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Natt N. Dodge
December 11, 1962

Interview conducted by S. Herbert Evison
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NATT N. DODGE

REEL LXVIII

Including changes and corrections received with letter of April 13, 1964

[START OF INTERVIEW]

- Herbert Evison: This is Herbert Evison. I am in the Southwest Regional Office in Santa Fe on a very bright sunshiny winter morning on December 11, 1962. With me is Natt Dodge, who is presently regional naturalist for the Southwest Region, and whom I first saw in action when he was a ranger on the North Rim of the Grand Canyon back in the summer of 1935 when, as a ranger, I heard him give one of the best evening talks at an evening program that I have ever heard any National Park Service man give.
- Herbert Evison: Now, Natt, my mention of 1935 dates you pretty far back. I think it would be a good idea to start this off with a quick run-down on the jobs you have held with the Park Service, were they have been and what they have been. You might start it off, though, by telling how you happened to get into the Park Service in the first place.
- Natt N. Dodge: Came in, Herb, through Frank Brockman who was at that time park naturalist at Mt. Rainier National Park. That was back in the summer of 1932. I came on as a seasonal ranger-naturalist, due to the fact that the company I had been with had failed under the depression conditions and I was desperately looking for something to do, and Frank very kindly took me on as a ranger-naturalist. And I spent the summers of 1932, 1933, and 1934 as a ranger-naturalist at Mt. Rainier National Park.
- Herbert Evison: All of those were just seasonal positions, though. Now when I saw you first at Grand Canyon, I think you were no longer a seasonal employee, isn't that right?
- Natt N. Dodge: I took the famous naturalist - junior park naturalist - examination in the fall of 1933 and was offered a position as ranger at Mt. McKinley but due to the fact that I had two very small youngsters I couldn't see going up into that cold climate, so I turned down that job, and the next one that came along was an offer of a ranger job at Grand Canyon National Park, which I accepted I believe as of April 5th, 1935.
- Herbert Evison: So, at the time when I was in there, which I think was late in June, you were a pretty brand-new permanent ranger.
- Natt N. Dodge: Had been working on checking station duty and information desk on the South Rim until the North Rim was opened and went over there working under District Ranger Warren Hamilton who is now superintendent of Everglades National Park.
- Herbert Evison: Oh, yes. Well, you started your permanent career then at Grand Canyon. Let's go on from there.
- Natt N. Dodge: I stayed at Grand Canyon for approximately three years and finally, through the offices of Doctor Bryant who was at that time chief naturalist, I believe, or had been chief naturalist, was recommended for the vacant junior park naturalist position at Southwestern National Monuments at that

time located in Coolidge, Arizona. I was reviewed – or interviewed - by Hugh Hiller and Charlie Steen at Cameron while they were on their way to Rainbow Bridge, and I came down from the North Rim on July 4th, I believe, 1937, to meet with them and be interviewed. Apparently, the interview was satisfactory, because I was promoted to the junior park naturalist position at Coolidge and entered on duty, if I remember correctly, on September 13th, 1937.

Herbert Evison: All right. We have got you as far as Coolidge now.

Natt N. Dodge: Incidentally, to run other names in, I took the position which had previously been vacated by Bob Rose who was transferred I believe to Lake Head, and King went in vice Rose and that gave me an opportunity at the position vacated by Dale King.

Herbert Evison: Your boss, your immediate superior, supervisor let's say, when you were there was Dale King?

Natt N. Dodge: That's right.

Herbert Evison: But of course, you went there in the days of a very famous Southwestern Monuments man, too - Boss Pinkley - and I think it would be interesting when we come back over your career to get a little Boss Pinkley material into this recital. But for now, how long were you there in that junior naturalist capacity?

Natt N. Dodge: Until the Southwestern National Monuments organization was moved to Santa Fe as a war economy procedure in October of 1942. I still retained the position as junior park naturalist - or by that time it was assistant park naturalist - at Southwestern National Monuments and retained that position in moving to Santa Fe. However, Dale King went into the Army shortly thereafter and I was acting in his position as at that time classified P-3, park naturalist, Southwestern National Monuments.

Herbert Evison: And then?

Natt N. Dodge: Then the next move was one initiated by Regional Director Miner Tillotson who felt that there should be a position created in the Service in all regions of regional naturalist, and he asked me to visit the various national parks or several of the national parks in the region to inquire of the superintendents if they thought a regional naturalist position should be established. So, I went around the loop in January of '43, I believe - it may have been '44 - asking superintendents their opinion of the position of regional naturalist, and obtained satisfactory replies, and that position of acting regional naturalist was established. It actually was not a position, it was simply an acting position, and I was placed in it along with the position of naturalist, Southwestern National Monuments.

