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Herbert Evison's National Park Service Oral History Project, 1952-1999

Dale S. King
December 14, 1962

Interview conducted by S. Herbert Evison
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D A L E S. K I N G

REEL LXXXIX

With extensive changes submitted by Mr. King in July ‘64

[START OF INTERVIEW]

Herbert Evison: This is Herbert Evison, and it is the evening of December 14, 1962. This evening I am in Six-Shooter Canyon on the outskirts of Globe in the office of Dale Stuart King, publisher. Dale is with me. Until what year was it? 1957?

Dale S. King: That I retired? '58.

Herbert Evison: Up until 1958 Dale was the chief naturalist on the staff of the Southwestern National Monuments organization, and before that had a long career - how many years, 25? or so, Dale?

Dale S. King: Actually, twenty-four years and eight months.

Herbert Evison: Nearly twenty-five years in the Southwestern National Monuments organization, which of course means that he started with that organization in the days of the extraordinary Boss Pinkley.

Herbert Evison: Dale, let's kick this off with a brief account of how you happened to come with the Park Service in the first place and then of the jobs that you had during that nearly twenty-five years that you were with the Service.

Dale S. King: Well, I just got into the Park Service by a lucky circumstance. I had trained as an archeologist at the University of Denver and had an M.A. in it in 1931. Then it looked like no archeologist would ever get a job anywhere in the United States because of the depression on then, and I went to work on several jobs that caved in because of the depression but wound-up writing travel literature for the Conoco Travel Bureau in Denver; and I would write a booklet on each State where Conoco had good representation. And their travel bureau was quite a big thing; there were more than ninety - no, there were 130 people working there, all of them with college degrees and all of them making $80 a month. So, when finally, they got permission to raise three or four salaries to $85 a month, then $90 a month, and I found I was one of the ones that happened to get raised, there was considerable envy between these other people, a lot of them married and with children, and I was single.

Dale S. King: But as I walked in one noon one of my friends near the door that I entered after having had lunch, said, "Dale, here is something you can qualify for," and it was an announcement that the National Park Service was going to hire archeologists at the fabulous salary of $2,000 a year. And sure enough, I had the qualification, but I found that you had to have a physical examination. That has changed since, but in those days, you had to take a physical before you could even take the exam. And I had to trot into my boss and ask him to get off that afternoon to go and get my physical exam, because it had to be in the mail by that midnight. So, I came that close to not taking the first exam for junior park archeologist.

Dale S. King: I did. I can't even remember what month of the year we got our grades back. I took it also in the straight ranger exam and passed that also. But it was in the fall of 1933. And I continued to write Conoco travel literature until along in November - no, early December, I got a wire from Doctor Colton of the Museum of Northern Arizona asking me if I would be foreman and archeologist of a small crew of CWA workers excavating the Citadel group of ruins in Wupatki National Monument. And I had hardly ever heard of these ruins, but I was greatly excited. This was also at the terrific rate of $2,000 a year. Just imagine, $166 a month! That was a mint in those days.

Dale S. King: And while I was on that CWA crew all the young archeologists in the neighborhood - there were two or three working down in the Verde Valley on Tuzigoot and several working on the Wupatki thing - some of us were invited over to Grand Canyon because they needed an archeologist to run the Wayside Museum.The residence was newly built at that time. And I also went down to see Boss Pinkley because I heard there was a job opening there, and fortunately made a good impression apparently both places, because I went to work at the Grand Canyon and worked five weeks; and then the job down at Southwestern National Monuments headquarters at Casa Grande Ruins National Monument opened up, and I stayed on until July 9th because the assistant superintendent of Grand Canyon needed me over the holiday and until we got the new man broken in, I think was the main reason. And then as of July the 8th I took off and drove down to Casa Grande Ruins wondering how in the devil I ever got into such an oven. I didn't suppose that country could ever cool off. I had been down there once in my life in April, and it was nice, but I had no idea of the difference between April and July.

Dale S. King: And that's how come I got in. I just was handed an announcement at the last minute. And they were then hiring men to run active national monuments, like Bandelier; they'd hire them right off the register with absolutely no previous experience. And of course, I didn't have that experience; I - Boss Pinkley was one of the world's best guides and he loved Casa Grande Ruins. And if anybody - a party – would be loose from the ranger, why, the Boss could see these people wandering around from his office window, and up he would jump and trot out and guide those people around.

Dale S. King: So, there was quite a lot of guiding for Casa Grande, and it was pretty hard to get the headquarters work started for all the other national monuments which were then under him; actually, I think he had twenty-seven at one time.

Herbert Evison: Yes, that's right. You were hired not for the Casa Grande job but to serve all of these twenty-seven and give some guidance in guiding, I presume, in interpretive activities.

Dale S. King: That's right. Theoretically I was supposed to be staff archeologist under Naturalist Bob Rose, who was a geologist; and I figured it was my job to start the interpretive and scientific program. This caused a little friction because the Boss told me flatly when I went down there to take the job after they had selected me, he said, “We don’t want any bone-digging archeologists around here. We want to take care of the people. Frankly, I didn’t want this staff job you’re in; I wanted another ranger at Casa Grande. So, you will take your turn at guiding, and it will be good for you.” Which it was. And I guided steadily there for six or eight months I am sure, maybe longer, doing the Boss's beloved monthly report at night with my two typewriting fingers.

