~ executive & secretary in charge of such clerical ~~xxxx~~ help as he needed and that we must adopt the policy of letting our views be known of matters of importance to the profession, no matter how ~~xxxxxx~~ controversial they might be.

MAUNDER: Had either of these two ~~x~~ issues been discussed to any great extent in years prior to this?

DANA: The matter of the ~~xxxxxxx~~ secretaryship had received very ~~xxxxxx~~ little attention. The matter of expressing our views on controversial issues had cropped up ~~xxx~~ occasionally but not formally. No attempts had ~~x~~ ever been made to reach a decision as to whether we should do it or not. It had virtually been up to the president to decide how far he wanted to go, and most of the presidents, what with the lack of any organization through which to work, just let things ride.

MAUNDER: ~~xxxx~~ Where did H. H. Chapman stand in this regard? Was he a strong advocate for taking issue?

DANA: Yes.

MAUNDER: Some men that I have interviewed on the history of forestry have expressed to me the personal opinion that H. H. Chapman has a certain pugnacious streak in his character which ~~xxxxxxx~~ sometimes propels him to participate in controversy just for the love of the battle. Do you think there's anything to ~~x~~ this?

DANA: I don't think there's very much. I think he gets mixed up in scraps

ordinarily only where he thinks there's a matter of real principle involved. He doesn't get into the scrap merely for the sake of ~~it~~ fighting.

MAUNDER: He's the kind of forceful personality who would make ~~fix~~ friends or make enemies very easily and very quickly.

DANA: That's correct. There are people who don't like him as well as people who do, but in general ~~x~~ he commands the respect and support of the profession as a whole. There's no doubt he commands a very large following ~~x~~ in the ~~Society~~ Society which consistently supports the ~~x~~ various activities that he has recommended. One of his ~~x~~ most conspicuous contributions has been the forcing of the policy of accrediting schools of forestry. He made the first ~~xxx~~ study of accreditation, which set a ~~xxxxxx~~ precedent that has been followed very consistently ever since.

MAUNDER: Who were some of the other leading people in the Society who took a strong stand on the question of the Society's speaking out on controversial issues?

DANA: The only one that I remember very specifically was Walter Mulford of the University of California who preceded me as president of the Society and who was very anxious to keep the Society out of controversial questions.

MAUNDER: How did Greeley feel about this matter?

DANA: I think Greeley felt that the Society should be active in policy matters even if it disagreed with him.

MAUNDER: How would you appraise the Society's role in the total picture of American forestry since the development of a fully staffed organization?

DANA: I think it's become much more influential as a result of setting up a strong central staff, ~~and~~ of organizing the Society both geographically and by subject matter groups

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cally and by subject matter ~~group~~ groups, or keeping a considerable number of special committees active all the time, and of establishing semi-annual meetings of the entire Council. All of those things have helped to focus its activities on important matters and have made it a much more influential force than was previously the case. I think the semi-annual ~~meetings~~ meetings of the Council are especially important in getting a clear-cut and fairly stable direction.

MAUNDER: To what extent ~~is~~ do you think the Society has become the real major forum for discussion in formulation of policy?

DANA: Both the Society of American Foresters and the American Forestry Association participate in efforts to direct policy, but I would distinguish a little between their fields of influence. The American Forestry Association has much wider distribution of its journal and the much larger number of members. The ~~Society~~ Society of American Foresters probably has no influence with the general public. On the other hand, I think the Society of American Foresters commands a greater respect among local legislatures, departments of conservation, and ~~State~~ Congress than the American Forestry Association probably does.

MAUNDER: This is ~~an~~ of course part due to the fact that the Society has the local chapters and the regional sections in active work. Can you think of ~~any~~ some of the ways in which the section here in Michigan makes itself felt?

DANA: I can think of a couple of things that our local section has done. One of them was to formulate and lobby through legislation providing for the registration of foresters. Another one was to identify and define all of the forest types in the region and formulate ~~that~~ rules of forest practice that were recommended for the management of these different types. Those were very specific things and, I think, quite helpful.

MAUNDER: Did this section's action in those two areas signal the national movement along this ~~an~~ same line in other regions?

DANA: To a very considerable extent.

MAUNDER: Who among your section people have been most active in this work?

DANA: I'm not sufficiently in touch with the section recently to be able to tell you that. My general impression is that you'll find quite a considerable group active-- usually ten ~~x~~ to fifteen people rather than just one or two.

MAUNDER: The Society does tend to bring public and ^{private} ~~xxxxxx~~ forestry more and more into friendly contact with one another, doesn't it?

DANA: I think so.

MAUNDER: You mentioned to me in ~~an~~ discussion earlier that you felt that the foresters as a group have not yet impressed upon the public ~~gix~~ their professional status.