Natt N. Dodge: One other item that perhaps should have been inserted before: In the fall of 1941 I was requested by the then director, Newton Drury, through

Regional Director Tillotson, to make a study of the difficulties we were encountering at Carlsbad Caverns. At that time there was considerable objection by visitors to a system of guiding through the caverns which they considered - what's the word I want? - regimentation. They were herded through, they said, like cattle, giving no opportunity to learn anything about the cave; being told to keep their hands off the formations and stay on the trail; and it was more of a police type of guiding than it was any informational or interpretive. And the Director wanted to find out what the trouble was that was causing so many complaints. So, I was sent down there on a trouble-shooting job to determine what the trouble was and make recommendations for remedy.

Natt N. Dodge: I spent two weeks down there in November and early December of 1941. I remember particularly, because I was back in Santa Fe on December 7 when the Japs bombed Pearl Harbor. And this was a special assignment coming up from Southwestern National Monuments headquarters at Coolidge. And I made the recommendation that an interpretive program be established at Carlsbad Caverns with a park naturalist in charge, and Director Drury saw fit to put that recommendation into effect, and that was the start of the interpretive program at Carlsbad Caverns which has been going on ever since.

Herbert Evison: Well, now, maybe we should come back to this, but now that you are on it let me ask this question: Did establishment of an interpretive program there and the establishment of a position of chief park naturalist to head it also mean placing the guide services there under the direction of the naturalist so that guiding became an interpretive activity?

Natt N. Dodge: That is a loaded question. Yes, that's what happened exactly, but some years later when Ben Gale was park naturalist, he felt that the program was one of too much detail for the park naturalist to engage in, that he was spending all his time as a glorified tour leader and scheduler, and so he was successful in shifting the program over and placing the guides under the supervision of the chief ranger. Now the basis for that was double: first, that it was a scheduling job rather than an interpretive job as far as the park naturalist was concerned; and second, that one of the major duties of the guide force was to protect the caverns. So, it was a toss-up between protection and interpretation. And we have found that that has worked out very satisfactorily since, because the guides are administratively under the chief ranger but technically under the supervision of the park naturalist who audits their talks and trains them in interpretive procedure. So, we are carrying on at Carlsbad Caverns from the program instituted at that time a guiding program in which protection is achieved primarily through interpretation, or causing the visitor through his interest, through his desire to learn more about the caverns, to become appreciative of the values and to protect them because of his desire to preserve these values that have been brought to his attention through interpretation.

- Herbert Evison: Well, now, let's go back with this little chronology of ours, Natt. I remember that somewhere along in that career of yours you were on a rather lengthy assignment in the - not the Washington office but in the Director's office in Chicago; and I think you were responsible for one very interesting job there - the preparation of the Director's annual report. I don't know what year that was.
- Natt N. Dodge: Yes. Well, that happened not only that year but other years as well. That was the summer of 1945 following the then chief naturalist Carl Russell's heart attack, in which he was recuperating, and they pulled me in to sit in his chair while he was getting well. The preparation of the Director's annual report to the Secretary was one of the duties of that assignment, but not too unusual because I had been doing the Regional Director's - or compiling the Regional Director's report to the Director in the years previous to that in the regional office, so I was familiar with that little duty.
- Herbert Evison: Well, now, you became you say acting regional naturalist first. Let's go on from there.
- Natt N. Dodge: If I remember correctly, it was when Eivind Scoyen was in the Regional Office as assistant regional director that that position was made a permanent one and the position of regional naturalist was established in Region III, currently the Southwest Region, and later in other regions in the National Park System. In other words, I was the guinea pig on which this regional naturalist job was tried out first as acting and then finally as an established position.
- Herbert Evison: Well, now, have you been in that job then ever since?
- Natt N. Dodge: Ever since. I am in the "homestead" class.
- Herbert Evison: That would have been, you say, since about 1943?
- Natt N. Dodge: '46, as I remember it. That is, the acting was in '43, but the permanent position was established, if I remember correctly, in '46. Those dates may not be exact.
- Herbert Evison: Well, now, let's go back. I am always interested in talking with anybody who served in the Southwestern Monuments organization with Boss Pinkley, and I wonder if there are any incidents in connection with your service down there that involved Boss Pinkley that might be a nice thing to add to this record.
- Natt N. Dodge: There are a great many. It's a little hard to just pull them out of the hat, but I have a number of them written down. Perhaps we could get some of those out and refer to them a little later on in this interview and I would have them at tongue-tip then.¹

¹ See July, Sept., [illegible], Oct. Dec. 1952 National Parks Magazine.