Dale S. King: By the way, that lasted just about a year, with the naturalists doing most of the typing for the monthly report: but I remember opening the door for Luis Gastellum, who came straight up from Tucson from a business school and became one of the first clerks in the Headquarters, a marvel; but I was sitting in the outer office when he knocked timidly on the door. After Luis came, he really typed good stencils, but I can look back on those old monthly reports and supplements and see where I quit and where he started, because I had so many strikeovers and mistakes. We would do it after hours, of course. We guided until - oh, we would take people through the ruins with flashlight, and then when you got back to the museum, why, you turned the switch on and the Kohler plant would start supplying power and we could show the visitors the exhibits in the museum; still pretty much home-made exhibits, but rather a rich national monument in its collection, and people liked it and still like it.

Dale S. King: I found one thing: that you get awfully tired of guiding after about a year of it, and usually one day off a week and not necessarily did you get that day; but at times we worked from 6:30 in the morning when the first dude got us up – dude is a bad word to use, but the first visitor - and we would still be guiding when the show went on in Florence. There were no picture shows in Coolidge at that time and in order to get over to the nine o’clock second show in Florence, you had to go down and ask one of the men who lived there at the Ruins whether he would come up and take the late visitors - anyone who came in after nine o'clock.

Dale S. King: It was good, in one way, and I think the Park Service is losing a lot of this, losing its desire to be of service to the people. The average - there are too many people who want to hide behind a partition and a desk and not see any people, and this is not too good; but that's one thing the great Boss Pinkley did, was instill in his people a desire to serve the public. He always said National Park Service - and that Service was a big word to him. However, it did get to the place where we could not provide or could not get enough rangers to handle the people. After the war it was just impossible, and I had to go into - I had to, we had to go into things like the guide leaflets and numbered stakes along the trails and so forth because we didn't have enough ranger help. And the travel to the parks is so

terrifically big now that we could never furnish rangers in the small groups we used to; but it's still a fine ideal to remember that it's those people that come there we are working for, not the regional office and the Washington office.

Herbert Evison: Dale, if I'm not mistaken, there at Casa Grande that personal guidance continued after the Boss's passing and right up through all of Al Bicknell's years of service there. I don't know whether it's the case now, but I know that's one of the things that Sally Van Valkenburg commented on, that that was the one Southwestern monument where this personal guidance has continued right through the years.

Dale S. King: I think you're correct. I haven't been down since the new administrators came after Al's retirement, but there still was all during his day very much desire for personal service.

Dale S. King: Now, part of this is inevitable because Casa Grande is a clay ruin and it's very subject to vandalism, so you can't let people wander through there by themselves; so, this forces a man to become a guide even if he doesn't want to guide very much.

Dale S. King: Another very dangerous monument we had was El Morro. You couldn't let people walk past those inscriptions by themselves or somebody might whip out a switchblade and carve his name alongside the famous ones. We studied and prided ourselves on knowing how to handle visitors at the twenty-five areas, which are much different than a national park. When somebody goes into a park, they ordinarily don't look for that green uniform; they'd rather avoid them, they kind of think maybe they're police people of some kind. I know that's true at the Grand Canyon and at many other parks that I've visited.

Dale S. King: But in a national monument when they get in there and see those old walls, old, ruined walls, or the funny cactus, or the old Spanish mission, or the old volcano or whatever, they immediately start yelping, "Where is the ranger?" because they want a ranger to explain it to them. And I know all during my years in the Park Service and all during the tenure of the Southwestern National Monuments the emphasis was on personal service as much as could be given. And I personally don't like to see - to go into a monument and wander around for a half hour and never see a uniform beyond maybe the man that took the thirty-five cents for the admission charge and then you're on your own.

Dale S. King: I realize a lot of it is inevitable, but we were trying to boost personal service by means of these trails with numbered stakes and with a reference book that people could carry or buy if they wanted to. And there were other fine possibilities with mechanical gadgets, such as a perfectly logical closed-circuit television possibilities up at Tonto National Monument so mama could sit down there and watch the TV screen and see daddy and the kids going through those ruins with a ranger accompanying them.

They don’t know they're being guarded; we always tried to stay away from that.

Dale S. King: I remember this idea was hooted at by some people on a higher echelon who said you can do it so much more cheaply with movies, but they weren't thinking very hard, because how in the devil can mama see junior going through a ruin on the movie you've got to take that film and develop it and get it back. Closed-circuit television would have been pretty dandy.

Dale S. King: Of course, that was partly my job as a headquarters man to kind of watch what was going to happen in the future and wonder about it, and we did have a lot of experience, I thought, administering so many different kinds of areas. But I worked five weeks at the Grand Canyon and all the rest of the twenty-four years and eight months on the staff of the Southwestern National Monuments, although I was away one year on a Park Service Sterling fellowship at Yale Graduate School and then three years away in the Army; so, my twenty-four years and eight months were actually four years less in harness; I was away some.

