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Glen T. Bean
March 13, 1973

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NATIONAL PARK SERVICE

Oral History Interview

With Glen T. Bean

Reel #158

Side One and Two

Washington, D.C.

March 13, 1973

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[START OF INTERVIEW]

Herb Evison: This is March 13, 1973. I'm Herb Evison and this morning, I am in Boulder City in the headquarters of the Lake Mead National Recreation Area. I am sitting across the desk from the superintendent, who is Glen T. Bean, whom I haven't seen for a great many years.

Herb Evison: Glen, as I suggested, let's get this launched with a little thumbnail biography. When and where were you born, and what family were you born into?

Glen Bean: I was born on May 9th, 1915, in a farmhouse near Blanca, Colorado. My father was a combination schoolteacher-farmer, who had to quit farming because of health and later became professor of education and, at one time, for about a year, the acting president of Adams State College in Alamosa, Colorado. My mother and father came to Blanca, Colorado, at the same time because their parents came there to start farming land acquired through a land development deal very similar to some of the ones we have for residential purposes at this time.

Glen Bean: I graduated from high school in Alamosa, Colorado, where my father was teaching at the college, graduated with my A.B. degree from Adams State College.

Herb Evison: In what year?

Glen Bean: In 1936. And then in 1936-37, did a post graduate year at Colorado State College of Agriculture and Mechanical Arts, which is now Colorado State University. I taught school then for three years. My first year of teaching school was in a country school. I taught two grades, all courses in two grades, except for the English courses, which I traded off for two high school classes, coached all the athletics, drove a bus 80 miles a day, and had a real marvelous time.

Glen Bean: I received my M.A. with a major in rural education, minors in psychology and chemistry at George Peabody College for Teachers in Nashville, Tennessee, in 1941. I was there a member of Kappa Delta Phi, Phi Delta Kappa and Pi Gamma Mu, honorary fraternities – I was one of those very low numbers in the draft and they deferred my entrance into the armed forces only because I happened to be in graduate school. So, coming out of school, went directly into the Army, very quickly decided that we really were going to war, so I took a short discharge and reenlisted for three years and went into meteorology. So, I spent four and a half years then in the Air Force, which at that time, was a part of the Army—

Herb Evison: Yes, it was the Army-Air Force.

Glen Bean: —as a weatherman, going from private to warrant officer, one of those queer ducks that was a warrant officer, neither fish nor fowl. I'm rather proud of that because I had to pass a very stiff examination, in competition with weathermen all over the United States, in order to get that warrant officer appointment. I came out of the Army and took a job as superintendent of a small consolidated school in southern Colorado, intending to go back to college and do my Ph.D. in physics. I was accepted in graduate school—

Herb Evison: Where?

Glen Bean: At Colorado University. But in order to pass the summer, I managed to get the appointment as seasonal ranger at the Great Sand Dunes National Monument. A seasonal ranger in those days was the only employee. In fact, my appointment papers came to me in the mail, and they said, "Here are your appointment papers. Whenever you get out of school, go ahead and go up and go to work, and we're sending you the keys to the buildings in a separate box." So, I worked for a month before I met anyone from the National Park Service. John Davis, my boss, came in on July the first, 1946, and wished me a happy new fiscal year – (laughter) – after I'd been working for about five, six weeks.

Herb Evison: That's wonderful.

Glen Bean: John apparently liked the way I did business, so he offered me a job as a permanent ranger and I went up to Colorado University to find a place to live, had a little bit of difficulty and didn't try very hard and decided, well, I'd go back and take up John's offer. Well, Civil Service Commission then said that I couldn't qualify as the ranger, so John made me the alternative offer of taking the job for a year as a clerk at Bandelier. Actually, I worked more as a ranger. I patrolled the back country and took guided trips through the ruins and so forth. But I worked for a year as a clerk at Bandelier under Art Thomas and Fred Binnewies and then went as permanent ranger, Organ Pipe Cactus, in January of 1948.

Herb Evison: Yeah, which was not very long before you drove me across the desert.

Glen Bean: Right.

Herb Evison: Maybe we're getting ahead of ourselves.

Herb Evison: I'm sure you have a wife and I think we ought to get on the record who she was and when you married her.

Glen Bean: Well, the reason that we haven't come to that yet is that I was still single at the age of 32 when I came into the Park Service, and so I met my wife at Organ Pipe Cactus. Her folks were – are – from Canada, are wheat farmers in the plains of Saskatchewan, Canada. They go to Arizona every winter, have since before the war, although they had to discontinue during the war, and I knew her folks and her younger brother for a couple of years at Organ Pipe before she happened to come down with them.

Herb Evison: Is that right?

Glen Bean: So, we met at Organ Pipe, were married in Canada in – on September the 13th, 1950.

Herb Evison: Yes. And her name was?

Glen Bean: Lois Marie Manson, M-a-n-s-o-n.

Herb Evison: Yes. Now, do you have a family?

Glen Bean: We have five children. Well, we have six, one deceased. We have two girls in the University of Nevada at Reno. The third one then was born while we were at Chaco Canyon and as a result of – was not physically well because my wife had had hepatitis because of that water at Chaco (laughter). And then the fourth daughter is a junior in high school. We have another daughter who's in the sixth grade and a son who is in the second grade here in Boulder City.

Herb Evison: That's quite a family. That's almost as many as I have grandchildren (laughter).

Herb Evison: Now, you started in White Sand—

Glen Bean: Great Sand.

Herb Evison: Great Sand, oh, yes, Great Sand Dunes, of course. And were the only employee there all summer long?

Glen Bean: All summer long, I was the only employee.

Herb Evison: Uh-huh. That meant you had a great variety of jobs, including cleaning out the restrooms.

Glen Bean: Correct, just anything that was done, I did. Then I went back to Great Sand Dunes four years later as superintendent, and I still was the only permanent employee.

Herb Evison: Yeah.

Glen Bean: But we managed to employ a laborer and a seasonal ranger to help in the summertime.

Herb Evison: Yeah. Well, I'm particularly interested in your experience on a truly one-man national monument. What do you remember about that summer all by yourself except for visitors? Any special events that you think of?

Glen Bean: One special event, we had a Shrine Club visitation. The Shrine Club, at that time, had their annual initiation out on the sand dunes, since the sand fit in with the ritual and, at that time, we had very poor roads. Getting trucks down into the lower parking area was a difficult job and we had trucks and cars stuck all over the place. We had elderly men who were in no condition to walk across the sand having near heart attacks and yet everybody seemed to have a good time, everything came out all right.

Herb Evison: They all survived?

Glen Bean: It took until the next day to get one of the trucks unstuck from pothole in the road that was—

Herb Evison: Now, that would have been mud, not sand?

Glen Bean: No, that was dry sand.

Herb Evison: Oh, oh, I see.

Glen Bean: No, that country, when there's moisture, is easy to drive in. But when it gets dry, well, of course, it's very sandy and that sand goes down a long ways.

Herb Evison: Was it any better when you got there three years later as superintendent?

Glen Bean: Some better because we had filled the potholes up with some rock and gravel in the meantime and that was one of the things I did, while I was there, just enlarged the lower parking area and got a lot more gravel in, so that people didn't get stuck as often. Of course, now, there's a paved road, there's pavement and all that, completely changed. At that time, there was gravel road for the 24 miles out from Highway 17 and the last, oh, ten miles of it was very rough and you could hear cars coming up the road four miles away, if the wind was just right.

Herb Evison: Yeah. Now, I'm curious here. You were at the end of a very bad road, having to not only look after a place, but look after yourself, too. Did you have an official car or truck?

Glen Bean: We had a pick-up.

Herb Evison: And you were able to use that legitimately, I suppose, to get to the nearest town to do your shopping?

Glen Bean: Well, I used my own car for that.

Herb Evison: You did?

Glen Bean: I had a pickup and truck both. Well, out in those isolated areas, no trip is all business or all personal. So, you usually took whichever vehicle suited the purpose best. A lot of the things that I'm very particular about now because with 114 employees, if you deviate one place, well, you open yourself up to deviations everywhere, a lot of those things did not concern us in those small monuments where you only have one to five employees, because as long as people are of good will and are trying to do a job, I think that you can overemphasize some of the technical administrative requirements. You have to observe them in a larger organization. That's the difference between the operations of the larger organizations and the smaller ones, you lose the latitude of choice.

Herb Evison: Now, you went — when you got a permanent appointment, you went to Bandelier, you say.

Glen Bean: I spent a year at Bandelier.

Herb Evison: I'd like anything that you remember about that experience, beyond what you've told me. You told me you went there as a clerk, but you did all the things that a ranger would do, and I would say all of the things that a ranger archaeologist or a ranger naturalist would do.

Glen Bean: I — Herb, it's a little hard to single out any one thing. I think that that experience had a great influence on my career in philosophy because Art Thomas was one of those real marvelous people who saw the mission of the Park Service as clearly as anyone I've ever known, and he very early instilled into me that feeling of service to the public and the need to get across to those people who come in, the message of what those ruins were being preserved for and so forth. Art was a very deep-thinking person and a very articulate one, who could express himself well and convince others [laughter].

Herb Evison: Yes, yes. I would go along with that a hundred percent. You also had Fred Binnewies there for a while.

Glen Bean: Fred came in the middle of the summer from a chief ranger job at Mammoth Cave and Fred knew very little about the bookwork. He knew the ranger side, but very little about the bookwork and that again was a good experience. Fred is another one of those very remarkable people and Amy, his wife, is just as remarkable. They — well, Amy taught me how to iron shirts [laughter].

Glen Bean: Those things that you need to do when you're out all by yourself on your own.

Glen Bean: Another thing that I remember very well was my close relationship with other employees, because being single, batching a lot, well, you, I think, get better acquainted and have a closer relationship, especially with the Indian boys – Romolo Cordero, Cres Toribio, Augustine Pino – long-time employees there, long-time temporary and seasonal employees—

Herb Evison: Yes.

Glen Bean: —who were from the Pueblos to the South. Two of them were from Cochiti and Cres was from Zia. And I learned a great deal from those people.

Herb Evison: Did that – did your acquaintance with the Indians ever help you in any specific ways or how would you express that?

Glen Bean: I would say that my year in Old Mexico with the Air Force and that my close relationship with Indians at Bandelier, has made it possible for me to relate to all minority groups. I think my experience at Chaco Canyon was made much easier because I could understand the Navajo Indians better as a result of having known intimately Augustine and the other boys at Bandelier. I think you develop a feeling for other cultures – you no longer realize that the white – I mean, you no longer think that the white man has the answers to everything. Those boys had answers to a lot of things that we're not smart enough to catch on to. Other cultures have a great deal.

Herb Evison: Anything else that you remember about that relatively brief stay in Bandelier? How long were you there altogether?