DANA: That's true. I don't think that ~~gm~~ forestry ~~is~~ is generally recognized by the public or by other ~~xxxx~~ professional men as being a high-grade profession in the sense that medicine, law, and ~~eg~~ engineering~~s~~ are, for ~~xx~~ instance. That's ~~an~~ in large part because the general public and even many landowners don't know what a forester actually does. We're still regarded in many quarters as either fire fighters, lumberjacks, or tree ~~xx~~ planters. Those are~~x~~ about the only things the average person associated with a forester, and they don't require any real intellectual capacity or any intensive professional training. So the average person doesn't see at all why you need a four or five year college course.

MAUNDER: Of course forestry, in this ~~xxxxxx~~ country, is only fifty or sixty years old as a profession~~xx~~. With such a short life it hasn't really matured to the point where it really has a feeling of long establishment; it's not too ~~x~~ well grounded in its own historical past. Don't

QUESTION: Did this meeting's success in some way affect the situation?

ANSWER: I think it did, but I'm not sure.

QUESTION: Is it very comfortable?

ANSWER: The meeting was very comfortable, but I'm not sure if it was.

QUESTION: Did the meeting help in some way the situation, possibly in the way of

will the situation? The meeting was very comfortable, but I'm not sure if it was.

ANSWER: I think so, but I'm not sure.

QUESTION: Is it very comfortable?

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and were very friendly and comfortable.

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ANSWER: I think so, but I'm not sure.

you feel that this is a fact?

DANA: Oh yes, I think that's true. And I also think that foresters themselves have weakened their position with the general public by taking the attitude, in general, that the major activity in which they're interested is production of wood. They've ignored other products and services from forest land so that the public does not recognize foresters as being land managers but rather timber growers. I think we've got to get a broader concept across within our own ranks as well as ~~the~~ to the general public before we have the acceptance that we need.

do

MAUNDER: To what extent ~~is~~ do you think the forest products industries are responsible for creating that impression?

DANA: I don't believe they're as responsible as the foresters themselves are. I think if the foresters themselves had taken a broader attitude years ago and had pushed it strongly, then the general public ~~would~~ would have bought it in spite of any reaction on the part of the timberland owners. And, of course, the timberland owners themselves are now becoming much more interested in the other aspects of forestry than they have been previously, particularly in recreation and watershed protection.

MAUNDER: Where do you find this most in evidence?

DANA. In the Northwest primarily.

MAUNDER: Any companies in particular?

DANA: Weyerhaeuser, Crown-Zellerbach, Simson Logging Company are all outstanding in that direction. These interests are developing everywhere, but not quite so prominently as ⁱⁿ these three ^{companies} in the Northwest.

MAUNDER: Are there any particular men in those companies that you've mentioned that seem to have the vision of this thing more than others?

DANA: Oh, I think fellows like Fred Weyerhaeuser, Lionell Webel in Weyerhaeuser; Ed Stamp of Crown-Zellerbach; George Drake of Simson; Paul Dunn of St. Regis. Down South people like Frank Heyward and Lew Porter have the same

 

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interest. It's becoming pretty general.

MAUNDER: Weren't you, in fact, recently working on the problem ~~an~~ of forest land and recreation with the Outdoor Recreation Resources Review Board?

DANA: Yes. But this commission was not confined to forest lands at all; it dealt with all lands outside of municipalities--the range lands, for instance, ~~in~~ and the waters of the United States, and desert land.

It was established by Congress. There were four members each from the Senate and the House appointed by the Senate and the House, and seven members appointed by the President. Most of the congressmen attended very few meetings and did not take an active part in deliberations at all. All of the presidential appointees came ~~xxx~~ very regularly, participated actively, and ~~showed~~ ~~showed~~ great interest.

MAUNDER: Who were the leaders?

DANA: From Congress I would say Senator Anderson from New Mexico; Al Ohman from ~~Oregon~~ Oregon; and John Salem from Pennsylvania were the real leaders. ~~Senator~~ Senator Newburg/ was extremely helpful from the beginning. Bernei Orell was a very strong member of the commission. A very competent individual. He is a remarkable man in expressing himself clearly and briefly. I was one of the most obstreperous members, I'm afraid. I managed to stir up more arguments than most people.

FRY: Over what issues?

DANA: The outstanding one was on whether activities in this field in the federal government should be centered in the Department of the Interior or whether ~~they~~ ^{there} should be a separate commission that reported only to the President and Congress. We had some very hot arguments about that. I favored that latter approach, but it was voted down on the ~~ground~~ grounds that it was ~~not~~ theoretically a fine idea but it

couldn't be done because Congress just wouldn't approve of it. So we ended up recommending a bureau in the Department of the Interior, the Bureau of Outdoor Recreation.