Herbert Evison: Now, Dale, you had something to say about personal contact, personal service, in interpretation involving also guardianship at the same time, but you also over the years played a very large hand in extending the self-service idea in the Southwestern National Monuments through your executive secretaryship of the Southwest Monuments Association and the very large number of self-guiding trail guides that you got out during that time. I want very much to get on this tape some account of the beginnings of what in your day and what still is one of the really successful and well-operated cooperating associations. Could you go back to the beginning of that and tell something of how it came about and what your part in it was?

Dale S. King: Be glad to. Of course, it wasn't an original idea. Bill Carr - William Carr - had done some staked trails at Bear Mountain back in the ‘20s I think, and we got, all that literature after we got into this business of having - of not having enough rangers and having to do it by self-service and booklets.

Dale S. King: But when I was at Grand Canyon Eddie McKee was a great naturalist there and Louis Schellbach was finishing up the Wayside Museum, and particularly Eddie said, “Dale, the first thing you want to do is form yourself a natural history association like we did at the Grand Canyon.” They had box suppers and dances and so forth to make money, and then they took the money and bought mimeograph paper and then they would put out a mimeographed checklist of the birds of Grand Canyon and sell it for a quarter; and in doing so - and then occasionally someone would donate some money. In fact, I think away in the old days in Mesa Verde they used to have a collection box; if anyone wanted to contribute to the museum program, why, they could drop money in that box. That was stopped, I think, before the war but it did bring some money.

Dale S. King: I was stuck when I got to Coolidge, Arizona - rather, to the Casa Grande ruins - because the nearest town was Coolidge two miles away with mostly farmers connected with cotton farming and the merchants who served them; and how was I going to start a Southwestern Monuments association? And I didn't really get the thing started until about '38, and it started because we were sending out this thick mimeographed monthly report and supplement. The Boss loved that and always tried to get good papers from men in the field and notices of their fine little observations - and then bird observations, everything like that. It was 130 pages long and it was mailed out to 330-some people all over literally the western world. I don't think we had anything going to Asia, but we did mail one of those things to England and another to South Africa and so forth for quite a while. And those people were on that list because they had been in the monuments and loved them.

Dale S. King: So, I wrote a letter asking for contributions, and the gimmick that put it over was that for every dollar of contributions they were going to be allowed one per cent discount off the publications we were going to put out. Thus, if you put in $100 you got everything free the rest of your life. I know that some people in the upper office didn't think I was going to get a dime, but, gee, in rolled a check for $40 from one fine gentleman, and several $20 checks, and in no time at all we had $329, I think, and that started us on our career.

Dale S. King: We lithoprinted a little twenty-five-cent booklet, 48 pages I think it was, called The Southwestern National Monuments, with that money we had taken in, and we borrowed from a sister association, the Grand Canyon Association which had been started either by Eddie McKee or one of his predecessors, so they were sort of our mother; they had some cash but they couldn't help me solve the problem of my membership. So, the membership in the Southwestern Monuments Association consisted of scattered people of some means who never came to the board meetings or anything but who helped us along greatly with their cash contributions, because we told them in the letter, we were going to ask them once and never again; this was not to be a dunning type proposition.

Dale S. King: And then we put out the - because 1940 was the 300th anniversary of Coronado in New Mexico and they were going to have some function at Bandelier National Monument - a paper written by an archeologist there and we got that out for - before 1940. And when I look at the thing now and realize that we sold it at a dollar I think if it had been printed this year, we would have had to sell it for four or five dollars to even get our money out of it. But Art Thomas, at Bandelier, is one of the ramrods of that publication, which was Prehistory of El Rito de los Frijoles, Bandelier National Monument, by J. W. Hendron, now deceased.

Dale S. King: So, we got into those two books before the war, and then a third one was coming. All the trail books hadn't even - we had never thought of such a

thing, although - gosh, his name escapes me right now, but he was custodian of Gran Quivira later - Bill Bowen, was then a ranger at Montezuma Castle National Monument, and because so many people were frustrated and couldn't climb up into the cliff dwelling he asked his superintendent, Earl Jackson (custodian in those days), if they couldn't have a nature trail around the foot of the cliff over to the other ruin which was in pretty bad shape, and give those people something to do. And Bill was an adequate botanist, so he worked out I think the first numbered-stake nature trail, and we mimeographed it for him and so-forth. But I think at Headquarters we already knew such things and were planning some. It was one of these cases of where something gets invented more or less simultaneously from two ends and they come together very nicely.

Dale S. King: Before I left I had gotten in - well, Ray Carlson, the brilliant editor of Arizona Highways Magazine, had stopped one time when I was away on a field trip and had asked some of the staff if they would write a story of Casa Grande National Monument, that it had been a long time since they had a good series of articles on the Monument, and maybe never, and he wanted them. And the young fellow who talked to him was Francis Elmore. I think now he is a naturalist at Natchez Trace the last I heard

Herbert Evison: He's at Glacier.