Glen Bean: There just a year, because, well, a couple weeks longer than a year, because the minute that I had had my year in grade, John and Luis Gastellum promoted me to the ranger job at Organ Pipe.

Herb Evison: Oh, yes.

Glen Bean: I went to Organ Pipe then in January, 1948.

Herb Evison: And you worked under Bill Supermaugh?

Glen Bean: Bill and I and Art Guinn were the three permanent employees. Art was a maintenance man. Art went to work the same time I did. Bill had been a one-man monument, too.

Herb Evison: Until you two—

Glen Bean: No, Ray Ringenback—

Herb Evison: Oh, yes.

Glen Bean: —stayed about a year at Organ Pipe before I came there. Ray had lived in a house down at the border and so Bill was building a house for me to live

in when I arrived. So, we finished building that house around me. As a single man, well, that was pretty easy. Then Art Guinn lived with me. He would go back up with his family in Ajo on weekends and live with me during the week.

Glen Bean: Again, of course, living that way, you have experiences and get acquainted with people in a way that you don't when you each live in your little cell.

Herb Evison: I would be interested in knowing this. I was down there the summer of 1935 with a kind of reconnaissance party. Russ Mahan was one. And we found ourselves inadvertently over at Quitobaquito and were given rather strange sailing directions by the gentleman I take to be the farmer just across the border there, Quitobaquito. I wonder if your Indian acquaintance ever extended to him.

Glen Bean: I didn't know Juan very well. That would be Juan Orozco. I did not know Juan very well, because he was a very quiet, retiring person, very difficult to get next to. I did become very well acquainted with some of the Papago Indians from east of the monument that had worked for us, and I did income tax reports for them because they could get back all of their deductions. With income at the level that they were living, they always got back their deductions. And so, I made out their reports each year, so that they could get back their deductions for income tax.

Herb Evison: Good for you. Did this experience as a clerk help on that?

Glen Bean: Yes, that experience as a clerk has helped many times, knowing how you make out a purchase order and some of the requirements. That was a very – well, while I was at Organ Pipe, I was detailed to go to other monuments to help out with changes of superintendents. When Sam King came to Saguaro, I went over and spent two or three weeks with Sam to help him with bookwork side of the operation and it has come in good stead many, many times.

Herb Evison: Well, you were there at Organ Pipe how long? For two years?

Glen Bean: Two and a half.

Herb Evison: Yeah.

Glen Bean: Two and a half. I had to remember.

Herb Evison: Well, now—

Glen Bean: I left there in – I reported to the Great Sand Dunes as superintendent in June of 1950.

Herb Evison: Yeah. Well, now, you were a full-fledged ranger at that time, but my guess is that a full-fledged ranger at Organ Pipe had almost as many – as great a

variety of duties as you had had all by yourself up at the Great Sand Dunes.

Glen Bean: That's right, because there were only three of us to do the work.

Herb Evison: Yeah.

Glen Bean: So, if we had a fence to repair – I recall one summer while Bill was gone on leave – by that time, we had a second ranger, Earl Steele – well, Art Guinn and Earl and I spent a week out repairing fences that had been torn out by flash floods. We'd, right in the middle of the summer, in the heat, take our equipment out and camp and work early in the morning, knock off in the middle of the day when it was hot and then go back at it late that afternoon when it cooled off a little bit and all of us – it didn't make any difference whether we were maintenance or rangers or what – we all pitched in and did all the work that was to be done. We also had to do the bookwork because here were no clerks in those days.

Herb Evison: Yeah.

Glen Bean: So, any bookwork that was done in a monument had to be done by either the ranger or the superintendent.

Herb Evison: Well, you not only doubled in brass, you quadrupled in brass, I would say. Did you enjoy it?

Glen Bean: That's where the fun is, I think. I keep advising these young fellows, if they get a chance at a small monument, well, take it, because they'll have an experience that they'll get no place else. They get a much more rounded experience. They don't become specialists in anything, but they certainly get a good idea of what this is all about.

Herb Evison: Anything else that you think of about your stay there at Organ Pipe that we ought to record?

Glen Bean: I think of nothing specific that would have to do with me particularly, Herb. Organ Pipe, of course, is a real tremendous area. I spent a great deal of time out in the back country on time off, hiking around with a fellow who was a little older than I was, who worked at the mines, who was an amateur botanist. We got to the point that we felt we could see big horn sheep, oh, five times out of six. If we really wanted to see a big horn sheep, well, we knew well enough where to find them that we could take a hike and we'd hike, oh, 25, 30 miles a day sometimes, getting into some of the back country. There were no trails, no way to get into them at that time.

Herb Evison: Not very much of it in midsummer, though, I would take it.

Glen Bean: No, by midsummer, you stay out of – short hikes are okay if you can get in close to the base of the mountain because when you get up at the top of the Ajos, 3500 feet, it's a lot cooler than it is down at the flat. But you don't make any long, prolonged hikes across the desert in the middle of the summer. That's a wintertime activity. Winters there are delightful. Organ Pipe is a verdant desert, as contrasted to the very bare desert we have here at Lake Mead. Of course, it has remained all through the years one of my favorite places. It's one of the most interesting places from the standpoint of ecology that I know of.

Herb Evison: Yeah. How about grazing on there? Was that much of a problem in your time?

Glen Bean: It was, of course, a very serious problem. They told me when I went there that it was about to be—

Herb Evison: Eliminated?

Glen Bean: —eliminated and they have told me at least ten times since that it's about to be eliminated. When I see the cattle actually leave, well, I'll believe it. I know the Grays fairly well. It was quite a day when the old man finally invited me in under the Ramada to have a cup of coffee because it meant that old Bob had finally accepted me.

Herb Evison: Well, you went from there, after less than four years in the service, to a superintendency and that was pretty unusual, wasn't it?

Glen Bean: No, not really, because superintendents in those days were very low grades. I was what would now be GS-5. It was CAF at that time. This was just after the ranger went off of the CPC series into the CAF series.

Herb Evison: Oh, yes.

Glen Bean: So, I went from CAF-5 to CAF-6. Superintendent—

Herb Evison: Go there just as superintendent?

Glen Bean: —which would now be the equivalent of GS-6, which now is a grade below what we consider to be the training grade for ranger.

Herb Evison: Yes.

Glen Bean: We consider GS-7 to be the training grade and GS-11 – I mean 9 to be the journeyman grade for ranger. The superintendent at Great Sand Dunes was the equivalent of what is now a GS-6.

Herb Evison: Yeah. I judge that you lived reasonably satisfactorily on that salary.

Glen Bean: Oh, sure. Expenses were so much lower that we had no problem. I was married while I was there, shortly after I moved up there.

Herb Evison: What kind of quarters did you have to take your bride to?

Glen Bean: The old house at the Great Sand Dunes was built by the CCC, is a long colonial Spanish – colonial Spanish or New Mexican, whatever you want to call it – it's a combination really of Indian and Spanish – motif and walls, oh, a foot and a half to two feet thick, very delightful house. Two bedrooms with a nice great big fireplace. Just a beautiful place to live. (Note: I was "off-base" here – the Great Sand Dunes house was built by crews under the various E.R.A. programs set up under the Depression legislation. Bean.)

Herb Evison: You would have a good word to say for the CCC then?

Glen Bean: CCCs have done some remarkable things all around the country and my experience at Bandelier, of course – where they built all of the lodge buildings, the office buildings; all of the improvements at the time that I was there were built by the CCC and very, very well done. That was a tribute to Hub Chase. I don't know whether you're interviewing Hub in all of this go-around or not.

Herb Evison: I don't even know where he is, do you?

Glen Bean: No, but Art Thomas would.

Herb Evison: I'll find out, because somebody should.

Glen Bean: Hub came in and then was, of course, chief of maintenance at Grand Canyon later.

Herb Evison: Yeah, really made a name for himself.

Glen Bean: He can tell you a lot of things about how to get cement, pour concrete for the CC's, when you can't find any. He and Art can tell you a story with respect to that (laughter).

Herb Evison: Yeah. How long were you there?

Glen Bean: I was at Sand Dunes then for three and a half years about and went to Chaco Canyon as superintendent after Sand Dunes.

Herb Evison: Well, now, one thing that I know is that you stayed in one superintendency for three and a half years, which in these modern days, would be a rather unusual thing. You'd be out of there for 18 months or two years.

Glen Bean: I think that we are about to enter an era of greater stability, Herb, when you can stay long enough to – as Howard Chapman said the other day, "live with some of your own mistakes instead of leaving them for somebody else." I think it is well.

Herb Evison: Yes. That's one decided change for the better, change in prospect, anyway.

Herb Evison: Anything happen there during that three years and a half that stands out?

Glen Bean: Well, of course, I got married while was there (laughter).

Glen Bean: I'd have to – not particularly, Herb. That was a very satisfying place to be because in those days, we could – when I had a seasonal there, we could talk to almost everyone that came in. It doesn't take a great deal of talk or interpretation because it's not—

Herb Evison: Not complicated, huh?

Glen Bean: Not complicated. But the very fact that we were able to even say hello to most of the people that came there, I think, helped a lot. There were no developments at the time I was there. We went through master plan study and change while I was there, but we never were able to implement any of it. The road paving, the power line, all those things that helped, came after I left.

Herb Evison: Would you feel that it was in any respect a challenging place for a man in his first superintendency?

Glen Bean: Oh, very much so. You learn a lot of things, especially with relationships with our neighbors and that sort of thing. One thing I did do, with the help of my wife, was to collect an almost complete herbarium and mount it. There are specimens on record in both the National Museum in Washington, D.C., and Colorado University Herbarium at Boulder. So, we made an almost complete collection.

Herb Evison: Wonderful. Was your wife a trained botanist at all?

Glen Bean: No, she's a social worker. That's the reason she took me over (laughter).

Glen Bean: But she is very much interested in natural history and so—

Herb Evison: Well, you went from there to Chaco Canyon, which was a very different breed of cat. And were there how long?

Glen Bean: Until January of 1956. So was there two and a half years again, a little less.

Herb Evison: That, to me, is one of the really great archaeological sites in the system and I should suppose that that would have been an awfully interesting place to be on many counts.

Glen Bean: It certainly was, especially if you're interested in archaeology, which I was and am.

Herb Evison: I would suppose that that would attract – would have attracted, during your time there, dozens or scores of archaeologists with whom you became acquainted.

Glen Bean: Right. And my memory's so poor that right quick-like, I can't think of a lot of them, but people like Bob Lister, who at that time was at Colorado University and now is in charge of the field school or the university side of the operation out at Chaco. I was at Chaco Canyon in that period between the closing out of the old New Mexico University field school, operated jointly by New Mexico University and the state museum and then the recent arrangement, oh, three or four years ago, when we made another contract with the University of New Mexico for research at Chaco Canyon. Gordon Vivian lived at Chaco Canyon while I was there.

Herb Evison: Oh, did he?