Another question was whether recreation activities should be financed by earmarked funds or by general appropriations from the Treasury. I favored the latter very strongly, and that finally did get approved by the Commission, but it didn't get by legislation. The bill that ~~gave~~ provided for the Land and Water Conservation Fund, which was approved this last Congress, provides entirely for use of earmarked money.

FRY: I've heard intimations from Interior men ~~xx~~ that the O.R.R.R.C. was influenced too heavily by Forest Service members. On the other hand, I've also heard one or two specific complaints from Forest Service people who thought that it might have been influence too much by pro-Interior members. I'd be interested in your evaluation of this.

DANA: I don't think it was over-influenced by either group.

FRY: Do you think then that issues which did not have much relevancy to the Interior-Agriculture rivalry were the major issues?

DANA: Yes. Interior versus Agriculture came up occasionally, and Senator Anderson, in particular, would occasionally raise the question of how what we were talking about ~~was~~ would affect the Forest Service: I'm gone make sure that they don't get injured in anything we've proposed." However it's very seldom the question came up.

The Forest Service I think was a little bit hesitant about our appointment of the Deputy Director of Research from the Interior Department, Larry Stephens. I think nobody from the Forest Service was put on the commission staff, and there were two or three others in the Interior Department that were put on. So that, superficially, the Forest Service may have a better case for criticism than the Interior Department does.

the United States Government.

 

FRY: I don't know what the case was for Interior's complaint.

DANA: I don;t either, unless they thought that Mr. Orell and I were tools of the Forest Service. We were under suspicion in the beginning by being just plain foresters. Foresters were not supposed to be interested in ~~anything~~ anything but saw log production. They kept joshing us for some time about ~~how~~ how narrow we were, but I think we finally convinced them that we were just as broad as they were. On one occasion they were discussing somebody as a possible addition to the staff. I guess they asked Orell's opinion, because he said, "I'm not saying anything about him because he's a forester." I laughed and said, "That's why I'm for him. Obviously he must be a very b broad individual if he's a forester."

FRY: Do you think the Forest Service's recent interest in recreation represents a change in policy?

DANA: No. I think the Forest Service has been rather outstanding in following a consistent policy all the way through.

FRY: When did multiple use policy come in?

DANA: There was legislation way back in 1915 authorizing the leasing of summer homes on national forests. Even back of that there was one in 1897, before the Forest Service was created, that authorized the use of forests for recreational purposes and other ~~a~~ specific things. Then in the middle 1920's, the Outlook criticized the Forest Service for going too deeply into outdoor recreation: "They're neglecting their main job." So there's nothing new about this. It's simply that the Forest Service didn't develop fast enough to keep up with the time, in my judgment. I think it was slow in recognizing ~~a~~ in the 1950's that recreation ~~was~~ would come to such relatively greater importance than it had had previously. But from my point of view the Multiple Use Act does not make any change whatever in the things that the Forest Service

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vice has long been able to do. It's just that the Service felt very strongly that the legal recognition of additional activities would greatly strengthen their position, particularly with reference to any competing agency.

FRY: In land policy would you say there's been any change in the question of mining on the national forests?

DANA: The policy has always been to permit the development of mines where there was a valid discovery, outside of wilderness areas, but to try to prevent the development of fraudulent claims, particularly for recreational purposes, which has always been a favorite device. The difficulty has been to keep up with the prospectors. The law, until it was modified in about 1950, gave the prospector all the advantages. There wasn't anything you could do if he could find even a trace of mineral. He could hold onto the land indefinitely without trying to patent it.

FRY: What about land management? Would you say there's been no change in policy on things like cooperative fire protection or the advent of more wildlife management?

DANA: I think there have been differences in degree, that's all. I don't see any basic change in policy.

Of course, there was a row in North Carolina at one time over whether the Forest Service or the state should control the removal of game from the national forests. The courts finally settled it in favor of the state.

FRY: And did the Forest Service proceed, then, to use this as a basis for its policy in other states?

DANA: Oh yes.

You might think wilderness theory constituted a ~~change in policy,~~ ~~change in policy,~~ but I don't think so. I think that the Forest Service just didn't get

Also on 18th June 1964, the Government announced that it was considering the possibility of a new policy of selective devaluation of the pound sterling. This was a significant move, as it indicated a willingness to consider measures to improve the balance of payments.

The policy of selective devaluation was a key element of the Government's economic strategy. It was designed to encourage exports and reduce imports, thereby helping to reduce the trade deficit. The policy was implemented in a phased manner, with certain industries being devalued first. This was a bold move, as it risked inflation and currency instability. However, it was seen as necessary to address the economic challenges of the time.

The policy was a significant departure from previous economic policies. It showed a willingness to take bold action to address the economic situation. The results of the policy were mixed, but it was seen as a necessary step to take at the time.

I think there was a lot of discussion about the policy at the time. It was a controversial move, and there were many who were skeptical about its effectiveness. However, it was a move that was necessary to take.