Dale S. King: Has he gone up there? Well, Francis told him that I was the man, that he was just there on temporary assignment, but to get in touch with me. And I came through Prescott one winter night, or wintry afternoon, and stopped at the printing plant where the Arizona Highways was printed then, at least the black-and-white part of it was; and they said, “Yes, he’s around somewhere,” and here was Ray Carlson. And so, he said, “I’m through working now; let's go downtown and have a slight libation and we’ll talk this thing over.”

Dale S. King: And during that evening and several libations we planned this book Arizona National Monuments. He would run a story and pictures on each of the areas, and then when the magazine run was over they would take the type and rearrange it around so that we could get an 8- or 12- or 16-page booklet out of it and we would sell some of those things for ten cents; but we would run 5,000 extra copies, then put them together in a book, 5,000 books, even with some color, see?

Dale S. King: And that was all finished, we had gone through all the monuments when I went into the Army, but we of course didn't have the book printed. And it scared my boss to death, - this was after Mr. Pinkley died - because he realized I had gotten the Association in debt to the extent of $7,000 on a book he wasn’t sure would sell. But the printer wasn't worried about it, so I wasn't either, but I remember I had to type up a contract and so forth so that our superintendent had a copy and the printers had a copy and so forth. That book didn't actually get bound until after I came out of the Army in 1945; it got bound in 1946, and it was - I think the last of them

were sold just a month or two ago at $3. And if you did a book like that now on that type of enameled stock and with that color, you couldn't possibly print it - unless in great quantities - I mean if you printed 5,000 it would cost you $3 or $4 for each one.

Dale S. King: But I learned something. As a matter of fact, I've got nothing to kick about the Park Service, because I learned a whale of a lot about publications and how to do them and what would sell. I knew the rudiments of editorialship because I remember I was an editor of something when I was at North School in Denver, organization editor of the yearbook and then I was editor of the newspaper at the University of Denver. But book stuff was entirely different.

Dale S. King: But I found in that book that one compendium volume - one collection on a lot of areas – doesn't sell very well at any area. If people are at Tuzigoot they won't buy anything at Walnut Canyon; they are going up there this afternoon. We can sell almost anything at the area about that area, but these things that cover several areas are very slow selling. So, I got quite a lot of experience.

Dale S. King: While Bill Bowen, as I say, did the first nature trail that I can remember, then Davy Jones was called down to Casa Grande one winter and he and the Boss tromped all over there and made another nature trail. That was probably the first one in a group of ruins. The one at Montezuma was pretty much plants, and when it got to the little ruin it didn't say too much about it, there wasn't too much to see. But as people flooded the areas and we got no more rangers, why, this self-service booklet idea became a big thing, because I remember before I retired from the Service in '58 our printing bill for a year was always at least $20,000, maybe $25,000; and that little Association which it started was - with $324, I guess it was, of borrowed money - was grossing more than $50,000 a year, of which $20,000 was turned back into the Park Service interpretive program as clear profit, because all the boys were selling enthusiastically. Of course, that is not true now. The sales at the monuments are not quite as good, and some monuments have dropped out from selling at all because they no longer have a group of their own; they are just some more orphans under region, and they don't want to be bothered with—. It's a nuisance for a field man to sell books, because he has got to keep that money straight and it's hard to do.

Dale S. King: It started with that membership gimmick but in years we haven't encouraged any members in the Southwestern Monuments Association. Of course, I've been out four years, but I know that they don't encourage them now either, because the members are kind of a liability.

Herbert Evison: You mean because, being members, they can take a hand in the operation of the—?

Dale S. King: Well, it's pretty hard. They could come to the annual meeting. But the discounts are funny. I mean you I've got a lot of extra work. And incidentally, between you and me, one of the $100 members was Walter Camp, Jr., of California. He came in for $100 after the first #300. People would write and ask how to become members.

Dale S. King: Incidentally, that one per cent idea was not original either. The Hodge Foundation had the Hodge Fund at the Southwest Museum in Los Angeles. That was their gimmick when they started their membership campaign, and when I saw that then it exploded in my skull, "Oh, I can do this here. I can't have box socials out of Coolidge. You know how people are - you never see anything close to town; nine-tenths of Coolidge have never been to Casa Grande ruins; but I could enlist discount members by mail," and it did start it up.

Herbert Evison: Now, there's one thing you didn't get into, Dale. I guess I'd better cut this.

[END OF SIDE 1]

Herbert Evison: One thing that I wanted to ask you in that connection was how you established your actual governing body in this association. As I remember it, back the first time I ever discussed association things with you you did have a very distinguished board of directors.

Dale S. King: Yes, that's right, and it still continues.

Herbert Evison: How did you get them set up in the first place?

Dale S. King: Well, we just wrote that letter and told them why we were starting this thing. A lot of them knew already - men like Dr. Emil Haury; he was through there and a great friend, and of course he immediately was on the board. And Doctor Mlara, whom I worked with in New Mexico on the Bandelier Museum a lot; he was a retired archeologist of broad interests, and he was on the board until he died. Harold S. Gladwin, who built Gila Pueblo building down here and excavated the ruins, was on the board before - up until the war. Also, Doctor Harold S. Colton, of the Museum of Northern Arizona.

