

Wonderlust Course Yellowstone Park & GYE

Session 1 – History

September 12

1. **Creating Yellowstone, the world's first national park**
 - a. **Yellowstone was first traversed by fur trappers in the early 1800s**
 - b. **“As a pleasuring ground for the benefit and enjoyment of the people” and “protected against wanton destruction of the fish and game found within such park” – Yellowstone Park Act**
 - c. **Lacey Act – “To protect the birds and animals in Yellowstone National Park” and “Prohibit all hunting or killing, wounding or capture... of any wild animal or bird, except dangerous animals when it is necessary to prevent them from destroying human life or inflicting injury.”**
 - d. **Yellowstone first protected by ignorance and distance (cost of travel)**
 - e. **Animal poaching**
 - i. **Stoddard buffalo head quote**
 - ii. **Beaver, artifacts, elk**
 - iii. **If something of value is unprotected, people will discover and exploit it**
 - iv. **Given the mission of YNP, Congress assigned the Army to protect it**
2. **John Stoddard's view of the Army's role regarding YNP**
 - a. **Who was John Stoddard? May Flower, Williams College , Yale divinity School**
 - i. **“On certain portions of our globe almighty God has set a special imprint of divinity.”**
 - ii. **Three sides of Yellowstone are “...guarded by lofty, well-nigh inaccessible mountains, as though the Infinite Himself would not allow to rashly enter its sublime enclosure. In this respect our government has wisely imitated the creator. It is proclaimed to all the world the sanctity of this peculiar area.”**
 - b. **“No one who has visited the National Park ever doubts the necessity of having soldiers there.... Soldiers preserve the game within the park.... A buffalo head which could have been bought for a mere trifle today commands a price of (\$13,000 in today's money)”**
 - c. **Mammoth was a military post. The Army surveyed and developed Yellowstone's road system, some 400 miles, a hydroelectric plant, water system, street lights, and concrete sidewalks (at Mammoth)**

- d. **Stoddard asserted that the government was far too stingy in the 1890's. Today under political management the maintenance backlog is \$650 million**

Session 2 – The Progressive Enlightenment and Scientific Management 1890-1920

September 19

1. **Woodrow Wilson, Gifford Pinchot, Margaret Sanger exemplify the Progressive view of government by experts.**
 - a. **The conservation movement was a positive achievement of the Progressives. The Progressives had a recipe for managing America's natural resources. The formula was simple: identify fine young men of good breeding and character. Provide them the best in scientific training then assign them responsibility for managing our parks, forests, and wildlife for "the greatest good for the greatest number for the long-term." This was scientific management. It is no accident that the universities turning out these fine young men were the forestry programs at Yale (1900), Harvard, Cornell, Michigan, and Berkley. (The Forestry School at the University of Montana created 1913)**
 - i. **The Forest Service was created in 1905**
 - ii. **The Park Service was created in 1916**
 1. **These two agencies were popular and widely supported**
 - a. **Due to its sound reputation, "The Forest Service is one Washington agency that doesn't have to worry about next fall's election. Nor will the next administration have to worry about the Forest Service. In 47 years, the foresters have been untouched by scandal." As a result, "Most congressmen would as soon abuse their own mothers as be unkind to the Forest Service."**
 - i. **Newsweek June 2, 1952**
 - b. **As the Forest Service nears its centennial in 2005, its reputation could not be lower. It has suffered scores of scandals. Forest Service abuse is a favorite sport on Capitol Hill. It is much harder to find friends of the agency than enemies. Even Smokey the Bear is blamed for many forest health problems.**

- i. Randall Toole
- c. The belief that public administration could be turned into a science now seems naive and misplaced....it was perfectly reasonable to demand that public officials be selected on the basis of education and merit rather than cronyism. The problem with scientific management is that even the most qualified scientists of the day occasionally get things wrong, and sometimes in a big way.
 - i. Francis Fukuyama *Foreign Affairs*
August-September 2014

2. The worldwide record of resources management by experts insulated from the market process and in particular information transmitted through prices is dismal indeed.