Glen Bean: Of course, he is another one of the real greats. So many things that have been done in the field of ruin stabilization were developed by Gordon and Gordon's heart was at Chaco Canyon. It was very difficult to get him to move out of Chaco when they finally felt that he should move into a headquarters area and rather than live out at Chaco, being so isolated. Gordon was a great deal of help with respect to the archaeology. He, of course, was in charge of the ruin stabilization. He also was a great deal of help with respect to relationships with the Navajo Indians because he had been working Navajo crews for years, understood them very well, was very well respected by the Navajos.

Herb Evison: And that enabled you to broaden your Indian contacts.

Glen Bean: He, you know, gave me a real good start there. Art White was ranger there when I first went. We overlapped each other by about a month and a half and Art, of course, even speaks a little Navajo, has a very good rapport and relationship with the Navajo, and Art got me started off well, too.

Herb Evison: He had been in charge of Navajo at one time, hadn't he? Navajo National Monument?

Glen Bean: After that, after that.

Herb Evison: Oh, was it after that?

Glen Bean: He was ranger at Chaco, went as chief ranger to Bandelier and then from Bandelier out to Navajo, as I recall, and spent some time at Navajo National Monument.

Herb Evison: Now, you had contacts with archaeologists, and you developed your contacts with Indians. What other things happened in there?

Glen Bean: One interesting or amusing thing, the wells at Chaco Canyon at that time were in the bottom of the wash. All you did was collect subsurface water and then pump out – put down a great big culvert along the side of the arroyo and then pump with small Brigg-Stratton engines the water into water tanks from that subsurface water and it was horribly saline. My kids, all the time I was there, never did get over the diarrhea. Didn't bother me too much, but it was just like taking a dose of salts. But they told me when I went there that about every four or five years, you'd have a big flood down the Chaco, and you had to pull the engines for the pumps. You couldn't pull the pumps but pull the engines off the pumps so that they wouldn't get silted up. Then you'd have to bail out all that muddy water out of the well in order to get relatively clear water again.

Glen Bean: But that first summer I was there, we had four of those kinds of floods. Every time we got an engine all cleaned up and – or the well all cleaned up and ready to put back in operation, why, here would come another flood and, of course, they have a deep well now. They've eliminated that problem.

Glen Bean: One of the satisfying things that was going on at that time, and I only just carried it on and it was carried on after I left, as well, was the planting of the willows and cottonwoods along the arroyo to stop the erosion from the flood waters. That soil at Chaco is very peculiar. When water sits on it, it dissolves enough salt so that it makes a hole right down through the ground sometimes. They call those holes "pipes" and you go along, ride along on a horse, and you see a little hole that looks six inches across and get down, start prying around there, you'll discover that underneath is a hole big enough to bury a truck; and you have to be very careful where you ride in that country, as well. But as a result of that, there's a great deal of erosion.

Glen Bean: Along the Chaco Arroyo itself, we planted a lot of willows and cottonwoods, so that when these big floods would come along, it would keep the banks from caving in. Every time one of those banks caved in, why, you'd lose some archaeology, probably. You lose some and you may expose more, because one of the old pit houses that dates back about the earliest of any was disclosed by caving off a bank into the arroyo, and here's part of that pit house exposed.

Herb Evison: So occasionally an excess of water is useful, huh?

Glen Bean: Well, archaeologists would question the utility of that, I think [laughter] – because over a long period of time, you'd lose all your resources.

Herb Evison: Yeah. Well, you went from Chaco Canyon then to where?

Glen Bean: Bryce Canyon.

Herb Evison: As superintendent.

Glen Bean: As superintendent.

Herb Evison: Yes.

Glen Bean: Well, as assistant superintendent under Paul Franke, who had both Zion and Bryce. But with the understanding that on the first of July – this was in January of '56 – on the first of July, '56, that Bryce Canyon would become independent. So, on the first day of July, '56, then I became the superintendent of Bryce Canyon and was there until January of 1960. We stayed there four years.

Herb Evison: Yeah.

Glen Bean: Almost to the day.

Herb Evison: Well, now, you were – I was going to say at long last, but not at very long last, superintendent of a national park. I'll bet you enjoyed that.

Glen Bean: Those were exciting days, Herb, because as you recall, those were the Mission 66 days and one of the things I didn't mention for Chaco Canyon was that I worked up the Mission 66 plan for Chaco and went into Washington and defended that plan before the Mission 66 work group. That's when I saw you again.

Herb Evison: Yeah.

Glen Bean: Then, as a result of that, I was member of the first Mission 66 oh, what did we call it? Steering committee or – I don't recall what we called it.

Herb Evison: They had a steering committee under Lon Garrison in Washington.

Glen Bean: Oh, advisory committee was what we called it, which was under Lon also. And then the Mission 66 plan for Bryce Canyon, of course, was set up and almost consummated while I was there. We changed the road. Connie Wirth came in in August of '56, just after I came there. We were all ready for him.

Glen Bean: Before I could even – I had briefing sheets and maps and everything just all set and before I could even get started into my presentation, Connie looked at the map and he says, "I think this is what we ought to do," and we were off and running. He'd anticipated us, you know, by about three hours of discussion [laughter].

Glen Bean: He knew exactly what we ought to do and then he turned around to Hugh Miller and he says, "In your Southwest Region Program, why, you can arrange financing for this." So, when Connie came in, we had no program

and when Connie went out, we had about a million and a half dollars' worth of program (laughter).

Herb Evison: And that was for Chaco? Oh, no, that—

Glen Bean: No, that's for Bryce Canyon.

Herb Evison: —was for Bryce, yes.

Glen Bean: And so, we did the road relocation that winter and then started on plans for the new visitors center and I got to move in and sit at the desk in the new visitors center for about three months before I left Bryce, but those were very exciting days.

Herb Evison: Yes. Of course, just being an area while the Mission 66 Program was – development program was underway would be a noteworthy enough event, but how about others during your stay there at Bryce? In my book, one of the really beautiful places.

Glen Bean: I've many times said, Herb, that Bryce Canyon is one of maybe five or six parks that has instant appeal. If someone were to come to me – and John Davis questioned me on this and I proved my point to him – if someone were to come to me and say that I only have 15 minutes to spend in a national park, which national park would you recommend, I would say Bryce Canyon, because I can take him out on Sunset Point in the middle of the afternoon, late afternoon, when the shadows are falling, and he will have an experience that he will never forget for the rest of his life and—

[Recording interruption.]

Herb Evison: Anything else about Bryce that we ought to get on here? How about your relations there with your neighbors?

Glen Bean: We had – that probably was one of the more satisfying parts of that job because Bryce Canyon had been quite a point of contention. The local people felt that under the management from Zion that it was a lost stepchild, it was being completely neglected and they took up arms [laughter].

Glen Bean: So as a new superintendent, I was welcomed, and our relationships were excellent. I became very well acquainted with Bill Bruhn, who was a political powerhouse through that country at that time and now is on Governor Rampton's staff in Salt Lake City. They formed the Five-County Organization while I was there and I was one of the charter members of that, which included the county commissioners from the five counties around that country, plus all other people who had anything to do with the economic welfare of the country and of course, in that country, parks are definitely an economic asset.

Glen Bean: I had very good relationships with the Forest Service. That was one of the more satisfying parts of that job.

Herb Evison: Anything else before we move you on to your next location?

Glen Bean: No. I think someplace along here, Herb, I should say that in every one of these things, of course, one of the real outstanding things in your mind are the people with whom you work.

Herb Evison: Yeah.

Glen Bean: That's been true in other cases and. I don't know that if you get started into that, well, it'll sound more like a biography [laughter].

Glen Bean: Something else. But again, at Bryce, some of the people with whom I worked, J. L. Crawford, who's a real top naturalist, Wayne Alcorn, Kent Wintch, who is now administrative officer at Western Colorado Group. Wayne Howe, who's in the Northwest Region Office, was first chief ranger at Bryce. That sort of people, you build up a very close relationship with, because of the fact that you all live in the park together, you work together, you play together, also create some problems, of course.

Herb Evison: Yeah, yeah. I judge you've never been any place where you really got cabin fever, where you felt so isolated?

Glen Bean: Chaco Canyon came as close to that, because in the wintertime, when we first went there, we were by ourselves. Art White had left, and we didn't have a replacement. It snowed us in, the water froze up and my wife especially with two small youngsters, one, oh, only about nine months old and the other a little less than two years old, felt that cabin fever-type thing very strongly. At Sand Dunes, we didn't, because it was so easy to get out. Even though our nearest neighbor was about 15 miles away, so easy to get out, and there wasn't that feeling of being off by yourself nearly so much, even though distance was great. At Chaco, our post office was over 60 miles away, nearest real shopping center was 75 miles away, nearest hospital was 75 miles away over very rough roads, part of it.

Herb Evison: Where would that hospital have been? Gallup?

Glen Bean: No, Farmington.

Herb Evison: Oh, yes.

Glen Bean: Farmington was closer than Gallup. Gallup would have been a little over a hundred miles; Farmington about 75 miles, and only 24 miles to pavement going north, about 60 miles to pavement going south out to Gallup.

Herb Evison: Yeah. Your first pavement going south would have been 66, wouldn't it?

Glen Bean: Highway 66, yeah.

Herb Evison: I remember being in there about 1948, I think it was, and that very long ride down from – well, from up in the neighborhood of Jemez crater, coming over from—

Glen Bean: Down through Cuba?

Herb Evison: Coming over from Santa Fe and through there, a very, very long drive across pretty desolate country, pretty unpopulated country.

Glen Bean: More populated than you think. After you've lived in the country for a while, you discover that up around that little corner, where you can't see anything, is a Navajo hogan, and after you learn where the people are, you discover there are more people. I always marveled at those people, too, as how they live out in circumstances in which they live. Old car break down, they just pull out on the side of the road and camp there until they get the car fixed, and they can fix the car with a pair of pliers and a hammer better than you and I can with a set of socket wrenches (laughter).

Herb Evison: Your wife must have something of the pioneer to have been able to have lived through that and come through it in good shape.

Glen Bean: She was raised on a farm in Saskatchewan when they would become snowed in all winter and her father would take a sleigh, horses and sleigh, go into town about once a month to pick up groceries. But her mother would not go to town for almost five or six months at a time. So, my wife was raised under very similar circumstances.

Herb Evison: Well, for your circumstances, you made an extra good choice, I guess.

[Recording interruption.]

Herb Evison: Glen, anything we should add on here about your stay at Bryce?

Glen Bean: I think not. If you really get started to reminiscing about all these places, you could spend all morning reminiscing about any particular one. I went from Bryce to Yellowstone as what Lon Garrison at that time called Mission 66 coordinator, which was to be responsible for the programming and the implementation of the Mission 66 program, which included the repair of the earthquake damage.

Herb Evison: Oh, yes.