Herbert Evison: Horace Albright was on, wasn't he?

Dale S. King: Horace Albright was one of our great board members and consistently gave us, while we were in New Mexico, a nice donation from the Potash Company (donations - you know how companies give so much a year) and because a lot of the money was earned in New Mexico, he used to give us a check for $300, $1000, or something. So, donations came along in there.

Dale S. King: We tried to pick men who could make it to the annual meeting, and a lot of them were archeologists because, well, I was an archeologist and knew them. And yet Doctor Colton, for instance, is far more than an archeologist. And we would try to have the annual meeting in connection with the Pecos Archeological Conference; either get them there the night

before or have them stay the evening after; and so, we had pretty good attendance at our annual meetings, never lacked a quorum. Our superintendent, John Davis, was of course ex-officio on the board, and so was I because I was executive secretary.

Dale S. King: Now that same group of men stuck pretty well. Doctor Colton is quite aged now and doesn't make the meetings and I think has resigned; Horace Albright about the same, because it's a long way out here; and they have picked up two more that I know, - well, I know Alexander Wassen of the bank over in Santa Fe, because actually this printing and publishing that I was doing half scared the Park Service to death. I know that my bosses were just scared I was going to stub my toe and lose a lot of money and - or hurt somebody's feelings because we didn't publish their manuscript; in other words, publishing is a rather rare thing; among a hundred people around town, you don't find a publisher if you'd broach a hundred people in hardly any city except maybe New York City. And it involved money. And at first the Park Service didn't pay much attention to it, because the Grand Canyon Natural History Association years older than us was - oh, they'd disburse maybe $500 a year for library books or chemicals or something that was hard to get through the Park Service, any government bureau. That's what these things were for, was to do for the Park Service the things that the Park Service couldn't do for itself very easily.

Herbert Evison: Couldn't do for itself, couldn't get appropriated money for it.

Dale S. King: That's right. And then we even got into this land acquisition, because we provided the framework whereby land can be acquired and held and eventually donated to the National Park Service; so, the associations have gotten into many activities that we never dreamed of.

Dale S. King: I also noticed the Park Service started to take great interest in the associations when we started building up this money; naturally, because if they had it in the hands of an incompetent man, he might lost a lot of money. But here is something that sort of had grown inside, and I'm sure the Park Service wanted it to be - and it is - valuable and not an unfortunate growth like a tumor or something. But a lot of the associations have made quite a lot of money, and even the Southwestern Monuments pays two people full time and there is quite a lot of spare time work. I think they have a heavier personnel payroll than any other association in the country.

Dale S. King: But when you get things like Independence, selling copies in Philadelphia Liberty Hall there, or whatever it is, sell copies of the Declaration of Independence and so forth, they've got a gold mine. Similarly at Hawaii they make you a member of some royal society—

Herbert Evison: Hui o Pele.

Dale S. King: We didn't have any of those and we made our money the hard way. Actually, photographic packets at twenty-five cents for twelve pictures, these little miniature sets, we sold thousands and thousands of those things: and postcards. We wanted to print our own literature, but we couldn't print it fast enough or get it finished fast; so, any book that came out that fit a certain monument, we would urge the custodian of that monument to stock that book. But we had a bunch of independent custodians and sometimes they wouldn't stock a book just because they didn't happen to like it.

Dale S. King: My "business" practicing in this publishing was done on official government time. The editing I did on my own. I was a bachelor in Santa Fe, and the editing of these things like "Flowers of the Southwest Mesas" and "Mountains" and "Deserts" and so forth, - that was all personal time work on Saturdays and Sundays, and because it was my hobby too. I never dreamed that the experience that I got in the National Park Service was going to make me a peanut publisher after I retired. In fact, I didn't dream of publishing after the break-up of the Southwestern National Monuments came. We had bought this place here on the calculated risk that I could stay in that office until 1964 when I would have my thirty years in, and then I could retire and, my wife being an archeologist, we would study ruins down in Sonora and some of the backward lost Pima Baja Tribes that are still down there; and that was going to be our research project and I would free-lance write, (which I hate to do) - I hate to write anything. But the more I thought about it the more I thought, "Good Heavens! all of these years at the annual meeting I've been saying 'if we could get a national publisher to do this, we wouldn't have to put up the money.'" Now I would lay on those Army cots for three years there just aching to get back to the Park Service - for many reasons - but one was to get some stuff published by a national publisher.

Dale S. King: When I got back, however, I found out a national publisher can't make money on regional books, so there was a little slot there that our association fit in, and the national publishers didn't care; but I always said if we could find somebody to put it out instead of us we wouldn't have to tie up the money; we could use the money for something else.

Dale S. King: Of course, a lot of the capital gain - I mean the gains - of the association, our association, were made by the Poisonous Dwellers of the Desert and Flowers of the Desert and so forth. And then of course when you put out something like the archeological scientific stuff now-adays those aren't charged for, they aren't given away as freely as they used to be; but I think it will be many years before the Association ever gets its money back for any of those scientific things.