- Herbert Evison: Let's do that; let's do that. We can do that when we come to the other side of this tape.
- Herbert Evison: You were here in the Regional Office, you came up here to the Regional Office certainly not very long after Tillie became Regional Director here, who had, incidentally, been my Regional Director in 1939 in Richmond. And you have worked here under Tillotson and under Hugh Miller and under Tom Allen.
- Natt N. Dodge: And also, for a time under Hillory Tolson.
- Herbert Evison: Oh, yes, I didn't recollect that Hillory was here during a period after your transfer into Santa Fe. Was that the case, you were here?
- Natt N. Dodge: I think that was true. It was either then or during the period that I was up here on the special assignment at Carlsbad Caverns, but I think it was the period after I was definitely here.
- Herbert Evison: He was here, if I remember it, in the year 19—. Well, I don't know. Of course, John R. White was in here for a period also.
- Natt N. Dodge: He was here for about a month while I was here.
- Herbert Evison: Yes. Well, then you would have been here when Hillory was Regional Director. You probably served under about as many Regional Directors directly as anybody in Park Service history. I think it would be interesting, Natt, if you have any observations to make on how the position and how the work of the regional naturalist has evolved during the years since you first came on as acting regional naturalist. I would ask the specific question: Do you feel that the machinery is so established today that you are in any better position to benefit the field areas than you were when you started in?
- Natt N. Dodge: My feeling at the moment - and perhaps it's because I am too close to the forest to see the trees - is that it's the other way around. The paperwork has increased to such an enormous volume that it takes so much more of my time to handle paperwork now that I don't have nearly the opportunity to work with the field men that I had in the early days. Of course, there's another phase of that, and that is that there are much more available funds for travel than there were in the early days. In the early days - well, one year in addition to my salary and the salary of half a stenographer, I had \$125 for entire travel, equipment, and supplies. So that tied down my travel activities considerably. Fortunately, the Regional Director was willing to dip into the administrative reserves and help me out so that I did travel more than the allotment would indicate.
- Natt N. Dodge: But although at that time I was even more short-handed than the office is now - that is, the office of regional naturalist - I did get into the field more and worked more with the men in training the naturalists in the field or supervising the training of seasonal personnel, auditing their talks, giving

direct assistance to the field much more so than I am able to do now. And it is for that reason that I have been trying for several years to get an assistant position established under the title of Regional Biologist. That was until recently, in the 1964 budget, but I understood just in the last day or so that it has been dropped out.

Herbert Evison: I am curious as to why you ask for a position under the title "regional biologist" rather than under some such designation as assistant regional naturalist.

Natt N. Dodge: Simply because I think there's more possibility of getting it under that title than there would be under the title of assistant.

Herbert Evison: Actually, if you got that position wouldn't your regional biologist function very largely as an assistant regional naturalist and kind of split up the duties with you of both the paperwork and field work?

Natt N. Dodge: Yes, but he would also be a biologist; that is, it isn't entirely a subterfuge because there are a great many biological problems in the region which need solution, many of them that will require a certain amount of research either to be carried on by the regional biologist himself or under his supervision through contract with educational or scientific institutions, so that he would be actually regional biologist but he would also be my assistant, so that when I was in the field he could be at the desk and handle the paper load, giving me more opportunity to be in the field and not find such a terrific pile of papers on the desk when I returned. But he would do biological work.

Herbert Evison: Now in that connection I am interested in knowing how, if you got that position set up, his functions would tie in with the functions of the division of - let's see, what do they call it now - ranger services, which several years ago was given responsibility for general supervision over the wildlife management functions in the field areas at the time when they began setting up a lot of ranger positions in wildlife management. What linkage do you see there?

Natt N. Dodge: That has always been a matter of some difference of opinion, but I don't think it would be a difficult one to solve. The function of the ranger division is primarily protective, and the management of the wildlife comes under the heading of protection of the wildlife, seeing to it that overpopulations do not develop, that diseases do not get a foothold, that parasites don't become a serious menace, and so forth - that is, managing the wildlife for its protection. The function of the research biologist under the natural history division would be primarily to obtain information for interpretation, a knowledge of wildlife habitat, ecology, where the animals fit into the plant-animal relationship picture. Undoubtedly there's a definite overlap, which I do not feel would be at all a matter of competition; it would be one of mutual helpfulness. The research work that is done by the biologists under the natural history division, although

primarily having its objective interpretation, would definitely uncover a number of valuable protective features. And the information obtained would be available for the ranger division for use in management.

Herbert Evison: Wouldn't you expect under a set-up like that that there would come from the parks, coming up to the superintendent from the chief ranger or from the ranger force, certain observations and certain indications of problems that needed the attention of a competent biologist? In other words, that almost as a matter of routine there would be a crossing of lines there if you were set up on a basis of mutual understanding and cooperation?

Natt N. Dodge: Definitely so. I think there always is going to be this interlocking of interests between the protective division and the interpretive division, and it's just a matter of trading information with one another and to the mutual benefit.

Natt N. Dodge: For example, we have at the present time being carried out at Grand Canyon National Park a study of the Kaibab squirrel. The problem has been in my attention ever since I worked on the North Rim at Grand Canyon back in '35, '36, and '37. At that time there were reports by reasonably competent observers that the Kaibab squirrel population was gradually declining, but nobody had any specific data, and it has taken a matter of well, from 1935 until 1960 to get a research project set up to determine if that actually was the case. And Doctor Hall - Dr. Joe Hall, formerly a seasonal ranger-naturalist on the North Rim and now a professor in the biology department of San Francisco State College - has been carrying on, this last summer was his third year, on the North Rim studies of the Kaibab squirrel to determine if the squirrel was actually declining in population; if so, why, and what could be done. Now that is a pure research project, and yet it very definitely might result in knowledge that could be used in protecting the squirrel from further decline; in other words, tying it in with the management program.