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around to doing anything about it until the early 1920's, but then it hadn't been a controversial issue up until that time. After the Forest Service established the first wilderness area they kept right on establishing them as soon as they found areas that they felt qualified for the purpose. They keep modifying the boundaries, and they frequently will take out timber areas for commercial use that some people think shouldn't come out. But there's no change of policy in that. It's just the same ~~mix~~ old multiple use/ idea.

FRY: Does the type of conservation epitomized by the Sierra Club membership have any influence on Forest Service policy or on lumber operators and owners?

DANA: Oh yes, I think so. They have an irritating influence, anyway; they make us foresters mad. But I ~~think~~ think maybe they ~~x~~ have some influence on actual practice of private timbermen. It's a matter of public relations, however, not a determining influence.

MAUNDER: Now you became Dean of the Forestry School at the University of Michigan in 1928. I would like to get your opinion of Filibert Roth, who was your predecessor.

DANA: Unfortunately I never knew him at all well. I had only met Roth a few ~~times~~ times before I came to the University of Michigan, and he died a couple of years before I made the move, so my knowledge of him is essentially second hand. But from all I hear from ~~everybody~~ ~~everybody~~ everybody that ~~he~~ did know him he was an outstanding personality. I think he's unquestionably the most respected teacher of forestry that we've ever had. He was able to present things clearly, simply, and forcefully; and ~~x~~ at the same time he had a magnetic personality that made the boys simply adore him. This was indicated, of course, in the epithet that they applied to him. He was known universally, even to his face, I think,

as "Daddy Roth."

I tried to reconstruct both his career and personality in an article I wrote a few years ago, "Filibert Roth, Master Teacher," which ~~was~~ seems to me to describe his accomplishment as effectively as anything could. He had done previous work as an investigator in wood technology and as the director of the activities of the General Land Office on the national forests, but his record in those fields ~~is~~ is nothing like the impression he made here as a teacher.

MAUNDER: Did you use Roth's papers in researching that article?

DANA: There are practically no papers. I used all that was ~~was~~ available in the University Archives, but he kept virtually nothing that he wrote or that people wrote to him. What little material we've been able to get was by asking the alumni that received his correspondence what they had kept. Now there must be historical materials somewhere in the National Archives of activities in the General Land Office. But it might be very difficult to find out ~~what~~ what Roth was personally responsible for and what people in the organization actually did. The Forest Service may also have something in its archives. But Roth's major contributions were as a teacher here at the University of Michigan, and I'm sure I've just about exhausted everything ~~relating~~ relating to that period.

MAUNDER: He left his stamp rather ~~indelibly~~ indelibly upon the profession as it's gone forth from this institution.

DANA: Especially through the boys that he sent forth. He ~~was~~ always referred to them as "his boys!" There was a real father relationship between him and the students. He was the School of Forestry at the University of Michigan while he was ~~at~~ here.

MAUNDER: Tell me a little bit about what you had in mind when you came here. What were your ideas for developing a program of forestry education?

This

DANA: I came as a very naive educator. ~~As you probably know, this~~ was the first time I'd ever been on the faculty of an educational institution, so that I had a lot to learn. I think that I had two really basic ideas. One of them was to broaden the scope of the school so that we would cover all the products and services of the forest rather than emphasizing wood alone, which was the reason for changing the name of the unit to the School of Forestry and Conservation and later to the School of Natural Resources. The second ambition was to emphasize graduate work, which had received relatively little attention up to that time at any of the schools of forestry. I rather doubt whether any Ph.D. in forestry had been given prior to 1927, and I was much pleased that two of the first students that came after I arrived at Ann Arbor came purposely to get Ph.D. degrees. Those were Dick McArdle, now Chief of the Forest Service, and Robert K. Winters, who's in charge of taking care of foreigners who come to the United States on behalf of the Forest Service.

I think my general attitude was one of experimentation. I figured that we ought to try new things constantly, and my guess would be that we have carried on more experiments than almost any other school in the country. We've tried all ~~xxx~~ kinds of degree and curriculum requirements and so on. We've also very much surprised students who come to us from other institutions by treating each student as an individual rather than as one of a group to whom all rules apply. To a considerable extent we've had the attitude ~~that~~ ~~xxx~~ rules are made to be broken when the occasion arises, so that the evolution has been an experimental one. But it has continued to emphasize the two things that appealed to me most when I came--namely, breadth of coverage and emphasis on high quality graduate work.

importance
 One other thing that I didn't realize the ~~importance~~ of when I arrived ~~xxxxxxx~~ (but I did shortly thereafter) was the need of making the School of Forestry and Conservation an integral part of the University and not simply the appendage which I found it had been up to that time. The department was virtually independent of the rest of the institution. I spent more time attempting to make the School of Forestry and Conservation a part of the University which used all the ~~xxxxxx~~ resources of the University than on any other one thing. And I think on the whole ~~xxxx~~ we've been pretty successful in doing that.