Dale S. King: But that is one of the reasons that I started that Association for, was to publish a lot of these old manuscripts the Park Service had, was letting pile up and doing nothing about it. You know, they'd put the poor young

archaeologist out to dig, and they had to do all their laboratory work at home, and then the manuscript was there and no money to publish it. And the Association helped a lot on that.

Herbert Evison: Of course, I can piece out this story a little bit by interjecting in here the fact that when that situation existed, when you really began to branch out into publication, was the time when the Park Service was getting almost no money for publications, because that happens to be the period when I went in as chief of information. And I think that by comparison with $350- or $375,000 now for publications, we got about $25,000 a year, and that didn't get you very far in providing needed publications. So, you and some of the other cooperating associations stepped into a breach that very badly needed to be closed at that time.

Dale S. King: Oh, yes, I can remember how shocked I was when you told me that the printing appropriation had been cut so terribly that instead of going ahead you were fortunate to maintain the bare minimum of informational—.

Dale S. King: I did a lot of things, believe me, as a naturalist and archeologist that have never seen the light of day, and there's a lot of people I am sure who think that I was a publication nut and did nothing but that; but it wasn't true. We fought very hard to have accurate natural history observations. We'd get these young archeologists out of college and that's all they knew, and we told them they'd better learn about the birds and the flowers too; tried to have a broadly trained group of' men. But as a headquarters man I think most interpreters of the period will agree with me, we were not very well set up.

Dale S. King: For instance, in twenty-five years almost, my department never got enough travel money to send one naturalist to each area per year. We never got enough travel money to even visit these areas, so how in the devil could we train rangers, except when we could get them in or if you went to a monument and there was a young ranger, we would schedule what trips we could make so that we could work with the young rangers and beef up the interpretive story the way it should have been. But we were always handicapped by lack of money.

Dale S. King: I remember it was only about the last two years of my career that we got a full-time stenographer, and she was paid out of ruins stabilization.

Dale S. King: That took a lot of my time too. This business of getting Pablita Velarde hired as an Indian enrollee in a CCC camp. She was hired by the Chaco Canyon Ruins Stabilization group, which was a cooperative enterprise between our office - the Southwestern National Monuments - and the Navajo Tribe at Window Rock. And when - I'm sure - I don't know who got the bright idea to hire Pablita, this artist I wanted for the Bandelier Museum, but I remember someone, I think Hugh Miller, said, “Good heavens! you can hire women on Indian CCC.” They had a special dispensation. And I either knew that before I found Pablita in Santa Clara

or shortly thereafter, because we picked her up, and she made $40 a month! And it startles - well, it was a nice feeling and a very surprising one when she told my wife and me about a year ago that me knocking on her door that particular day changed her whole career. She was going to live there in Santa Clara and be a housewife and raise corn and babies, which is what pueblo Indians want their women to do, but here I showed up with a job with a little cash, and that was the hump. From then on, she became a professional artist, and it was the job at Bandelier that did it. And of course, it pleases me enormously because I happened to be the lucky one to find her.

Dale S. King: When I went to the Indian School to see if they wouldn't take over the Bandelier Museum as a project, the teacher there - Miss Montoya - said, "Oh, I'm sorry, we can't, Mr. King, it isn't set up that way. But why don't you look up a couple of graduates?" I have forgotten who the other one was - a boy - but Pablita was close, at Santa Clara, and I went over and knocked on her door. She opened the door with that big grin; and of course, she has been greatly beloved by myself and my wife ever since. I mean, my wife hasn't known her only about ten years now, but Pablita is one of my favorite people.

Dale S. King: That was one nice thing about the job in the Southwestern Monuments: you had so many different things to do that the danger was that you would just flit from flower to flower and not really cultivate deeply.

Herbert Evison: Spread yourself too thin.

Dale S. King: You had to spread yourself thin, in a way. But we used to argue with the administrators about this, particularly after the war, and I said we don't get enough money to go out and train these rangers like a naturalist does at Grand Canyon or Mesa Verde. We've got maybe eighteen seasonals going on about the same date at eighteen different places. We couldn't be there; we couldn't run any in-school training for temporaries. So, I thought the best thing to do was to choose jobs in which we multiplied ourselves; thus, publications - fine; a good publication - 20,000 people benefit by it. Museum exhibits were another, but we never got any money much for that; but we wanted to do fine museum exhibits or get them done, because you do it once and hundreds of thousands of people benefit by it. And then of course, so that's what I tried to do, was confine my extra energy to those two things.

Dale S. King: But anybody in the headquarters office knows there's a pile of stuff like a foot-and-a-half high on your desk and you don't have a chance even to do that because you have go to a staff conference. There's an awful lot of conferring in government bureaus, and the Park Service wasn't any more guilty than any of the rest, but you're always jumping from one thing to the other in a headquarters office.

Dale S. King: Of course, the most dramatic thing that ever happened in my career in the Park service was when Boss Pinkley realized his life-long dream of getting his boys together as custodians for a three-day meeting and he had shaken everything clear up to the Director to get the funds to pay them per diem, and there they all were with most of the wives in the back of the room, and the Boss got up and read this very fine opening statement, and his voice choked up a little when he mentioned some of the ones that were gone and would never be able to attend, had passed away. And then he sat down and just slumped, dead, on the speaker's table. That was a shock that I don't think anybody that ever saw it got over.