Herbert Evison: Of course, I would suppose that the primary object of it was a protective one.

Natt N. Dodge: That's right. That's as I thought of it, because the question of decline would indicate the necessity for protection to stop that decline if it took place.

Herbert Evison: Yes. Well, now, under whose supervision as far as the Regional Office is concerned does Doctor Hall work? under yours?

Natt N. Dodge: Under mine, that's right. Now that would be the type of thing that the regional biologist would supervise if we had one. Also, there would be other research of an even less protective type, numbers of problems that have come in on our listings of research needs from the field, which the biologist would take under his wing and start some procedures to get them accomplished, depending of course upon the funds available. He would do

very few of the projects himself, only small ones or short-term ones. He would also encourage some of our field men who had time and were capable of doing some small projects themselves; but primarily the big research projects would be done by competent institutions under contract or through other arrangements.

Herbert Evison: Natt, you undoubtedly are quite keenly aware of the fact that some months ago there was established I think in connection with the National Research Council a very high-level committee or group which is expected, if it hasn't done so already, is expected to come up with recommendations as to a program of research in the - I think it covers all the natural sciences. Am I not right there?

Natt N. Dodge: That's my understanding.

Herbert Evison: How do you - well, let's put it this way: I understand that that committee has been functioning, that they have been going out into the field and nosing around. Has your office in any way tied in with what they have been doing?

Natt N. Dodge: Not directly that I know of no. The only one that I know about that we have tied in - and that's only as a matter of information - is with the - I can't think of the name of it at the moment but it is an ecological research study of which two gentlemen have been in the field this past fall as a pilot study to look over the various areas. You probably know the name of that and I can't think of it.

Herbert Evison: No, I don't. But what I am particularly interested in knowing is whether there have been any requests from this committee for suggestions or recommendations from the regional offices - and of course if it were from the regional office, it would be something that you would have to be concerned with - any for specific suggestions as to needed research.

Natt N. Dodge: I think so, but it has come over the Director's signature rather than from the committee. We were requested this fall to send in as complete a listing of research needs in the various units of Region III (the Southwest Region) as we could work up, and I circularized the field and obtained from the field a listing of the two most important natural research - natural history research - projects that they felt were needed. That listing was coordinated and sent into the Washington office and presumably it was for the use of this committee, although the request did not come from the committee.

Herbert Evison: Do you feel at all satisfied at the moment with what is being done in natural history research in this region?

Natt N. Dodge: No, I am not satisfied with what is being done! I am very much pleased with what this committee hopes to do. That is, I feel that the work that the committee - presumably the committee, through the Director - has in mind is something that has been needed for a long, long time and something that we have never been able to accomplish.

Herbert Evison: Has there ever been any discussion here of just how in case a broad research program were set up - and I don't mean merely in the field of natural history but in all the fields in which research is needed for the Service's better functioning - has there been any discussion as to how that might be supervised on a regional level?

Natt N. Dodge: No. On the other hand, there has been a very effective research program being carried out in archaeology and history both, primarily in archaeology through the archaeological salvage program in the reservoir areas where dams threaten to flood areas containing archaeological values. So that program under Charlie Steen, the regional archaeologist, has been going on for a number of years and has been very effectively managed with very useful and valuable results. And although everyone has felt that there was not much use in spending time to organize supervision of the natural history program until we were sure that funds were going to be made available, presumably the pattern that Steen has set in his archaeological studies would be very simple to follow in a similar natural history research program.

[END OF SIDE 1]

[START OF SIDE 2]

Herbert Evison: Natt, we are going to do some talking on this side of the reel about Boss Pinkley, but before we get into that I would like it very much if you might put on the record your recollection of any other events or developments or trends or whatever in your years with the National Park Service that are unusual or interesting.

Natt N. Dodge: One that comes to mind, Herb, at the present time because we have just had Annie Sanders up here from Globe getting our regional office library into some kind of shape, has to do with the early days of the library which was placed under my supervision when I took over as acting regional naturalist back in 1943. I had as help half time of one stenographer, that was all; and it wasn't possible for her to keep up the library. The regional director had set up a hard and fast rule that all books coming in should be catalogued into the library and then be loaned out to service employees that wanted them. And that was because it was found that three or four divisions might need the same book and each one would buy it, which would be a pretty expensive proposition if each division bought its own copy of the book and if we could have one copy in the library it could be loaned out. But in order to be loaned out we had to have it catalogued, accessioned, properly marked, a loan card placed in an envelope inside the cover so that anyone borrowing the book could sign in so whoever else wanted it would know where it was. And that looked like quite a job and I was at my wits' end to know how to handle it, until my mother, who was visiting us during the winter each winter and who had formerly been a librarian at the junior high school along with her other work in Boulder, Colorado, offered her services gratis.