MAUNDER: What resources of the University did you particularly seek to make use of when you came here?

DANA: I'd say botany, zoology, geology, economics, political science, business administration, law. Later on we found a lot of contacts in the School of Public Health. In general, our connections were with the social and the physical and biological sciences. We never did get quite as close to the humanities as I would have liked to.

MAUNDER: I notice that you left out the historians.

DANA: That's rather odd in view of the fact that that's my major interest personally. That's an accident that I didn't mention it, because we always have had pretty good relations with the Department of History. We have graduate students in the Department of ~~History~~ ^{History} ~~xxxxxxx~~ who have taken their Ph.D. work in the ~~xxxxxx~~ general field of forestry and ~~xx~~ conservation.

We developed combined curricula with the School of Business Administration and the Institute of Public Administration and also with the School of Education. We've had students who have taken degrees that would cut across departments, such as biology and forestry, instead of being essentially in either one.

The first thing I noticed when I stepped out of the car was the cold. It was a sharp contrast to the warm blanket of the car. I shivered slightly, but then I remembered that I was in the city of the future. I took a deep breath and walked towards the building. The architecture was unlike anything I had ever seen before. The windows were tall and narrow, and the doors were made of dark wood. I felt a sense of awe and wonder as I entered the building. The interior was just as impressive. The walls were covered in murals of various scenes, and the ceiling was high and vaulted. I walked through a series of corridors, each with its own unique character. The floors were made of polished stone, and the walls were painted in various colors. I felt like I was in a dream world. I finally reached a large room with a high ceiling and a large window. I looked out at the city and saw a vast expanse of water. I felt a sense of peace and tranquility. I knew that this was my home now.

I had heard that the city was a place of great beauty and wonder, and now I knew that it was true. The architecture was a masterpiece of art and science. The windows were made of a special material that allowed light to pass through without heating the room. The doors were made of a special wood that was resistant to fire and theft. The interior was a work of art in itself. The murals were painted by the most famous artists of the city, and the ceiling was made of a special material that allowed sound to pass through without disturbing the room. I felt like I was in a world of magic and wonder. I knew that this was my home now.

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MAUNDER: Lots of joint committees sitting on oral examinations.

DANA: Those always have representatives of other ~~units~~ units on them.
University Library?

MAUNDER: How have you worked with the ~~central agency~~ ~~central agency~~ arrived

DANA: When I ~~arrived~~ there was no Forestry Library, just a few books on forestry over in the ~~gaxx~~ general library. One of the first things that I did was to move that over into this building as a separate library and get an independent forestry librarian~~in~~--by independent I mean one whose sole job was ~~xxxx~~ running the Forestry Library under the direction of the General Librarian. The forestry librarian reports to the director of the University Library as far as library matters are concerned, but ~~ux~~ she would report to us with respect to acquisitions, indexing, and so forth. We have a ~~fxm~~ fund for acquisitions over which we have ~~xxxxxx~~ complete ~~xxxxxx~~ control, so that we're somewhat an autonomous ~~xxxx~~ unit in the University Library as a ~~xxxxx~~ whole, which fact gives us the advantage of expert library supervision and at the same ~~xxxxx~~ time great freedom in determining what we want to get, how we ~~ux~~ use it, and so forth.

MAUNDER: Is your ~~xxxxx~~ library budget, then entirely independent of the University Library budget?

DANA: No, it's part of the University Library budget and not of the School of Natural Resources.

Some years ago we combined the Forestry library (which by that time had become Natural Resources) with the Natural Section Science Library. They're in the same quarters now and under the direction ~~x~~ of the same ~~xxxxxx~~ branch librarian. That combination proved very effective.

MAUNDER: What about your program for Latin Americans? How did that turn out?

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THE UNIVERSITY OF CHICAGO PRESS

Abb. 1: Die Entwicklung der durchschnittlichen jährlichen Wachstumsrate der realen Bruttoinlandsprodukte (BIP) in den EU-Ländern 1970-1990

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DANA: Well, that was a pure accident. During the Second World War I was a member of a committee that was attempting to publicize the ~~war~~ war issues for the benefit of the students and townspeople. We got various speakers to talk about different aspects of the whole situation, and among others we got a man in charge of the Division of Cultural Relations in the Department of State, who discussed our relations with Latin America. Some weeks/ after ^{he} I was here, I happened to meet him on a street car in Washington. Neither of us was a particularly talkative individual, and the conversation lagged. I racked my brains for something to talk about. I finally said, "Why doesn't the Department of State undertake a program to send some men from Latin America to study forestry at the University of Michigan? It would be an excellent cultural relations move. They have practically no foresters down there." He said ~~that~~ he'd think it over. So I reminded him of ~~it~~ it shortly, and it wasn't very long before we came to an understanding that they would put ~~an~~ up enough money to send twenty Latin American students for a two-year program.