Dale S. King: But I can sure say that he died at the top with his boots on.

Herbert Evison: Yes. It was extraordinary timing, wasn't it?

Dale S. King: Yes. It was quite a thing. And then we dogged it on out and had the two or three days, because we knew that he would have wanted us to do it that way and would have been horrified if we didn't. But I had a paper, and I was number one - I was first guy to speak when we reconvened the next day, and I read this thing, and people just looked at me blank, and that's the way I looked at myself. I couldn't remember which sentence I was reading; we were so emotionally shocked that I'm sure that no one ever went out of that conference and knew what that paper was. After two or three papers I commenced to be normal again. But if I hadn't had the typescript of my own talk, I wouldn't have known what I was talking about either; I couldn't keep my mind on it. It was a very shocked and sad group.

Dale S. King: Then of course there were lots of - I don't even know what you want on this tape, and I certainly have not thought about it, have never written it up or given an interview of this nature. But—

Herbert Evison: Dale, you have been giving me the kind of what you might call secondary history of events and trends and so on in the history of the National Park Service that I have been hoping that these tapes would produce. I think in connection with your activities as a publisher when you were executive secretary of the Southwestern Monuments Association it would be interesting to get on the record, if you have them, some figures that would indicate the very considerable extent of that publishing business.

Dale S. King: Well, that's easy to handle because I've got it right here on the - another document.

Dale S. King: While I was with the Southwestern Monuments Association - and it really didn't get started until about 1939 - but between 1939 and 1958 we published fifty-six different titles, 969,621 copies of these fifty- six different pamphlets, books, and booklets. And they had a total sales value of almost $200,000. And while I was executive secretary I supervised the sale of more than $770,000 of these things. In other words, there was a

real need for interpretive literature and particularly in the southwestern monuments where - I still maintain - people want more personal service than they want it in the parks. Parks, they want to see the scenery and the fewer green uniforms they see the better; they are kind of afraid of them, but it's different in the smaller areas.

Herbert Evison: And yet these publications that you were responsible for were a necessary supplement to that personal service, and as a matter of fact had to take the place of personal service in a lot of cases.

Dale S. King: We just had to do it. We couldn't constantly even ask for enough rangers to guide them through as we had in the old days at Casa Grande. Looking at it from a broad picture, it was unworkable. So, the booklets have helped a great deal, and people like them.

Dale S. King: The Southwestern Monuments was a very salty outfit, and if I ever got into the, well, the humor that occurred through those years I probably wouldn't get to stop. But I think one of the dizziest things I ever heard - and this was about a booklet: Meredith Guillet, superintendent of Walnut Canyon National Monument near Flagstaff, and a group of people came in and one of the ladies was clutching an Arches trail booklet about the stone arches up in Utah. And he said, “Don’t you want a trail booklet? It gives you a lot of information, makes it more interesting.” She said, “Never mind, I got this at Arches, and we used it at Sunset Crater, and it’ll be just fine enough,” and took off. I don't know whether Mr. Guillet is nuts or she was nuts, but I would suspect that it was the lady, because she had used the same cockeyed booklet in two places already. I just can't imagine – yi! yi!

Dale S. King: This Meredith Guillet has a wonderful sense of humor. Printers being what they are they sometimes fail you pretty bad by and a printer over in Santa Fe had a night shift going and both shifts went down on the flu very badly. And in the trail booklet it said, “Back in the horse-and-buggy days people used to fill the back end of the buggy with beer bottles and drive out to Walnut Canyon and dig happily all day, and hence a lot of the vandalism.” But the misprint said, “Back in the h-o-r-e and buggy days”. Meredith wrote a letter and said, “There's something missing here, either an “s” or a “w” and I don't know which.”

Dale S. King: But actually, those old monthly reports, of which there are many bound sets, people think enough of them to bind them and put them in the museum libraries and so forth. I seriously considered at one time writing a book about the men in the field in the Southwestern Monuments in the early days. You see, they were pretty isolated. It was after the war that the first road grader ever came through El Morro. They used to buy enough beans for - they knew they were going to be snowed in at least six weeks. And the monuments gained such a reputation of being rugged and isolated that when I started to insure these book stocks at the various areas, why, the insurance company wrote back and said, “We don't think we can

handle this. Premiums would be so high that you couldn't afford it, because we understand most of those books have to be taken down into these canyons on horseback or muleback." I don't know just where the insurance company had gotten this information, but we had very few muleback monuments at that date; in fact, they were almost all gone when I got in.

Dale S. King: By the way, they did haul all the supplies in to Keet Seel, that big ruin at Navajo National Monument, during CWA times by muleback. So, there were still a few horses around, and not any mules, when I got into the Southwestern National Monuments.

Herbert Evison: Dale, you were a part of the Southwestern Monuments organization both at the time that it was moved to Santa Fe and then when it was again separated from the regional office organization at the time that Gila Pueblo was bought; and I wonder if you wouldn't give me a little of the story of what happened in that connection.