- Natt N. Dodge: That was quite a bright light in a bad situation, and as a result she spent eight hours a day for every day in the week except Sunday. At that time during the war period, we were working six days a week in this office - and incidentally that's why I have run up so much additional annual leave that I hope to be able to capitalize on before I retire. She came up to the office every day with me and devoted full time for about three months each winter to getting the library into shape.
- Natt N. Dodge: As a result of that Colonel Tom Boles, who at that time was superintendent of Carlsbad Caverns, he felt that she deserved some acknowledgment of the service that she had rendered, so he invited her as his and his wife's personal house guest to come to Carlsbad. We put her on the bus, and he met her at the bus in Carlsbad, then he took her out to the caverns and gave her a personally conducted tour of Carlsbad Caverns, took her back that evening to his house where again she was the house guest of the Boles, and then put her on the bus the following morning to return to Santa Fe. I have always had a very warm spot in my heart for Colonel Boles because of that very generous act on his part.
- Herbert Evison: I am glad you contributed that incident, Natt. I think there ought to go on the record though a name. You say, "my mother." Let's get her name on this.
- Natt N. Dodge: Florence H. Dodge.²
- Herbert Evison: As I say, I am very glad. I think that's a quite suitable incident to get on this tape.
- Herbert Evison: Now, we were talking earlier about your three years there with Boss Pinkley, and I think probably aside from your own contacts with him you have devoted a little more attention to Boss Pinkley and his accomplishments and his character than almost anybody else in the Park Service. At any rate I know that you have written about him. And I would like very much to devote whatever part of this tape you want to to your own recollections of Boss Pinkley and to other information about him that you have uncovered.
- Natt N. Dodge: He was a very colorful character, and of course to have worked under Boss Pinkley is quite a privilege in the National Park Service.
- Natt N. Dodge: The Boss had some pretty strong ideas particularly about national monuments because he was the superintendent of the, at that time, 27 national monuments making up the Southwestern National Monuments group, and including national monuments in Arizona, Utah, Colorado, and New Mexico. In fact, prior to the time I knew the Boss he had been superintendent of Petrified Forest, which later was turned over to an individual superintendent, and also of Carlsbad Caverns, which was first a national monument before being created a park by Act of Congress. So

² She died in 1956.

that in addition to his 27 national monuments the Boss had also gone through the early stages of development of such areas as Petrified Forest and Carlsbad Caverns.

Natt N. Dodge: The Boss always felt that the Service as a whole and the general public looked upon the national monuments as just second-rate parks and consequently didn't give them either the attention or the financial backing that the parks received. And he even became somewhat bitter on that question at times and never hesitated when he felt that the monuments were being looked down upon to stand up and champion them by both word and deed.

Natt N. Dodge: His greatest, I think, ability came in that of being able to handle men. He could get more work out of a man who was in many cases underpaid and understaffed than any individual that I have known either before or since, and not only got the work out of them but made them like it. And we still feel his influence, and in this present day of so many changes in the national park management I find that there are still little nuclei of individuals who worked under the Boss and who are carrying on his philosophy of park management up to the present time and inculcating the present-day rangers, naturalists, and other personnel with the Boss's views.

Natt N. Dodge: For an example, the Boss didn't believe in the eight-hour day at all as far as he himself was concerned. I have many times - and I lived when at Casa Grande National Monument very close to the Big House, the Casa Grande ruins - I have seen a light out there in the evening and gone out to investigate to see what was going on and found the Boss guiding a party of visitors through the ruin by flashlight. Visitors would come in late at night, perhaps traveling across the continent and not having any other opportunity to stop at Casa Grande, and would hunt for somebody to find out if it was possible to look at the ruin, and the Boss would take his flashlight and put on his coat and go out with them and give them a thorough tour of the ruin, even oh, as late as nine or ten o'clock at night.

Natt N. Dodge: He not only didn't watch the clock in that respect, but he enjoyed very much taking people through the ruin because Casa Grande was his first love in the National Park Service. He was originally sent there as caretaker in 1902, I believe, and he had seen the ruin excavated under the supervision of Doctor Fewkes, who I believe was with the Smithsonian, and so he felt that the Casa Grande ruin was part of himself, and he could tell a great many interesting stories about the excavations and what was found and where it was found that no one else knew. And the people who were guided through the ruin by Boss Pinkley received a trip, an interpretive trip, and a stimulation and an inspiration that no one else could possibly give. So those who came in the evening and got a conducted tour by flashlight were fortunate.

Natt N. Dodge: There were many things about the Boss that might be mentioned. Another that I think tied in with his amazing ability at handling and supervising

men was his evening sessions - he called them toread sessions or bull sessions - which he held out in his back yard.

Herbert Evison: Taurine - T-a-u-r-i-n-e?