Glen Bean: I arrived there about six months after the earthquake. We left Bryce January 21st, 1960. That was from the standpoint of personnel operations and so forth, that was one move that I didn't want to make because I liked being superintendent.

Herb Evison: Yeah.

Glen Bean: And I was finally – I had my arm twisted by Connie Wirth, that my next promotion should be to this other job, not the superintendent job.

Glen Bean: Yellowstone, of course, was a very interesting experience, not only because of the park. Yellowstone is not the kind of a park that Bryce Canyon was. You have to be in Yellowstone for some time before you start to put it all together. You don't get that instant feeling that you have about Bryce Canyon and Crater Lake, some others of that kind.

Glen Bean: It also was a very interesting place because of all the work that was going on for Mission 66 and we had some of the most complicated arrangements with contractors that I've ever seen. We had one contractor who went broke, and it turned out that his bonding company – that the man who had arranged for his performance bond had never issued the bond, the company didn't know anything about it. Of course, he was bad as well, but the company fortunately felt that their reputation was great enough that they picked up behind and assumed the bond. But that bonding company really paid through the teeth on that one and that was a real complicated one to work out.

Herb Evison: What kind of a project was this?

Glen Bean: It was a water and sewer project at Mammoth, and it turned out that the man had never actually looked on the project on the ground. He had flown over it a time or two and it looked like pretty good country, so he assumed that you could go in and just use a backhoe. Well, it either took dynamite or it took a very heavy backhoe, one of these great big jobs.

Herb Evison: Yeah.

Glen Bean: And his price didn't allow for that, but the bonding company got in a man from Billings who did know the country and who knew how to dig in that kind of geyserite and finished up the job, but it cost them about twice what the bid was.

Herb Evison: I should suppose that the very peculiar nature above ground and underground there would offer a lot of complications for jobs of those particular kind, water and sewer. Wasn't there a matter of plunging in your digging into a hot spring or a tunnel or a cave or something of that kind that—

Glen Bean: You could. In my opinion, now, after a few more years of experience, the National Park Service should not be putting facilities up at Mammoth at all. We should be moving out of Mammoth. I just think that you're tampering with the resource too much to even put residences and any of

the things we were putting there. I think that Mammoth should be left alone to the visitors.

Glen Bean: But an awful lot of people, and especially Horace Albright, would argue with me.

Herb Evison: Yes, I suppose so.

Glen Bean: Because Mammoth, historically, has been the place that they've always had the headquarters and it does have a lot of the old Army history. I would preserve the old Army history, but I would sure move the going operation out of Mammoth.

Herb Evison: That would be your concession operation and all of the people who live there, too.

Glen Bean: I would even live – well, yes, I'd move the concessioner out, I'd move the shops out, I'd move out anything that could be done elsewhere except the interpretation of the resource itself to the visitor and leave the place to the visitors and the resource.

Herb Evison: Well, I think your thinking is in line with a lot of other recent Park Service thinking. I don't know about that specific area, but anyway, what a few years ago would have been considered very radical proposals seem to be listened to much more readily than was the case ten or fifteen or years ago, even in Connie Wirth's time.

Glen Bean: Right.

Herb Evison: I'm curious about what jobs you were concerned with that were the result of earthquake damage. What do you remember about those?

Glen Bean: Well, road repair jobs primarily, because that whole road above Mammoth, you know, caved off, and we had to repair that whole road. That road was closed when I first went to Yellowstone about five months later. We had to rebuild a lot of the road down around Madison Junction. There was, especially across the west side of the park, a great deal of road damage that had to be repaired. I think – my memory for figures is very, very poor – but it seems to me that it was about two and a half million dollars. Then all the old stone buildings at Mammoth, needed to be repaired because they were built by the Army in the – oh, along around 1910, 1916, and did not have structural steel in them. So, when the earthquake shook them up, it – in fact, at that time what is presently the administration building, was condemned. They felt it was unsafe. I think that they since have repaired it so that it's safe. But—

Herb Evison: Well, not, you were speaking especially about road damage. I can see where there were cuts and fills, cuts especially, that you'd have stuff fall

over the roads. But I'm wondering how the roads themselves looked. Were they cracked in any way because of that earthquake movement?

Glen Bean: Cracked quite a bit. You see, there were no faults that actually slipped during that earthquake in the park. The slippage was all just outside of the park. So, you didn't have any case of where you're coming down and then the road just moves over. But the roads were very badly cracked and, in some cases, would have to be relocated because of the shifting of the earth. Those roads are all put on – a great many of those roads are in thermal areas and, of course, the thermal activity changed, too, as a result of the earthquake and completely too out a parking area that – one of the mudpot areas just between Madison Junction and Old Faithful. Mudpots started up right in the middle of the parking area. So, we had to put in a new parking area farther out, away from the activity.

Glen Bean: Changes in almost all of those thermal areas were along the west side of the park, didn't change the east side too much.

Herb Evison: Now, you're talking about parts of the road actually subsiding. I would suppose before they could even start to repair that, they would have to do some exploring to see what was underneath and whether that was going to continue or how it would affect the road when it was repaired.

Glen Bean: We should have done more of that than we did. A lot of it we did just on faith.

Herb Evison: Yeah?

Glen Bean: But on the other hand, a good geologist and a good – we had a couple of geologists on the park staff, John Good was on the park staff at that time, came in just shortly after I did – a good geologist and a good engineer can do an on-site inspection and tell fairly well. But I think that we've been negligent in that respect in all our parks, of not knowing more about the park than we do. However, when you try to get money to do that kind of study, that's the money that always gets cut out.

Herb Evison: Yeah, yeah.

Glen Bean: We are criticized for being short-sighted, but when we program it, we lose our shirt. So, by force of circumstances, as managers, we many times have to overlook those things, in spite of the fact that we know that that is the best way to do it.

Herb Evison: Those are the things, of course, that won't show. The things that don't show don't get money.

Glen Bean: That's right.

Herb Evison: Generally speaking.

Glen Bean: You know, if after I have put money in a high priority for a scientific study and had it cut out and then lost some other jobs because they were farther down the priority list, well, you get gun-shy. This year, my second choice for funding in the whole park is a study of capacity of the lake for recreational activity and yet I know that that's hurting me because it doesn't have the glamor that some of the things farther down the line have.

Herb Evison: And yet I think you agree with me that it has a lot better chance now than it would have five or ten or fifteen years ago, because they're thinking about those things more.

Glen Bean: Especially 15 years ago, because I recall when Connie put in for a study, which indicated – of the people, so that we'd know more about the park visitor. You know, what are their real needs? What do they want? And so forth. And he got shot down at the appropriation hearing but good because it looked as if he was trying to pry into people's – oh, you recall that.

Herb Evison: Yeah, yeah.

Glen Bean: He hit national headlines. And yet what he was trying to do was exactly right. Well, the committee I think, today, would allow that a whole lot better than it would at that time.

Herb Evison: Well, here's wishing you luck with this. Anything else that you remember about that Yellowstone assignment?

Glen Bean: About six months before I left Yellowstone then we restructured the park organization so that we had two assistant superintendents and I moved over into assistant superintendent job, was responsible for all the activities on the south and the east side. Dick Nelson, my counterpart, was responsible for all the Old Faithful western side and the extreme north. So, I changed assignments.

Herb Evison: Did you happen to be around Yellowstone when the beautiful old Canyon Hotel burned down?

Glen Bean: Yes, but I was at Mammoth, and I didn't get to see it. It was in the winter, early spring, fortunately, so that there was a lot of snow on the ground. We would have probably had a major fire otherwise.

Herb Evison: Yeah.

Glen Bean: And we were rather flabbergasted by that.

Herb Evison: Yes, it must have been a beautiful fire to watch, for anybody who was there to watch it.

Glen Bean: As dry as that old building was, it must have just gone up almost like dynamite. And part of my job was programming the money to take out the worst of the damage. Of course, the company itself was responsible for most of that. But we also had some obligations because the old parking area, we provided parking area, you see, and we also had water and sewer in that same area.

Herb Evison: Well, now, I'm curious. You mentioned water and sewer. Here's a tremendous big building that was served by both of those. What do you do with the water and the remains of the water and sewer system in a situation like that?

Glen Bean: I don't know what they finally did. I haven't been back to Yellowstone since I left, and I don't know whether they decided to finally use that parking area and do some other things there or whether they completely abandoned it. But if they completely abandoned it, about all you could do is to remove the surface evidence and just let the rest of it sit there. It's a pretty tough – that's the reason we need to be a little more careful before we put the darn things there to begin with.

Herb Evison: Yeah, yeah.

Glen Bean: Because you do things to the country that never can be remedied, of course.

Herb Evison: That's right, that's right. Of course, that goes back, I think, the winter of 1910, the construction of that place.

Glen Bean: Yeah, built in the wintertime.

Herb Evison: Yes, that's the—

Glen Bean: They actually heated the nails. They had to warm the nails up so the carpenters could handle the nails because they were so cold, actually heated the nails. Lumber, a lot of it, was rather green, and therein lies some of the problems with the structural stability of the building.

Herb Evison: That always has seemed to me an astonishing accomplishment, to build that tremendous building there in wintertime in Yellowstone, of all places.

Glen Bean: Yeah.

Herb Evison: Well, you moved on from Yellowstone and then where? The Washington Office?

Glen Bean: No, assistant superintendent, Blue Ridge Parkway, where I worked for Sam Weems.

Herb Evison: Oh, yes.

Glen Bean: Of course, that's a once in a lifetime experience as well, because Sam, there's nobody else like him.

Herb Evison: Yes. And how long were you there?

Glen Bean: I was there almost two years and then I went to the Omaha Regional Office or the Midwest Regional Office. I went back to work for Lon.

Herb Evison: Oh, yes.

Glen Bean: I had my choice between moving to the Southeast Regional Office and the Midwest Regional Office. Of course, to make a choice between Elbert Cox and Lon Garrison would be impossible, because they're both, in their own way, outstanding people. But of course, at Midwest Regional Office, I was closer to home. And, in that job, I was involved with what we called cooperative activities at that time. Most of my time was spent on new area studies, especially the Voyageurs National Park, and I was – conducted the first hearing on Voyageurs at International Falls when there were over a thousand people at the auditorium, talked to the county commissioners of those counties time after time, trying to get them to ease off on things that they were doing or come our way and so forth. I spent a big part of my time up there. I was also involved in the Fossil Buttes proposal and Big Horn Canyon proposal. That's how Big – that's before they started to well, no, about the time they backed up the water the first time.

Herb Evison: Yeah.

Glen Bean: I spent most of my time traveling that year.

Herb Evison: We're getting a little ahead of ourselves, because I'm not going to let you get away from the Blue Ridge Parkway with a mere mention of the fact that you were there under Sam Weems and what a wonderful experience that was. You were assistant superintendent. Were you also headquartered in Roanoke?