We started out with this two-year program, and they continued it for another two years with ten men, but since then we've had to get along on our own with what help we could get elsewhere.

I remember in our first group a man from Uruguay, who graduated with distinction. He was the only man in the class who did. I was interested at the Congress in Seattle recently to find that several of the men from that first group are now the heads of their units down in Latin American countries ~~now~~ or the chiefs of the delegations at meeting in Seattle. ~~One~~ Out of 65 folks from other countries who have planted trees in the International Friendship Grove, five of them are Latine Americans who are Michigan ~~&~~ alumni/ dating back to this original program.

MAUNDER: Did you have ~~an~~ to make any serious adjustments in the course of study for them?

DANA: No. We didn't adjust the studies, but we made the students spend considerable time at the English Language Institute, learning to speak and understand English a little better. But we figured forestry is forestry ~~x~~ in South American as well as North America; we were teaching fundamental principles rather than the application of those principles.

MAUNDER: The Conference of Executives of Forestry Schools held in Ann Arbor in 1945 resulted in setting up the Council of Forestry School Executives. What were the factors leading up to the establishment of this Council and what were its aims?

DANA: Simply a feeling of need among the group to get together and talk over mutual ~~probs~~ problems and see how they could be helpful to each other; along what lines they might adopt more ~~xxx~~ or less uniform policies; and in general, swap information and ideas. We simply felt there was a need to do it.

MAUNDER: Did you take some lead in getting that together?

DANA: Oh, yes. I called the group together and made the proposal. I think the first meeting simply decided to meet again, and at the next meeting they organized formally--decided to make it permanent and ~~xxx~~ elected officers. I was the chairman of it.

MAUNDER: What do you feel have been the most important contributions to come out of this council?

DANA: I don't think you can put your finger on anything specific. What has happened is that each Dean has got new ideas and gone back to his own school and put them into effect as far as he thought they applied.

MAUNDER: What lay behind your reorganization of the School of Forestry in 1950?

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DANA: Our move to a ~~mk~~ School of Natural Resources was preceded in 1949 by a study ~~mf~~ by a committee of outsiders to size up what they thought ~~mf~~ our strengths and weaknesses were and make recommdedations where we ~~mg~~ ought to be going. That committee was of ~~x~~ five people, headed by Greeley; the other members were McArdle, Ovid Butler, Mulford of California and Henry Schmidt of the University of Minnesota--quite a distinguished group, but they needed a chairman like Greeley to get results. He kept bringing them ~~m~~ down to earth.

MAUNDER: What led to the appointment of this consultant committee?

DANA: Well, it was primarily our feeling that every organization needs an outside check every once in a while, or it's apt to get into a rut. We also knew that there had recently been a similar study in the School of Architecture, which seemed to me/a very constructive report.

When I proposed to the provost that we do the same ~~xm~~ thing, he said that was ~~DKE~~ ~~OK~~ O.K. if we wanted it, but he wanted to see what other universities ~~nm~~ needed it more. We went right ~~hm~~ ahead anyway.

MAUNDER: Who selected the members of this committee, and on what basis were they chosen?

DANA: They were selected by our faculty with the approval of the provost. He made on change in our original suggestions. Then I wrote letters to the members of the committee invitig them to serve.

MAUNDER: Did you pay these men their expenses, some honorarium or what?

DANA: We paid their ~~m~~ travel and subsistence expenses on obth trips, plus one honorarium of \$500 apiece.

MAUNDER: How long did this study go on?

DANA: It covered a period of some two or three months. We asked each member of the committee to come ~~xkmng~~ alone for two or three days to acquaint himself with the situation, and then the whole group came back together for another three or four days, swapped views and agreed on

There are a number of general principles that should be followed in the design of a system of analysis to be used in the design of a structure and its components. These are:

1. The system should be designed to be as simple as possible, but not so simple that it is inadequate for the purpose.
2. The system should be designed to be as flexible as possible, so that it can be modified to meet changing requirements.
3. The system should be designed to be as reliable as possible, so that it can be used with confidence.
4. The system should be designed to be as efficient as possible, so that it can be used with minimum resources.
5. The system should be designed to be as easy to use as possible, so that it can be used by a wide range of people.

These principles are not mutually exclusive, and it is often necessary to compromise between them.

The first principle is that the system should be as simple as possible. This does not mean that it should be

unduly complicated, but it should be designed to be as simple as possible, so that it can be used with

confidence. The second principle is that the system should be as flexible as possible. This means that it should be

designed to be able to handle a wide range of different types of data, and to be able to be modified to

meet changing requirements. The third principle is that the system should be as reliable as possible. This

means that it should be designed to be able to handle a wide range of different types of data, and to be able to

be modified to meet changing requirements. The fourth principle is that the system should be as efficient as possible.