Natt N. Dodge: T-o-r-e-a-n, toread. Bull sessions! He would call his men together in the evening if some of them happened to be in visiting from one of the national monuments and would just start talking. And of course, all of the boys were so steeped in their work that they talked shop all the time, night and day; and he would throw out some questions which he thought would stir up an argument, and he almost always got one, and once the boys got to arguing amongst themselves he would sit back and listen and gather the thoughts of his men from this discussion that went on. And in the hot evenings at Coolidge where the temperature during the day got up from 107° to 115°-119° I think was the top - for three or four months during the summer from May well into September, it was the only comfortable place you could find. That was the day before the evaporative cooler. The only comfortable place you could find was outdoors. So, these evening toread sessions were usually held in the back yard out behind the Boss's house there at Casa Grande.

Natt N. Dodge: The Boss had some very definite ideas about interpretation in museums. That was before the use of the word interpretation and we spoke of museums and educating the public, which the public didn't like, and nobody liked the term; and then "information" didn't exactly cover it. But the Boss was very strong in his opinion that there should be a museum in connection with each of the national monuments.

Natt N. Dodge: His ideas of museums were a little different than we have today, and yet when the Boss guided a party of visitors through the museum he would keep them enthralled because he had little gimmicks that he used, such as a little piece of caliche soil that he had found in the ruin with a fingerprint on it, and he kept it on top of one of the exhibit cases in the Casa Grande museum and as he was taking the visitors through the museum and explaining the use that the prehistoric Indians made of various items, artifacts, that had been taken from the ruin, he would reach up and get this little dab of caliche clay with the fingerprint on it and pass it around and tell the story of the Indian woman who was testing out the clay that she used for plaster and in order to get it at the right consistency, as we would drop a bit of cooling fudge into water to see if it had sugared or not, she would pinch this piece of clay and then drop it on the floor, and he had found one; and by using this little bit of clay he could weave a very interesting story and bring the ruin to life, - a type of device that unfortunately we don't use nowadays with our huge crowds of people and our audio-visual program.

Natt N. Dodge: The Boss used a great many actual artifacts in his museums because those were available and he did not have, as we have today, a museum laboratory with equipment and funds to produce the type of exhibits that

we use in our museums today. He had to rely almost entirely upon artifacts and upon labels that he knocked out on the typewriter himself.

Natt N. Dodge: He always brought out the idea to his men that the public came first; that the monument, the national monument, was the same as the superintendent's - or we called them custodians them - the custodian's home and that the custodian should be a good host and should treat his visitors much as he would treat visitors coming to his own personal house; that the visitor was the principal reason for the existence of the staff of the parks: that of course the men were there to protect the areas and to develop them as rapidly as could be carried out; but that the primary purpose for development was to make them accessible and available to the visitors, and that their jobs depended upon the visitor and that holding their jobs depended upon their courtesy and their hospitality and their treatment of the visitor.

Natt N. Dodge: And for that reason, always in the Southwestern Monuments there has been a reputation of hospitable treatment on the part of the uniformed personnel.

Natt N. Dodge: One of the things I always think of in connection with the Boss, because I was there at the time, was his story that has become quite famous in National Park circles - the report that the Boss has cleaned up his desk. The Boss -was one of these individuals who wanted to keep all of his work in sight, and he had piles of paper all over his desk with only room enough in the center for himself to write. And in this little rumination that he wrote about cleaning up his desk he reported that one of the Washington officials who was noted as a stickler for a clean desk was coming into the monument, and he knew that this individual would want him to have a clean desk, but that he was just enough of an individualist that he wasn't going to clean up his desk for anybody because once he did and put stuff in the drawers he couldn't find it.

Natt N. Dodge: So, when the gentleman in question did arrive the discussion immediately came around about the cleaned-up desk and the Boss found himself ordered to clean up his desk. So after the gentleman had gone and the clean-up had been completed, he wrote this rather humorous rumination about cleaning up the desk and the various reasons for not; and among his comments was that he himself was not a paper man, that as a clerk or a stenographer he couldn't even compete with the lowest paid stenographer in the Washington office, but that he was a thinker and he did know something about administering the national monuments, and if he could do that better with his material piled on his desk in front of him with only room enough for him to put his feet on his desk and lean back and really think, that he could accomplish a great deal more than he could by trying to be a paper man and keeping his desk cleaned up all the time.