Glen Bean: Right.

Herb Evison: That was before they adopted the later system of two assistant superintendents.

Glen Bean: Yes, right. Everything operated out of Roanoke, as long as Sam was there.

Herb Evison: Yeah. Well, now, I'm interested in what kind of a division of activity and responsibility there was there during your period between Sam Weems and yourself.

Glen Bean: Well, Sam was one of those strong managers who was not letting anyone act for him. And so, the assistant superintendent really sat in the wings waiting to take over and substitute if Sam had to go someplace else. But

there was no division of labor. He didn't say, "Well, you handle the operations," or "You work—" there was none of that sort of thing with Sam. You just sat back and tried to keep yourself so well-informed that when he left, you could do what Sam would want done, but in no way did you ever let him think that you were – that you thought you were acting for him. Nobody acted for Sam.

Glen Bean: It was a very difficult job, but Sam was one of the best operators. You can't quarrel with success and his park was well-run, well-maintained. There was just no question about who was running Sam's park.

Herb Evison: Yeah. Well, of course, there was also no question about that being completely different in character from anything you had ever been assigned to before or since.

Glen Bean: Right. That's an operation unto its own. I wrote the letters for Sam, trying to justify putting the parkway into scenic or natural park category, because I still think – and I had Sam convinced – that the Blue Ridge Parkway should not be in the recreational category. It should be in the natural category and operated according to natural area policies, and that the Natchez Trace should be operated in the historical category and operated according to historic. Now, I grant you that automobile touring is a recreational pursuit. But no more so on the Blue Ridge Parkway than in the large park such as Yellowstone.

[END OF SIDE 1]

[START OF SIDE 2]

Herb Evison: We were talking about your assignment to the Blue Ridge Parkway when we reached the end of Side Number One of this tape. But I wonder if there are not events of that period of your career that we ought to get here on the tape.

Herb Evison: One of the things about the Blue Ridge Parkway that has always interested me, by contrast with other parks, is the fact that you have nearly a thousand miles of boundary line, most of it up against private ownership, individual neighbors, who affect and are affected by the existence of the parkway. I wonder if you've ever done any particular philosophizing about that situation. I certainly would be interested in knowing how that situation affected your activities.

Glen Bean: The fact that there are over a thousand neighbors – and I don't have that figure at my fingertips right now, but I have it down in a little notebook someplace – how many individual parcels of land do adjoin the parkway, a tremendous number. The fact that your relationship with all those people is a very intimate one, because in some cases, that neighbor is farming or

has cattle or has a residence or other activities within, say, 50 yards of the road itself. You're working with those people all together and I think that that is one of the best training grounds for rangers that you can have because they learn two things on the Blue Ridge Parkway. They learn to get acquainted with and get along with their neighbors and keep constant contact with them, because in two days, you know, you can have a foundation of a building built on parkway land—

Herb Evison: Yeah.

Glen Bean: —if you're not watching. And the second place where you get tremendous experience is on the law enforcement side, and then law enforcement in the nicer aspect of it, because there aren't many confrontations, that sort of thing. But still, it's a constant problem. Anytime you have that many automobiles on that – and people on a road like that, on a weekend in October or whenever the height of the color season is, they'll be backed up for a half mile on some of those entrances, waiting to get their turn to get into the flow of traffic on the parkway to see the beautiful colors.

Herb Evison: One of the problems – and I know they have been encountering increasingly seriously along there derives from the many accesses that were allowed from the adjoining properties back in the early days, until [inaudible] put a stop to it.

Glen Bean: And every one of those now is a real headache, because the only way you eliminate those is by putting an overpass or an underpass or re-detouring roads around, so that they go in on some other highway, and there again, Sam Weems was a master at working that sort of thing out. Every opportunity came along, Sam grabbed and as long as they gave Sam a little kitty, so that he had ready cash, he really worked on it. Under present constricted type of operations, where you have to program three years ahead, why, you're no longer in a position to take advantage of sudden need to sell property, or maybe the man who has the access road needs to sell his property. Well, you can work it out and provide other roads at that particular time, well, you can take advantage of an opportunity. Sam was a master at that.

Glen Bean: Jesse Sutphin calls those "staggering crossings." We called them "staggered crossings," because you come in one place, then you have the right to use the parkway for, say, a quarter of a mile or wherever that road then logically takes off and for that quarter of a mile, you have farm implements, anything else, coming across there. And a real traffic hazard and problem.

Herb Evison: Yeah. Now, during your stay there, was there any beginning of the sale of mountain lands?

Glen Bean: It was in process, very much so. Development-type thing and land that you hadn't been concerned about because you know that that old lady was never going to sell in her lifetime. All of a sudden, she died and sold to somebody from down on the Piedmont and they came up and put a great big summer place and all of a sudden, you had a problem.

Herb Evison: Yeah. That's going to get more serious before it gets less.

Glen Bean: And in some cases, of course, you can take care of a lot of it by screening. You can plant trees. Some of it though is impossible to take care of.

Herb Evison: Yes. When we were over the parkway last, which was last year sometime, it was noticeable to both of us how many houses we hadn't seen before were now in sight from the parkway.

Glen Bean: Making it look like suburbia instead of the mountain country.

Herb Evison: Yes, darn shame. Well, I take it that you figure that your stay on the Blue Ridge Parkway was an important part of your training.

Glen Bean: Anyone who worked for Sam Weems learned a lot. Sam kept you on your toes. He operated completely differently than anybody else I've ever worked with.

Herb Evison: Well, now, I take it that during that period, when Sam was on the job, you didn't just wait off in a corner for something to happen. You must have traveled that parkway a good deal and acquainted yourself with it.

Glen Bean: As much as I could, but there again, Sam expected you to stick around the office so that he could go up and down the parkway.

Herb Evison: I see.

Glen Bean: He was – that was part of Sam's philosophy. When Sam would leave – he took a trip to Europe while I was there – well, then that was a different ballgame. But first thing I learned under Sam – it took me a while to learn it – was that I never signed things "Acting Superintendent." I made it very clear that I was writing on behalf of Mr. Weems and I signed it as "Assistant Superintendent" (laughter).

[Recording interruption.]

Herb Evison: While we had this machine stopped for a little minute, we had a discussion about the relationship between the superintendent and his assistant superintendent, as between Sam Weems and his assistant, and as between other superintendents and their assistants, that I would like to have you develop again, if you would. Sam, you were saying—

Glen Bean: Well, Sam operated like nobody else and it took me a while to learn how he liked to operate. But I had been brought up under people like John Davis and Lon Garrison, who, when you were acting for them, if they were gone, well, you acted with full responsibility. You had to live with what you did, but they would back you up for what you did. When they left the park, well, park business went on. You had that responsibility, acting.

Glen Bean: Well, working for Sam, I started out the same way. So, when about the first letter came back addressed to Glen T. Bean, Acting Superintendent, I suddenly discovered that Sam just really didn't intend for anyone else to act for him. He was the superintendent and once I learned to write on behalf of Sam and sign it "Assistant Superintendent," then I no longer had any trouble. But that implication that the superintendent might not be Sam Weems just made Sam livid (laughter).

Herb Evison: Now, I'm curious as to how those letters ended up. Did you have some such phrase as "For the Superintendent?"

Glen Bean: No, no, but in the opening paragraph, I'd say, if it had to do with a land transaction, for example, I would say that "I'm answering on behalf of Superintendent Weems, who's on an official trip," or whatever the reason may have been—

Herb Evison: I see.

Glen Bean: —and then just go ahead and develop the letter as I would have otherwise.

Herb Evison: Yeah.

Glen Bean: And then just sign it "Assistant Superintendent." So, when they wrote back, they either wrote to me as Assistant Superintendent or they wrote to Sam as Superintendent. But they didn't write to me as Acting Superintendent (laughter).

Herb Evison: Well, you know, I think there's a lot to be said for that, too.

Glen Bean: Well, when the director's out of the office, let's face it, that as far as the Secretary is concerned, a lot of those decisions aren't made until the director himself makes them. When Ron Walker signs that sheet, then it's accepted as being Park Service policy. But, you know, when I was working for George as Assistant Director in Washington, that same thing was true, that there were some decisions that even in my – well, even if I had been acting – you had to wait until George made the statement himself because nobody can really act for the director for some things. Only he can.

Herb Evison: Yeah.

Glen Bean: I follow the philosophy, of course, being trained by John and Lon, when I'm out, well, Temp Reynolds has full authority and I'll back him up and we have no problems there. But I recognize that in doing that, there are people who operate very well under the other philosophy, and Sam was one of them.

Herb Evison: Yeah. Of course, was this about when a letter comes to you and it's signed "Acting Superintendent," unless there's an explanation in the letter, you may get the impression and quite justly – that the superintendency is presently not filled. There have been lots of cases where people have been acting superintendent for months at a time, waiting for the position to be filled, and I think that that gives that impression or tends to give that impression to the recipient.

Glen Bean: It certainly can.

Herb Evison: I know it did in hundreds of cases where Hillory Tolson signed as acting director.

Glen Bean: Yeah.

Herb Evison: Yeah, well, that Blue Ridge stuff is all wonderful grist for my mill. I think we've pretty well covered your assignment there in the Midwestern Regional Office and the chores that you were involved with.

Herb Evison: While we were having coffee a while ago, you mentioned a Hawaiian assignment that I had forgotten you ever had. When was that?

Glen Bean: That followed the Omaha, Midwest Region assignment. I was in Midwest Region – well, actually, the time of appointments would have been less than a year, but the way we had to work it out, my wife was expecting our youngest child, and so we stayed until after the first of July. So, it was slightly over a year. But we moved to Hawaii in July of 1965 and my youngest son was less than a month old when we arrived in Hilo on the plane. We moved across country – we left Omaha when he was less than ten days old.

Herb Evison: For heaven's sake.

Glen Bean: Never traveled better.

Herb Evison: He early got into this Park Service habit of transferring from one place to another. How long were you over there?

Glen Bean: I was there only a year and a half. And much too short.

Herb Evison: Yeah. Looking back on it, are you satisfied that you were there anything like long enough to get to do your job well?

Glen Bean: No, I was just – I'm satisfied with the job I did, but what can you do in a year and a half? There were a number of things I had going and the very fortunate thing, of course, was that Jim Toban, who's a real close personal friend of mine, who operated – who – we have the same kinds of philosophies and so forth, and who had been in Hawaii previously, so that people over there knew him, took my place. And so, things just went on as if no – no hitch or skip. But no one in a year and a half really does a good job as a manager of a park. I had worked real hard at getting acquainted with the park and still was getting acquainted when I left.

Herb Evison: Of course, there again is a place of tremendously important public relationships that you can't acquire overnight.