This means that it should be designed to be able to handle a wide range of different types of data, and to be able to

be modified to meet changing requirements. The fifth principle is that the system should be as easy to use as possible.

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be modified to meet changing requirements. The sixth principle is that the system should be as easy to use as possible.

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be modified to meet changing requirements. The eighth principle is that the system should be as easy to use as possible.

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a final report which was ~~xxx~~ tentatively drafted before they left, put into final shape by Greeley, signed by all of the members, and then submitted to the President of the University.

I think maybe I was optimistic enough to expect a rather favorable
 Instead they
 account of our activities. ~~They~~ made some rather drastic suggestions with respect to the desirability of modifying our durriculum offerings, broadening the scope of the work and particularly strengthening the graduate work. It was mostly critical, a very helpgul report, which I published, incidenatlly, in History of Natural Resources Activities here.

We immediately appointed committees to study each one of the fields in which they had made recommendations and modified some of our programs of study and some ~~mx~~ of our extnesion work and research on the basis of their proposals. We changed to the School of Natural Resources in 1950 primarily because of two events which occurred shortly thereafter. One of them was the fact that the head of the Department of Zoology asked me why the work in ^f ^m Fisheries Management that was being given in zoology should not be given in the School of Forestry and Conservation. I told him I thought it should be, and that some fifteen years earlier I had tried to get it iwthout any luch whatever. Well, ~~hxx~~ he thought it was a good idea. The other thing was that the Charles Lathrop Pack Foundation about the same time gave ~~x~~ us a grant of \$100,000 ~~and~~ to emphasize our work in the broader aspects of conservation, in developing generalists as well as specialists, particularly from the schools. po nt of view of education in the ~~xxxxxxx~~ And those two things coming together broadened the scope of our unit so that we wanted to change the name ~~simulxxx~~ simultaaneously.

MAUNDER: Then the establishment of the School of Natural Resources was not a direct outgrowth of the evaluation report and the subsequent work that was done by yourself and the faculty committee?

DANA: No. I'd say it was more the result of the ~~x~~ other two items--the grant from the Pack Foundation and the transfer of work in fishery management from Zoology to Forestry and Conservation. The influence of the committee report, as ~~xx~~ far as reorganization goes, was rather indirect. The thing would not have come to a head on the basis of that report ~~along~~ ~~along~~ alone.

MAUNDER: ~~Sk~~ The concept of the school was more or less your own, was it not?

DANA: Yes, that's right.

MAUNDER: What was the ~~xxx~~ general reaction to the department here? You say you had good cooperation from Zoology and Botany.

DANA: Yes. The change greatly improved our standing on campus. The only ob-
~~jections~~ ~~jections~~ came from the alumni, some of whom were afraid to make forestry appear to be relatively less important than previously ~~was~~ was the case.

MAUNDER: Are you overcoming that feeling on the part of the alumni?

DANA: Some of it still exists. I think not as much as there was, but it still exists. I don't think it ~~xxxx~~ exists within the ~~xxxx~~ faculty. Several times I have brought up the question specifically: was it a mistake from that point of view and ~~xxxx~~ should we consider going back? The answer is unanimously "no." Even the head of the Department of Forestry doesn't feel that he's laboring under a disadvantage being a unit in a larger organization.

There was some objection on the part of the students to abolishing the ~~xxxx~~ word "forestry" as part of a bachelor's degree. The four-year men like to be labeled as foresters even though we claim that they were

not fully trained professionally. But that's dying out too.

FRY: Do you students with the Master of Forestry degree take any different type of job when they get out than do the Bachelors of Science?

DANA: No. They usually get a little better salary, however--two or three hundred dollars more the first year. Theoretically they should go on to better positions in later life, but there's never been an adequate study to find out whether they do or not.

MAUNDER: Has the School of Natural Resources influenced the general field of forestry education in this country?

DANA: Well, it's a little hard to point to any concrete evidence, but I think that it must have had some influence. There's been a considerable broadening of the curriculum at places like Utah State University, Colorado State University, and Montana State University, but it's hard to tell whether those are simply simultaneous developments or whether we've had some influence in connection with them.

MAUNDER: Has the School of Natural Resources continued to broaden in recent years?

I'd say that we've continued to develop.

DANA: There's been no shock in our activities like the one in 1950, but there's been a gradual move toward a broader field all the time. One of the most recent evidences of that is getting a half-time man who would devote his attention to mineral resources, not so much the technology of minerals or the utilization of minerals as to their place in our economic and social life: what part does the mineral industry play in the nation? We've gradually been developing a broader point of view of the place that natural resources play in the regional planning picture, and the new man who is emphasizing mineral resources will go farther in that direction than we have thus far.