Dale S. King: Well, it was quite interesting. Mr. Gladwin would have been very glad to donate the huge building and seventeen acres of land to the Southwestern Monuments, but he didn't know that we needed a headquarters. We needed one badly. The monuments were being handled by John Davis as an assistant regional director; that was just part of his duties; and then Charlie Steen and I and a part of a stenographer were in a corner of the building. And we were still carried on Southwestern Monuments job numbers, numbered positions; that's all there was left of—

Herbert Evison: That was the Southwestern Monuments organization?

Dale S. King: That was about it. We used regional people and so forth, but that was it. But the Grand Canyon Conference of about 1948 had decided (was it that far back?) that the old Southwestern National Monuments be reconstituted. It had been broken up when it moved in war time from Casa Grande ruins to Santa Fe; they had built the regional staff using the old Monuments positions, the men off in the Armed Services. But they realized that the Monuments stuff was different, and the regional people really didn't know how to administer those scattered little areas, and with staffs that weren't rounded. And there's no sense to put a landscape architect in one place; he would only work about two months at that. So, it wasn't working very well, and talk of a headquarters was all around our end of the corridor.

Dale S. King: Mr. Demaray wanted it to be in Tucson, but Tucson was a boom town and we needed quite a lot of floor space. And somebody wanted to offer us the high school at Clarkdale or Jerome or something, and that was too far away from the middle and kind of isolated. And then Charlie Steen came into the library one cold morning and said, "Well, why don't we get Gila Pueblo? I hear Gladwin is trying to give it to the University of Arizona." "He is! for cat's sake!" Charley had just come back from a field trip, and I

got all excited, because I had been in it and knew what a fabulous building it is.

Dale S. King: And John Davis was there, and he said, “What is that place?” He had never been to Gila Pueblo, and he thought we were talking about the Boyce Thompson Arboretum near Superior. Those buildings were offered to Boss Pinkley at one time, too, but he turned them down without letting anybody know, because he didn’t want to move from Casa Grande; and they wouldn't have been very satisfactory anyhow.

Herbert Evison: Where are they?

Dale S. King: Boyce Thompson Arboretum at Superior; Thompson’s former residence up on top and then there were two other residences, one of which has burned down; but it wouldn't have been a good regional - a good district office.

Dale S. King: So, I - we put on a big fight talking; I was real excited about it and said, “Well, John, good heavens! You look in one end of that building and it looks like half a mile there, there are bays on each side. We could have all the space in the world for your clerical business. Globe has a nice climate although I never thought of living there - and we could store all these collections that are in barns and sheds all over the place, in all places.” And he said - just then Erik Reed walked in - and he said, “Well, who would broach Mr. Gladwin if he’s trying to give it away? Who knows him?”

Dale S. King: Well, we didn't know him. And he said, “Do you know him, Erik?” And Erik said, “Well, yes, I worked at Snakedown one summer, but he fussed with all the archeologists except Doctor Kidder, and” he said, “it's crazy for you guys to go down there anyhow. What’re you talking about? There are all sorts of memoranda going around about— .” He was very much against it.

Dale S. King: But he said that he would see Doctor Kidder when Doctor Kidder came out to the annual meeting of the Laboratory of Anthropology, because they were both on the board. Well, when we talked to him Monday after that thing had quit, he said he didn't get to see Doctor Kidder, that there had been some illness in the family and Doctor Kidder had flown back east. So, we missed talking to Kidder.

Dale S. King: Well, in the meantime Mr. Gladwin had offered it to others: Harvard didn't have any use for a western station, and the University of California fiddled for a year. And I don't know whether he had actually broached it then to the University of Arizona or not. But John Davis went on a field trip, and he found Gila Pueblo, and when he came back, why, he was literally jumping around on the tiptoes of his feet: “How can we get hold of that place? Why, it's the most fabulous place you ever saw. Gee whiz!” And

we said, “It's too late. It was announced in the paper while you were gone that the University of Arizona had accepted it.”

Dale S. King: So, we would have gotten it free if it hadn't been for Erik Reed, because John was going to go ahead with - he believed us enough so that he was going to let us approach Gladwin, but Reed is the one that stopped that.

Dale S. King: So, he said, “Good heavens! Can we get Mr. Gladwin to buy it back for us?” laughingly, and did call Mr. Gladwin in California, who said, “I am very sorry. I didn't know you folks wanted it or I would have given it to you lock, stock, and barrel; but of course, it's out of my hands now.” He took it off his tax that year, see?

Dale S. King: Then we - but we were still excited about it, and the Washington office took it up with the Arizona delegation and finally got an appropriation of $75,000 to buy that building and the seventeen acres it sits on. And we moved back down - I mean a skeleton crew moved down in November of ‘52. Les Arnberger and myself and our wives were the advance party that moved into that big old building with doors banging in the wind and dogs and cats running through it. So, it was quite a deal. Later on, of course they were broken up and it’s now an archeological laboratory. But it was a wonderful headquarters building.

[END OF INTERVIEW]