Glen Bean: No, you can't. And that is one of the superintendencies that you have to be awfully careful with the incumbent, because those Hawaiian people don't accept everybody. Brian Harry today is just an admirable choice. They couldn't have done any better than send Brian over there. Those people know him, they like him, he understands them, he has rapport with them, and he understands the natural resources of the park.

Herb Evison: Yeah.

Glen Bean: But that's one superintendency that they should be very careful when they fill it.

Herb Evison: Yeah. Well, what kind of problems were you involved with during that year and a half?

Glen Bean: Well, goat reduction, of course, was the big thing. Prior to my coming, the goat population had got out of hand. So, when I arrived, John Henneberger already set in motion live trapping and sale of goats. So, shortly after I arrived, not because I had any perspective on it, but because John Henneberger had, we rounded up goats and sold them off to the lowest bidder and so forth, a program which, of course, was like shouting in the barrel until you got a boundary fence. Brian now is installing boundary fence, so all of that work will now have much greater effect.

Glen Bean: Another one of the great problems, of course, is the control of exotics, and while I was there, the Department of Agriculture actually planted this little moth that works on the lantana – not a moth, beetle, and of course, we hope that eventually that will have some controlling effect on lantana, which is an exotic and taking over the lower parts of the island, where it's warmer.

Glen Bean: We did the plans, the museum plan and the building plans, and built the Kalapana Visitor Center while I was there. And one of the things that I'm proud of was having John Hauanio who is a preacher, as well as a park

ranger, dedicate the site before we actually built the building and, in that way, involved the old Hawaiians. That's—

Herb Evison: Was faced in the right direction a little bit.

Glen Bean: Right (laughter).

Herb Evison: I know I was over there in 1955 and I was very much impressed with the little visitor's center in existence then. But I suppose by the time you got over, that hid been long outgrown.

Glen Bean: Well, they had already rebuilt it before I arrived. That's the one up at Volcano.

Herb Evison: Yeah.

Glen Bean: And had a new auditorium and was doing a quite adequate job. The visitors center that I was speaking of was down on the Kalapana Coast.

Herb Evison: Oh, oh.

Glen Bean: Which is a rather small one and which deals with Hawaiian history, more than it does with the natural side, because it's at about the location the original Hawaiians landed and it's right in back of a Hawaiian village, which is being interpreted, and also had a site of one of the old canoe landings, where they'd land. On that south coast, it's very difficult to land a canoe.

Herb Evison: Yeah. Anything else that you remember about that year and a half?

Glen Bean: Well, as always – and I have skipped it in most of the others – of course, the people that we worked with always stand out. I still get Christmas cards from state park director and the Hawaii County park director and many of those people that we worked with very closely.

Herb Evison: Now, who did you succeed over there? Fred Johnston?

Glen Bean: I succeeded Fred Johnston. Fred retired and it was some time – you see, after Fred retired and went into Honolulu as director of the Honolulu city and county parks – the city and county in Hawaii are always one and the same.

Herb Evison: Yeah.

Glen Bean: So, Fred had already moved to Honolulu. He'd been in Honolulu some time and John Henneberger had operated the park in an acting capacity in the interim and did a magnificent job. John had a very good feeling for the resources and the people both.

Herb Evison: Well, from there, were you grabbed for the Washington Office then?

Glen Bean: No, Mr. Hartzog thought that I could do a better service by being chief of the Office of Resource Planning in San Francisco. That was the first reorganization of the service center. But the service center did not have a head, it had three heads.

Herb Evison: Yeah.

Glen Bean: Bill Bowen was the head of the design and construction part, and I was the chief of the Office of Resource Planning and then the lands division was headed up separately. And then, oh, about six months after I left, then they brought it together under one head, so that it had a single head. As the chief of the Office of Resource Planning, I was responsible for the master planning and the new area studies primarily.

Herb Evison: What new areas were you involved – new area prospects were you involved with there?

Glen Bean: Oh, gosh, Herb, there were sure a lot of them in the mill at that time. Redwoods – that's before Redwoods legislation was passed and I made two trips up to Redwoods. Voyageurs was still, of course, being worked on and Chamizal at El Paso, Fossil Butte, just a whole bunch of them were in the mill at that particular time.

Herb Evison: Lots of them during those years.

Glen Bean: Redwoods, of course, was the one that was getting the greatest publicity, and it was about a year and a half, two years later, when the Redwoods legislation finally passed.

Herb Evison: Yeah.

Glen Bean: I was only in that job for five months and George tagged me for the assistant director to handle programs and policy analysis, when Ed Hummel moved over to the assistant director, operations.

Herb Evison: Yeah. Well, now, who was your immediate superior in that chore? Was George Hartzog?

Glen Bean: It varied. Part of the time, I reported to George directly. I reported to Ed Hummel two different times. I reported to Joe Jensen for an interval of about two months. And at the time I left, I was reporting directly to the deputy director, "Spud" Bill.

Herb Evison: Oh, yes.

Glen Bean: But part of the time, I was reporting directly to George. In those days, we reorganized the Washington Office rather frequently.

Herb Evison: Yes.

Glen Bean: Each time they reorganized, well, you found yourself doing the same job, but with a different title and going in a different direction.

Herb Evison: Yeah. Didn't you find that a rather unsettling kind of an experience, to be reorganized and reorganized and reorganized?

Glen Bean: The biggest handicap – I personally don't pay a great deal of attention to formal charts and I know to whom I have to go to get the answers and I don't let those things bother me too much. But a great many of the people working for you, Herb, are greatly upset by seeing an organization chart change.

Herb Evison: Yeah.

Glen Bean: See, I follow the philosophy that regardless of to whom you are responsible by the organization chart, you go to him who can give you the answer that you need right at that time and I'm very careful never to appear to be going outside of the channels of communication, so that my boss always knows what I'm doing.

Herb Evison: Yeah.

Glen Bean: But – and I've had very understanding bosses. I've never had any problem that way. But I don't pay a great deal of attention to the formal chart. So it didn't really upset me as much – but it's very difficult to keep an organization moving because the minute the rumor comes down that they're going to reorganize, well, all these guys get upset and they spend more time thinking about all that than they do about the job and it does cut off a great deal of production.

Herb Evison: Yeah, yeah.

Glen Bean: I have felt very sorry for the service center all down through the years, that is, at least since the early days of the Office of Design and Construction, because every time that they announce that they're going to study it again, well, about – there's a group of those people that will practically stop working.

Herb Evison: Yeah.

Glen Bean: You can't get production out of that kind of a setup.

Herb Evison: No. Sort of is a denial of the statement that Senator Byrd made at Yellowstone in '57. "Park Service is one agency from which you get 120 cents worth of production for every dollar spent" (laughter).

Glen Bean: Well, I think we do, even in spite of this. But it's because we have a lot of people that are putting in $1.50 worth of effort to make up for those people who are upset by reorganization and I don't mean to be critical of

the people who are upset by it. I think it's human nature. But it's a fact of life that anytime you let the rumor get around that things are going to be reorganized, well, some people are going to worry, to the point that they don't do their job right.

Herb Evison: And of course, with respect to lots of them, since reorganizations do involve at best – not at best or at worst, but still not very happily always – an uprooting of household and moving somewhere else or at worst, loss of a job or demotion or something of that kind. It has had that result often enough for people, so that a lot of them have very real reason for worry, I think.

Glen Bean: That's right, because real reorganizations do create all kinds of trauma but the rumored ones that never come about.

Herb Evison: Yeah.

Glen Bean: In spite of the fact that I reported to at least four or five different people in that four years in Washington, my real job never did change.

Herb Evison: And it kept you busy, I take it.

Glen Bean: And so there really should not have been any falling off of production, but every time a rumor came around, well, then some of your staff immediately starts worrying about that instead of the job they're doing. But real reorganizations, such as moving a service center from San Francisco to Denver, can't help but upset them. They well might worry, because they're going to have to move a whole family, sell a house, buy another house, the new job may not be the same job they were in before. Very well should they become concerned.

Herb Evison: Yes. I know that was a very upsetting experience for an awful lot of people. Well, did you come from the Washington Office to this job?

Glen Bean: Straight.

Herb Evison: Yeah. You succeeded who? Roger Allin?

Glen Bean: Roger Allin, yeah.

Herb Evison: You've been out here how long?

Glen Bean: Two years in January.

Herb Evison: Yeah. Well, you're beginning to learn the job by now, I take it. Of course, this is also a very different kind of area that you – than any you've been in charge of before.

Glen Bean: This is truly a recreation area—

Herb Evison: Yes.

Glen Bean: —as contrasted to the Blue Ridge Parkway, which I feel should be in the natural category. This is truly a recreation area and the things that we're doing here under recreation area policies allow people to have an enjoyment that they can't have in any natural park and has its place. I'm quite concerned about the Conservation Foundation Report, which suggests that the reservoir-oriented areas be separated off from the national park system, because I think we have a legitimate place in the system. We fulfill a role, which no natural park or historical park can.

Glen Bean: And I think that the only problem is in setting our goals and objectives so that they fulfill the requirements of the recreation role and mission, rather than trying to make it another natural park.

Herb Evison: Well, you know, I date from back when the Park Service was negotiating with the Bureau of Reclamation over what kind of arrangements should be made for operatio1 of this. I was a participant in some of them. And I know this, that putting old-time Park Service men here at Lake Mead meant that in many cases, they brought with them and then tried to apply to this area the same restrictive ideas and practices as they had in a place like Zion or Yellowstone or Mount Rainier. I judge that that kind of thing is pretty well of the past.

Glen Bean: I think so, because I think that one of the best things George Hartzog did in his tour was to bring out the policy books, which very clearly outlined what the policies are under each category of operation and I don't think that any ranger can come here and be fully successful, because I think some of them are so dedicated to the natural area type thing that they find it very difficult – I don't, because I was raised on a farm under a situation in which you do use your resources. What you do not do is ever waste or destroy your resources.

Herb Evison: Yeah.

Glen Bean: And so, our dedication at Lake Mead to the preservation of the natural resources which make this the outstanding area that it is has to be just as great as in a natural park. But the things that you can let people do in the enjoyment of those resources is far different – the ski races, that sort of thing, hunting. Hunting fits just as well here. We don't have a great deal of it, because we don't have that type of resource. Our resource for hunting, primarily the small birds, quail and ducks, on occasion, not a great many, and the big horn sheep. But what we do have should be used in that way, not as it would be in a natural park.

Herb Evison: Well, now, can big horn sheep be hunted in this area?

Glen Bean: Yes, we have – Nevada Fish and Game handle it for us on the Nevada side and Arizona Game and Fish Department handle it on the Arizona side. I don't have the figures right at my fingertips, but I suspect that not over five or six animals were taken out of the whole park on both sides. They are hunted always in connection with a wider or larger area, and so – but there were probably five or six taken out of the park last year.

Herb Evison: Do you have any feelings about whether it's advisable or not advisable to let that particular animal be hunted in the area?