FRY: Have you been able to see any changes wrought in the Forest Service by men who have graduated ~~xxxx~~ under the broader curricula?

DANA: Oh yes, I think that I can see the change. It's particularly noticeable in connection with outdoor recreation. That's been regarded until fairly recently as pretty much of a nuisance, something they didn't want to ^{bother} ~~xxxxxx~~ with. Now the great majority of Forest Service officers recognize it not only as inescapable but as a desirable activity.

There's another phase of that too, and that's watershed protection. It had been taken for granted previously that good silviculture was good watershed protection, but then it was proven that this isn't ~~xx~~ always true. These things are all being recognized without any question within the Forest Service.

FRY: Does the Forest Service influence ~~xxxx~~ ^s curricula in the ^f schools of Forestry?

DANA: Through the Civil Service requirements, very definitely. That used to be even more true when the candidates for the Forest Service had to pass an examination. Now they just have to certify that they have a degree covering certain fields. But the coverage is very nicely dictated by the Forest Service still. ~~xxx~~ It has more influence on coverage than it does on quality of work, I think. They attempt to recognize quality to some extent by giving additional credits to a man who has a degree from an accredited school, but a man from an unaccredited school is still perfectly eligible to appointment. They also favor men with a five-year training, but the Civil Service Commission will not ~~xxxxx~~ permit them to limit appointments to men in that category.

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FRY: Do you think that some schools of forestry have the attitude, expressed in curriculum offerings and placement services, that graduates who join the Forest Service have an added status as a sort of crusader and that those who take positions in industry are perhaps ignoring the call?

DANA: No, I don't. The Rocky Mountain schools tend to ~~far favor~~ favor the Forest Service very much because there are very few private timberlands in that area, but I don't think there's any attempt to blacklist industry.

FRY: I think in your book you have mentioned that on the other hand some schools are more oriented toward needs of private industry ^{than of} ~~xxxxx~~ government.

DANA: That's true in the South. I think it's also true in Oregon, probably also in Washington. The Forest Service has sometimes accused the University of Michigan of being oriented toward private industry, but we think we're very impartial.

FRY: Does this involve the question of acceptance of research grants from industry?

DANA: I don't think so. If you can take a grant from private industry, of course, you work on a ~~plan~~ problem that's of interest to them. But ~~our~~ our attitude has always been that we would control the type of research and that we could make it just as basic as we wanted to. And I think that's been the general attitude of schools. I know of no cases where industry has controlled research methods.

MAUNDER: Do you think the change in attitude between industry and foresters generally could to a fairly great degree be due to the forest schools and particularly to those like Michigan which are ~~xxxx~~ state supported?

DANA: I think only to a minor extent. I don't think the schools exercise

197: No, the Chinese have a very different view of the world, and
 stresses an individual's ability and potential, and that
 the family is the primary social unit, and that the individual
 and the state are closely related, and that the individual is
 not free to do as he pleases.

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199: Yes, I don't. The Chinese have a different view of the world, and
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200: Yes.

201: I think of you as a very different person, and that the
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that much influence/ on industry. Incidentally, our relations with industry have always been very cordial. One of the first things we did after I had been appointed, even before I came here, was to organize a group of timberland owners in Michigan who met with us every year to talk things over. We'd keep ~~kn~~ them in touch with what we were doing, and they'd tell us the ~~pk~~ problems they were interested in, in general establishing^a/cordial relationship between the two groups. (You may notice some resemblance between that and the Northeastern Forest Experiment Station Advisory Council.)

FRY: I'd like to ask you what some responses have been to your book on education?

DANA: I think one dean probably expressed it pretty well. He said that I'm fifty years ahead of my times. In other words, there is no general acceptance of the proposal that the first professional degree should not be granted in less than five years. I think I'm only ten years ahead of my time.

FRY: What about responses to your idea about more two-year technical education?

DANA: I think that's even more vigorously opposed, largely because four-year men are now ^{holding} ~~taking~~ their jobs such technicians would be doing.

FRY: What about the organizations who could support this report of yours, such as the Accrediting Committee of the Society of American Foresters?

DANA: They're not interested. The Division of Education in the Society is interested in discussing it, but they don't try to do anything. The Council of Forestry School Executives has appointed ~~x~~ or is appointing some six committees to consider what training a person needs in the major branches of forestry, which will bear on the problem of how long it will take to give it to them. Finally, there's a separate Committee on Programs for Education in Forestry headed by Dean Vaux of the University of California School of Forestry. It was created by the Council for the purpose of studying my book and deciding what, if any-

thing, could be done about its proposals. Dean Vaux is taking it up very diplomatically, I think, in that he is not emphasizing details such as whether we should have a five year program or not but is asking fundamental questions instead: "Are our present programs adequate?"

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