- Natt N. Dodge: This rumination has gone around the national parks and monuments of the whole system for many years, and I think almost everyone has heard it; but being right there on the ground I appreciated it very much.
- Natt N. Dodge: Another point that the Boss frequently brought out not only by word but by his actions was the fact that he considered the wife of the custodian or the ranger in a national monument just as important as the custodian or the ranger himself, because these people were in many cases isolated twenty or thirty miles or even more from a town with only dirt roads to reach the monument; they sometimes were snowed in or mudded in in winter, couldn't get out; the wife had very little female companionship; she was liable to get cabin fever, as it is called in the Park Service, from too much isolation; and unless she was able to take it she would become unhappy and consequently make her husband unhappy and he wasn't able to carry on his work as effectively and efficiently as he could if he were in a good humor and satisfied with his job.
- Natt N. Dodge: So, the Boss, before he hired a man, investigated pretty thoroughly as to what kind of a wife he had, and if he thought that the wife couldn't take it and live out on one of these isolated monuments, the man didn't get the job. And the same way, even though the man he might not consider as being perhaps of the very finest abilities for that particular job, if he had a wife that could take it and could live on one of these isolated areas and was interested in a phase of the work, that man had a job primarily because his wife was a good monument "man." Many of the wives became interested in some phase of the monument activity, and in fact all of them had to carry on on days on these one-man monuments when their husbands went to town for equipment or to get a car repaired or for some other reason—
- Herbert Evison: Even to buy groceries.
- Natt N. Dodge: Even to buy groceries - the wife would carry on the monument, and many of them were just as expert at guiding visitors through the ruins as their husbands were. I am thinking of one particularly who is still with the National Park Service and who has done a very fine job throughout her career as a HCWP, as the Boss called them - Honorary Custodian Without Pay – because of her knowledge of birds. That's Betty Jackson who is now at Globe, the Southwest Archeological Center where her husband is park naturalist. Betty has worked up checklists of birds of a number of the national monuments, and those checklists stand today in many cases as the outstanding work of observation that has been done on those national monuments. And she is still doing bird work after more than thirty years, I am sure, as an Honorary Custodian Without Pay.
- Herbert Evison: Now she has never been on the Park Service payroll?
- Natt N. Dodge: Not that I know of.

- Herbert Evison: Of course, when you mentioned that there were some still in the picture I thought immediately of another person, a very charming person down there at Globe—
- Natt N. Dodge: Sally Van Valkenburgh. She has been in for many many years.
- Herbert Evison: I guess she started her interest in the Southwestern National Monuments as Mrs. James Brewer, didn't she?
- Natt N. Dodge: Wupatki and Navajo National Monuments. And that goes back I am sure for nearly thirty years at least.
- Herbert Evison: Probably more years than she would like to be reminded of.
- Natt N. Dodge: That's right.
- Natt N. Dodge: Another couple of interesting incidents: Incidentally, the Boss got his name from the Navajo word "nahtani." I am not sure that's pronounced correctly, but it means the chief, or top man, or the big man, head man, and that is what the Navajos in northern Arizona called Boss Pinkley, and it set the tone and the men working under him started calling him the Boss, so he became better known as the Boss than by any other name. Frank Pinkley was his christened name.
- Herbert Evison: Of course, the wonderful thing about that is that the word "boss" as applied to Boss Pinkley has never so far as I have ever heard carried the least connotation of bossiness.
- Natt N. Dodge: Not at all; it's a term of endearment. And I think that was true of the Navajo, who do name people their own names according to some outstanding characteristic.
- Natt N. Dodge: These two little items that I think of aren't particularly characteristics of the Boss, but it showed how his men sometimes put things over on him, and they have always appealed to me as being very cleverly done and I think the Boss thought they were too, although of course he had to get on the men for having done it.
- Natt N. Dodge: The one I think of first is "Mac" McKenny, who was at that time custodian of Chaco Canyon National Monument. That must have been in the 30's sometime. Mac had a big area to supervise, and he had a great deal of difficulty because of the Navajo Indians cutting the fences of the monument and letting their sheep graze on the monument. Grazing of course was not permitted but it was really dangerous in this case because there were so many ruins, and the sheep would climb up on the walls and knock the walls down.
- Natt N. Dodge: In order to patrol the monument, which is very extensive and in that rugged Navajo country, Mac needed a horse, but the government couldn't provide him with a horse, so he bought his own horse and bought his own saddle and bridle and other equipment and rode the boundary fence and

made repairs, wherever he found the Navajos had cut it, and drove the sheep out. But winter came, and winter's pretty cold over there at Chaco Canyon National Monument in western New Mexico - northwestern New Mexico - and Mac hated to leave his horse out all winter but there was no building that he could put it in and no funds to construct a stable.

Natt N. Dodge: So, Mac, being an ingenious individual, conceived the idea of naming the horse "Ruins" and building a stable for it with ruins stabilization funds which were the fund that he had the most money in his accounts. He got caught up on it all right, but he got his horse protected.

Natt N. Dodge: Another very similar incident occurred down at Gran Quivira, where there was a building that was in a dilapidated condition and was dangerous, that the foundations were all going to pieces. So, the Boss finally got money enough in order to get the building torn down to raze the building (r-a-z-e). So, he wrote the custodian and informed him he had \$300, I believe, to raze the building, and the custodian misinterpreted the memorandum and spent the \$300 in repairing the foundations to r-a-i-s-e the building. So, he kept his building. Of course, buildings then were few and far between on the monuments and any building was a great asset to the monument, and this custodian didn't want to lose it, so he raised the building with the \$300.