Glen Bean: Our herd – our biologists tell us that our herds are healthy enough and have population enough that we well can afford it. In fact, we're talking about planting ten to fifteen up at Zion, because we can spare that many. If very carefully handled, I think that it's perfectly legitimate activity. I think we have to be very careful where. There are many closed areas where I don't think we should allow hunting. The River Mountains above the Boulder Beach, for example, should not be hunted. That's one of our better herds, too. But I think that if properly handled and if we stay up with population dynamics and the health of the herd well enough so we know what the situation is and the biologists say that they can be hunted, I think it's perfectly legitimate.

Herb Evison: Yeah, well, you saying that this area, which is one of your better areas for this particular animal, shouldn't be hunted, you feel. Is it hunted?

Glen Bean: No, it's closed.

Herb Evison: Oh, I see. You do – there are closed areas, closed to the hunting of that animal.

Glen Bean: Yes, and Willow Beach on the Arizona side – I mean, Nevada side, is not open. It's open on the Arizona side, not right at Willow Beach, but just shortly south of there. But on the Nevada side, that whole area is closed. Until we know more about the herd, well, it should stay closed.

Herb Evison: I taped Chuck Richey here about nine years ago, a little over nine years ago, and one of the things that he dwelt on in connection with the administration of this area was that very unfortunately, the planning for the development of the area had not started at an early enough stage. I mean, before the water began to fill the lake for your ramps and for provision for facilities of one kind or another on the shoreline.

Herb Evison: Is that lack of ability to develop properly in the beginning, is that still a handicap to any degree?

Glen Bean: I don't see it as a great handicap, Herb, because I think we have at last realized that we can't be all things to everybody and that very shortly,

we're going to have to limit visitation. We are already limiting visitation on weekends, holiday weekends, at Katherine and at Cottonwood Cove because the lakes can only take so many people.

Glen Bean: Now, what we have done since Chuck's day is to further develop the launching ramps, so that at whatever level, we can accommodate to it. But our present feeling is that we should not have more developed areas, that while we can expand existing developed areas to some extent, that we should not add more developed areas to the lake, that we already have about enough.

Glen Bean: Now, this capacity study that I'm talking about will maybe give us some data, so we're guessing a little less and knowing a little bit more. But if I were starting from scratch, I certainly wouldn't put a lot of the places where they are. But now that they're there and developed to the extent they are, I don't see that they're any great handicap.

Glen Bean: The capacity thing is very interesting, Herb, because you can – well, on Memorial Day, the Friday before Memorial Day at Katherine last spring, we turned away 4,000 cars, simply could not handle them. And yet, if you had come in two and a half weeks later during the middle of June, same kind of weather, but not a holiday, you would have had all the room out on that lake that you could possibly want.

Herb Evison: Yeah.

Glen Bean: And so, our problem is not capacity of the lake over time, but capacity at certain peak periods.

Herb Evison: Yeah.

Glen Bean: I hope that social changes in the American scene will help to take care of that problem so that everybody doesn't have their vacations all at the same time, that we spread that out and we can get a much greater use of the lake during slack times, when it's just as delightful, when the fishing's just as good, maybe handle some of the problem that way.

Herb Evison: Yeah, be a combination of determination of capacity and finding means of spreading use.

Glen Bean: Right. Zoning is one thing that we're increasingly grappling with because the fisherman and water-skier are completely incompatible. Other uses overlap and interfere to some extent, but those two are just absolutely incompatible. A water-skier coming around where the fisherman is, traveling at a high rate of speed, just completely incompatible. So, we have zoned off a few beaches for fishermen only or rather against boating, which eliminates the water-skier. We're trying to do more about supplying

better facilities for the water-skier in the places that we think he should be, so that he doesn't overlap quite so much and zoning there—

Herb Evison: What kind of—

Glen Bean: —cannot only be in terms of area, but can be in terms of time. For example, on Cottonwood Basin, we could completely eliminate water-skiing until, say, early June, because the bass fishing is pretty good up to that point.

Glen Bean: The bass fishing drops off at that time, so then we could say, "Well, water-skiing. You fishermen are just going to have to go someplace else during these good months for water-skiing," and let each have his own season. You can do some of it by season or time, as well as by area.

Herb Evison: Well, those are very real and very interesting problems that I'm glad to have you discuss in this way. Do you have any others? How about law enforcement?

Glen Bean: We, of course, are right in the middle of that because living close to Las Vegas, we usually end up with at least one murder in the area, a few rapes. Two years ago, we had all the stolen boats – of all the Park System, all the boats that were stolen, which were somewhere around ten or twelve at Lake Mead, were the only boats stolen anywhere in the whole Park System. So, we do have law enforcement, but we try not to – we try to emphasize law enforcement as only one aspect of visitor or public service. We try to emphasize the overall aspect of public service. We do expect all our rangers to be immediately capable of taking care of anything that comes to hand, but we try to keep them looking at the overall goal of public service, rather than law enforcement.

Herb Evison: Yeah. What – how about this matter of training in law enforcement to handle the kinds of situations that arise in the 1970s? How do your men get that training?

Glen Bean: Most of them that come in as trainees now, have extensive law enforcement training as a part of their training year. That is, if we inherit one of these new trainees from Washington, he will have gone through the Washington Law Enforcement School. We also send two people each about three times a year, we hope, to the Clark County Sheriff's Academy, which is a 13-week course in Las Vegas. It's one of the best in the country.

Herb Evison: Oh, really?

Glen Bean: But we do try to see to it that very early in their career, a man has adequate training to cope with whatever problems come along.

Herb Evison: And you find that that training is, in general, effective?

Glen Bean: Very effective. In the last class that graduated about six weeks ago, the valedictorian and the salutatorian of the class were both park rangers, the top two men of the class. Our problem there is to get them back to earth and get their sights back on public service instead of law enforcement.

Herb Evison: Yeah, yeah.

Glen Bean: But the good ones don't have any trouble. In fact, Pete Allen, who is the valedictorian in this last class, told me at the ceremony, when I congratulated him after I presented him with the trophy for being top man, on the side, he says, "I sure will be glad to get back to Smoky Bear" (laughter). He recognized that it was very important training, but he recognizes also that the training itself is not the important thing. The important thing is public service, and the training will help him do a better job.

Herb Evison: You know, Glen, you date back now. You'd had 25, 26, 27 years of service or something of that kind, and you've lived through a period of very great change, one of which, of course, has been the habit of Congress almost every year of providing for pay increases, so that you probably look back on the salaries that you drew when you started with the service and marvel a little at what has happened to them in the intervening years. I presume that in this job, you're a GS-15 and have been for quite a long while and you may remember that when the Park Service Act was passed in 1916, it made specific provision for the salary of the director at $4,500.00 a year.

Herb Evison: I would be interested in knowing whether you have any particular reaction or any comment to make on how, if at all, these more generous and larger salaries have affected attitudes of Park Service employees.

Glen Bean: Well, Herb, I suspect that a park ranger beginning today at the GS-5 or 7 level probably has less money to spend than I had as a CPC-7 or whatever that grade was at $1700 or whatever it was.

Herb Evison: Yeah.

Glen Bean: I suspect that I had more money to actual spend for things that weren't sheer necessities than these boys do today at their much, much higher salary. From the standpoint of salary, of course, I don't think that most of our people are looking at salary. The first year I worked for the Park Service, I made $1,000 less than I had the previous year as a school superintendent and that's $1,000 based on a salary of $1750 or something like that. But it didn't bother me, because I had enough and I could see that if I did a good job, the next job up would pay more. So, I don't know.

I'm sure that a good economist could run a study on that and say whether or not – or compare the purchasing value of those salaries.

Glen Bean: But I know from the standpoint of morale, that if we don't keep our boys up on a par with what their counterparts in other businesses are making, you know, a kid graduates from college, has a buddy, the buddy goes to work for a lumber company up in Washington or a state park group in Arizona and if our boys don't stay comparably, well, we'll have a morale problem.

Herb Evison: Yeah.

Glen Bean: The thing that bothers me the most about salary increases, however, is the growing philosophy that a park has to, within its own resources, absorb all those, because every time I absorb one of those, I have less money to put gasoline in the patrol boat or do the other things and so therefore, I have to leave positions vacant so that the people I have left will have enough to work with and that philosophy is going to nickel and dime us to death, if we can't get ahead of it.

Herb Evison: Do you feel that at the moment, you're here, you're in any respect short-handed?

Glen Bean: We're both short-handed and short-monied.

Herb Evison: You are.

Glen Bean: We're in – barely coming into compliance with the garbage disposal rules, for example, because I just don't have enough money to put on all the equipment that it takes to do it properly and still do all the other things that we have to do.

Herb Evison: Yeah.

Glen Bean: We're both short-handed and short-monied. At South Cove, we have one ranger, who does both the garbage clean-up and the ranger work. Well, two days a week, if he follows his normal tour of duty, he's not even there. And that's the place that most of – the Grand Canyon river runners come out, it's close to Kingman, it's a very heavily used area. So, we're just completely void – have no visitor service for two days a week, if our boy up there takes his normal days off. He's one of those people who doesn't – who lots of times, doesn't do that. But that's not fair to him either.

Herb Evison: No, no.

Glen Bean: We have only one man at El Dorado. We have only two rangers at Cottonwood Cove, which last year had 125 percent more visitors than it had the previous year. We have two rangers covering that.

Herb Evison: Well, now, that's 125 percent increase – means what in numbers?

[Recording interruption.]

Glen Bean: Let me correct myself. My 125 percent was an increase last January over the previous January. January of '73 over January of '71. In 1972, Cottonwood Cove had a 63 percent increase over the whole year and that increase was from almost 198,000 to almost 323,000 visitors. Cottonwood Cove, one little area with two rangers and two maintenance people, had 323,000 visitors in 1972 (laughter).

Glen Bean: Plus, a major concessioner who operates boat slips, a restaurant, trailer court, the whole gamut of services. And those rangers are responsible for seeing to it that his kitchen stays clean and all of those things. He is not just handling 323,000 visitors. He also has all the lake, from about halfway up from Katherine, clear up to El Dorado, to patrol and an extensive mining area just south of El Dorado that he's responsible to see that those people don't lop over on public land from their private patented inholdings.

Glen Bean: So, we're short-handed.

Herb Evison: Well, you've certainly given me a very good answer to my question, a very interesting answer, too, I think. Anything else that you'd like to add on this about your situation or events or philosophy or anything else?

Glen Bean: No, I don't think of anything, Herb. As I said before, when you start reminiscing, you could reminisce for hours and a lot of it would be somewhat pointless. I have had outsiders ask me the question – Harold Fabian used to ask me the question when I was at Bryce Canyon. "What's going to happen to the Park Service? Because the kids you're getting in today are so much different."

Herb Evison: Yeah.

Glen Bean: Well, that was in 1958. The kids we're getting in 1973 are certainly different also from those in 1958. But my answer to him is the same answer that I give to people today, that the basic mission of the National Park Service and the basic role of the National Park System are so great and are just as good today as they were then and sure, the kid when he comes in comes from a – say, a labor union environment in which he doesn't put in overtime because he's been brought up not to, but by the time he's worked for us very long, the good of that mission, the very worthwhileness of what we're trying to do and the work that he's doing, the services to the visitors he's giving and everything, become so important that he quits looking at the clock.

Glen Bean: We don't have any more clock-watchers today than we had 27 years ago when I first came in. I will never forget the first timesheet I sent in at Great Sand Dunes. My predecessor had been working under the wartime conditions, when they worked a half a day on Saturday, so they allowed 44 hours. Well, I made out my first timesheet for 44 hours – I probably worked 50 or 60. That's the way I've always been (laughter).

Herb Evison: Yeah.

Glen Bean: I got a nice little note back from Manley Allen (phonetic), who was acting chief. Louis happened to be out of the office for a few days. Said, "We got your timesheet, but we'd sure appreciate it if from now on, you'd only fill it out for 40 hours. We don't care how many hours you work, but don't put more than 40 hours on your timesheet" (laughter).

Glen Bean: Well, we don't have clock-watchers today any more than we had back in that day because they soon become imbued with the thing that service in the system is trying to do, and they have just as great a regard or even greater for the preservation of the resources of the system itself.

Herb Evison: I'm glad I threw the door wide open to you, because I can't think of any better statement to put on this tape than the one that you just made. That's a very important one, too, because I think there are lots of people, lots of old-timers in the Park Service, who think that the Park Service is becoming a whole bunch of clock-watchers, eight hour-day people who throw off the job the minute the eight hours is up.

Glen Bean: We've always had that kind, Herb. Whether you notice – one of the books I've got back here called "The Dynamics of Change." Well, I don't agree with a lot of the things in it, but we are in a period of change. The things that are changing though are not the parks themselves. Well, they are, too, because ecology is an evolving thing. Things are always going on.

Herb Evison: Oh, yes. The only constant thing is change.

Glen Bean: The Park System's dynamic and all the resources within it are dynamic. They're not static. You come as close to having static resources in the historical category as anyplace, because you are trying to preserve a point in time. But even there, the wind still blows outside, and the rain still comes down on that roof that you've got to see to it will turn the water and so forth. So, things are dynamic, they're not static.

Glen Bean: But the changes are much more in terms of the kinds of people that we're getting, their attitudes, what their need are, the – rather than the resources

of the parks themselves. The resources of the parks themselves are almost eternal, even though in a dynamic sense, rather than in a static sense.

Herb Evison: Yeah.

Glen Bean: And so, we're in a changing world. There's no question about it. But our mission is not changing a great deal. It's only the ways in which we express the mission. It's the manner in which we get people to understand it and—

Herb Evison: Don't you think that actually, as the years have gone by, we've gotten – the Park Service has gotten a much clearer sense of what its mission is?

Glen Bean: Much so – much more so. Gee whiz, Ward Yeager was one of the last people that was hired to be a predator control agent at Yellowstone.

Herb Evison: Yeah.

Glen Bean: And we were in perfectly good faith at the time we did it. Yet today, we know enough more that we would no longer have taken that if they had known today what we do today – if they had known then what we do today, we would have not had predator control agents at Yellowstone and Ward has reminisced on that a number of different times.

Herb Evison: Yeah, yeah. I think I got some of that reminiscence on tape ten years ago. Maybe we have come to a good stopping place, but we still have quite a lot of tape left and heaven knows, I'm not going to stop you (laughter).

Glen Bean: Well—

Herb Evison: If I may—

Glen Bean: —when you really get to reminisce, of course, so much of it becomes personal rather than really of importance to other people.

Herb Evison: Personal reminiscences deals not only with the reminiscer, but often with other people, and sometime personal reminiscences are interesting and important.

Glen Bean: I think that the two important things, of course, that anyone goes back to when he gets a little bit older is to start thinking about two things – the parks he's been in and that deals in resources and I've been in all three categories, and the people, both from the standpoint of visitors and with whom he's been associated. In this business, you mee some of the most marvelous people in the world. The people who come out to the parks and especially in the smaller monuments, where you have a much more intimate opportunity to know the people and to work with them, you, of course, pick up friendships like Harold Fabian.

Glen Bean: While I was at Bryce Canyon, why, I took Harold around and showed him the prospective – the places that I thought would make state parks in the southern part of Utah and we went to Kodachrome Flat and we went to Grosvenor's Arch and up to the archaeological diggings at Boulder, Utah.

Herb Evison: Yeah.

Glen Bean: Which later did become a state park, was one of the first state parks that they established. But you meet a lot of that kind of people and the people with whom you work, like Lon Garrison, John Davis, Ed Hummel, you know, just real marvelous people.

Herb Evison: Not forgetting Sam Weems?

Glen Bean: Not forgetting Sam Weems. Sam, over the years, will become a real legend in the service. I don't think most people can manage like Sam did. But you can't quarrel with success. Sam was eminently successful at doing it. Well, look, Herb, by the time I had been in the Park Service for five years, I had personally met and dealt on a fairly intimate basis with you. We took that trip across from Organ Pipe to Tucson. Arthur Demaray, Hillory Tolson, before I'd been in more than about four years on a permanent basis, met Director Drury and then shortly after that, Connie Wirth. In this business, you do get to meet a great many people. I knew Mr. Tillotson, Regional Director of the Southwest Region, by the time I had been in the service permanently, oh, three months. I knew him real well and knew Eivind Scoyen just as well.

Herb Evison: How about Hugh Miller?

Glen Bean: Hugh Miller, of course, I worked directly for when I was at Bryce Canyon. He was the Regional Director at that time, and I admire him as one of the better managers that I've ever worked for. I think he's been overlooked. I think his real contribution has been somewhat overlooked. I took Tolson Tech, of course, which is one of the outstanding experiences of my whole career. The first session given in the Southwest after the war. And Hillory Tolson and Hugh Miller – Hugh Miller was the moving force – well, if anyone can be more moving force than Hillory Tolson (laughter).

Herb Evison: Yeah, yeah.

Glen Bean: But the two of them worked very well together on that and I picked up a great deal of admiration for Hugh at that time and then, going through that Bryce Canyon experience for four years, where Hugh was Regional Director, taught me that he was a very great man. We, I think, overlook a great deal.

Herb Evison: Well, I'm glad we thought to get on here mention of and some words about those people that you had contact with. Do you suppose this is about the time we ought to call it a day?

Glen Bean: I think this should be about finis—

[Recording interruption.]

Herb Evison: As is so often the case, we brought this tape to an end, now Glen is starting to reminisce about an experience. It was while you were at Chaco?

Glen Bean: No, it's while I was at Bandelier as a clerk.

Herb Evison: Oh, yes, yes, [inaudible].

Glen Bean: Clerks were truckdrivers in that day, too (laughter). I went from Bandelier with a truck and went with Irv McNeil, who was the custodian (which they later called superintendent) of Chaco Canyon to Grand Canyon I hauled surplus to Grand Canyon, some things they wanted that we had picked up down around White Sands. Then we picked up some surplus power plants and things at Grand Canyon and hauled back to our places. At that time, Lon Garrison was assistant superintendent. Louis Schellbach was the park naturalist. So, we loaded early Saturday morning and Lon said, "Well, you ought to see the park. So why don't you stay over one more night?" So, Irv and I stayed over one more night. Lon spent his day off taking us around the park and one of the things that I remember particularly was our visit out to the Yavapai Museum. Louis Schellbach made his usual talk to the visitors that were there, which was one of those experiences you never forget. Louis was one of the most talented interpreters we've ever had in the system. Then afterwards, well, Lon introduced Irv and I to Louis and he stood there for about an hour, just telling us about different things.

Glen Bean: One of the things he told us was his experiences with the boys that bailed out over the Grand Canyon from the airplane during the war. I don't know whether you heard of that or not, Herb.

Herb Evison: No.

Glen Bean: But one of the bombers got lost and they didn't know where they were. So finally the pilot gave them orders to bail out, so these guys all bailed out and where did they come down but on the north rim of the Grand Canyon, fairly well down and the place that they worked their way down to the river. Louis's story of their experience was just hilarious, because they were mostly boys from back East, never seen a river of that kind before.

Glen Bean: One of them said, "Oh, a river here. Nothing to this. We'll just get on a log and, ride down," and then he heaved a stick out on the Colorado River and watched what happened to that stick and decided he didn't want to have anything to do with that big river (laughter).

Glen Bean: They located them and dropped food to them, but they couldn't figure out any way to get in and out and finally one of the old-timers – and I think it was Bert Lauzon, but it may have been one of the other old-timers – finally made his way into them on the north rim and he was in worse shape than they were because they'd been fed by air. You know, they'd drop hams in to them, this, that and the other, and this park ranger was just about to starve to death by the time he got in there and found a way to get them out. But I'll never forget Louis Schellbach recounting the story about this.

Herb Evison: Louis loved to talk, and he was a wonderful talker.

Glen Bean: He was not just a talker either, because there are some of us who – Marty O'Sullivan tagged me here sometime back as being loquacious. There are some of us that are loquacious, but Louis's talk was always with a purpose. When we went through Tol-Tech, Louis Schellbach happened to be going through Santa Fe on his way from Grand Canyon to Carlsbad to help them with some exhibits down at Carlsbad. He was not on the program, but, of course, Hugh Miller grabbed him the minute that he saw him coming down the hall and pulled him into the conference room where we were studying that week and asked him if he didn't have something to say. Louis talked about 20 minutes and at the end of that talk, that group, which included Jim Eden and Johnny Cook, Sr., and Johnny Lewis and people of that caliber, not easily impressed, stood up spontaneously and applauded, the only applause that we had for any presentation all week. It was just that – it was just so fitting for the occasion and Louis did it so well that we just spontaneously stood up and applauded.

Glen Bean: He was a very unusual person. Of course, as you think back over your National Park Service career, well, those are some of the things that come out.

Glen Bean: Another great interpreter that Herb and I were talking about before we turned the tape back on was Don Watson at Mesa Verde and Don not only did a very fine job personally, but he was able to teach other people. Louis Schellbach also had that knack. We have many interpreters today – I think of Les Arnberger as being an interpreter, in spite of the fact he's one of the best superintendents in the whole system (laughter).

Herb Evison: Yeah.

Glen Bean: Because he started out in interpretation and a lot of his initial impetus came from Louis Schellbach.

Herb Evison: Yeah.

Glen Bean: And we have many others that you can say the same for, with respect to Don Watson. Some of our best archeological people started out with some training from Don Watson.

[END OF INTERVIEW]