Herbert Evison: Well, you feel that that was an intentional misinterpretation?

Natt N. Dodge: Well, I wouldn't want to malign the man by so indicating, but I think it might have been misunderstood purposely.

Natt N. Dodge: That covers about all I can think of the Boss right off the cuff.

Herbert Evison: Well, I think that's a wonderful line-up. I am very glad for the purposes of this project of mine that you have in the past gone to some trouble to get material which gives a picture of Boss as he was. It was my great good fortune back in the 30's to be guided through the museum and through the Casa Grande ruin by Boss Pinkley. And I imagine that you shared with me the joy in seeing that Frank Kowski took some of the cream of the Boss's ruminations and reproduced them primarily for use in the Training Center. It had been many years since I had read any of those back in Richmond and in Washington, I used to read the Southwestern Monuments reports and particularly the Boss's comments religiously, but it was wonderful to be able to pick up that collection and renew my own conception of the Boss. He was one of the great characters in National Park Service history.

Herbert Evison: If there's anything else on your mind, Natt, that you would like to add on this tape, what's left of it is yours.

Natt N. Dodge: Let's stop it a minute and let me think.

Herbert Evison: Natt, as we near the end of this tape I'd like to ask you this question: Looking back over your now pretty long career with the Service what do

you feel is the greatest contribution that you personally have made, either to the Service or to the public service?

Natt N. Dodge: Herb, that last word is the key to what I think has been the most satisfying accomplishment that I have made during the number of years that I have been in the Service. It perhaps is something that is now being carried on in an organized way or is about to be but has not been in the past, and that is a matter of public relations.

Natt N. Dodge: When I first went to Casa Grande back in the fall of 1937, I went in to one of the local merchants and asked for some credit, and the merchant bowed up and he said, "You're just another man out there at that old mud house eating out of the taxpayer's trough, and I'm not about to extend credit." And I realized from that that this man right in Coolidge didn't know that that was the headquarters for 27 national monuments in the Southwest. He thought that this was just the staff of this one national monument.

Natt N. Dodge: As a result, with my personal movie camera I started making - taking shots of the various national monuments and their major features, and developed a reel called "The National Parks and Monuments of the Southwest," and I showed that first at some of the service organizations in Coolidge. It became better known and I showed it to other organizations in Coolidge, to organizations in Phoenix, Tucson, Tempe, Mesa, and many other towns. It became a very popular film, so I expanded it and eventually made a film - four films, rather: one on the national parks and monuments of Arizona, one on the national parks and monuments of Utah, one on similar for Colorado, and similar for New Mexico.

Natt N. Dodge: Also, a feature that I found few people understood was the Service's reason for protecting wildlife and the fact that wildlife in the national parks was protected, could be photographed, and could be seen. And so, I also made and put sound on a film that runs about 45 minutes on national parks wildlife, and a similar one on national parks wildflowers, which brings out the value of protecting natural features in a national park, both animal life and plant life.

Natt N. Dodge: Now the contribution that those have made, to me, has been very satisfying because they have been used by schools and by clubs all over the United States, even in foreign countries. I have in my desk a file listing the various users of these films, and they constitute single-spaced typewritten pages, I imagine 12-15 pages of those records. Now these films are all worn out; they're amateurish; they don't stand up under present-day standards of quality; but during those years when the Park Service was little understood, had practically no way of publicizing itself, of bringing its reason for existence to the general public, particularly the school children, I feel that these films did an enormous amount of good public relations for the Service, and I look upon them and the results of them as my greatest contribution.

Natt N. Dodge: I might mention that when we first came to Santa Fe back in 1942 the Park Service was in disrepute here. The people did not like the Service; they didn't know what it was all about; the local police were antagonistic because people were coming in here to this regional office with other State license tags on their automobiles and weren't getting them changed over to the local registration promptly enough; so that I found the general opinion of the people of Santa Fe was not favorable. And so, I went on a campaign with these films to give talks to different groups here in Santa Fe to try to bring out what the National Park Service was all about and what its objectives were.

Herbert Evison: One question I want to ask you about what I think was really a great accomplishment: I remember at the time when you were making this film of wildlife, that was a tremendous amount of work and if I remember rightly there were a large number of photographers whose footage was assembled for that film, isn't that so?

Natt N. Dodge: That's right, but I took most of the footage in the Southwest myself; but getting footage from the Northwest, from the northern States, from Yellowstone, from the far Northeast - Acadia, from Everglades - I obtained the films from individuals, naturalists, in those areas and put them all together to make one film on national parks wildlife, using Murie's film of Alaska as the final portion.

Herbert Evison: Which was one of the wonderful wildlife films made, ever made, I think.

Herbert Evison: Natt, we're right at the end of this. I am more obliged than I can tell you for your willingness to sit down here and chin onto this tape with me. It's a grand tape.

Natt N. Dodge: It has been a pleasure.

[END OF SIDE 2]

[END OF INTERVIEW]