- a. Because the forest service produces commodities, primarily wood, its failures are easy to measure.
 - i. Although it was given 192 million acres of forest and grazing land it managed to lose money on roughly 90% of all timber sales and all grazing allotments.
- b. The Park Service's mission is to preserve "unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations."
 - i. They would achieve this lofty goal through scientific management.
- c. What were the results in Yellowstone?
 - i. Yellowstone's managers classified the large and medium sized animals into two groups. The ones with big brown eyes, elk and bison, were the good animals. Those with yellow squinty eyes were the bad animals.
 - 1. Tourists were the key constituency of the parks and they loved seeing elk, bison, and bears. These were nurtured and fed.
 - 2. The Park Service set out a campaign to exterminate wolves and lion in the Park. While they did not kill all of the lions, the last wolf was killed in 1927.
 - ii. Scientific Management
 - 1. Fed bears

2. Exterminated predators
3. Extinguished fires
- iii. Consequences
 1. Elk herd exploded without predators from its estimated carrying capacity of fewer than 10,000 to over 30,000. This decimated the range.
 2. A fed bear becomes a dead bear because the bears associated people with food and got into trouble.
 3. Extinguishing fires allowed excessive buildup of fuel (in the early 1970's I logged just north of the Park border on moose creek where the Forest Service estimated there was 100 tons of standing dead or downed and dry logs per acre. So we had the great fires of 1988.

Session 3 – Wisdom of the Elders

September 26

1. NPS was managed using Scientific Management. Led to mismanagement and ended up needing a group of wise leaders to reform the policies in the face of strong opposition.
2. In Native American culture tribal members often turned to the wisdom of their elders for leadership and vision. Here, we present five people with irreplaceable perspectives on the history and management of three immense, seemingly intractable problems for Yellowstone National Park: bears, wolves, and fire.
 - a. Neither good intentions nor scientific knowledge are sufficient for success
 - i. Needed qualities
 1. Intelligence
 2. Cultural sensitivity
 3. Understanding of political context
 4. Reputational integrity
 - b. Bob Barbee
 - i. 42 years with NPS
 - ii. Yellowstone Superintendent
 1. 11 Years
 - c. John Varley
 - i. Chief Scientist YNP
 - d. Doug Smith
 - e. Scott McMillion

f. Dan Wenk

Session 4 – Social Entrepreneurship and Sustainable Ecology in Yellowstone and Other Romance Lands

October 3rd

1. Rethinking entrepreneurship

- a. An entrepreneur is not an inventor but rather a creator of innovative arrangements. In nonprofit sectors, these can be within government bureaus or new organizations like Eagle Mount and Warriors and Quiet Waters.
- b. JJ's talk: How land conservation leads to prosperity. One might infer that GYE is filled with hedonistic, Pata-Gucci clad outdoor enthusiasts. Partially true, but Bozeman is also blessed with social entrepreneurs.
 - i. Organizations: Eaglemount, WQW, C.S.C.
 - ii. Strictly private - kids fishing pics on one of our ponds

2. Sectors of environmental policy - sludge and romance

- a. YNP and GYE exemplifies romance
- b. YNP was an experiment: commons, army, park service scientific management
 - i. Science may yield problems in predations, feeding bears, putting out fires
 - ii. Wise elders, like Bob Barbee and Doug Smith helped fixed these threats

3. Current and Impending Threats

- a. Financial
 - i. All funding for the Parks is discretionary
 - ii. Dan Rostenkowski video clip
- b. Crowding
 - i. Excessive numbers of people: rationing wilderness lands (1978)
- c. Growing numbers of animals
 - a. Elk redoux

b. Bison

4. Scientific Management regime implies bureaucracy

a. Land management agencies such as the Park Service and Forest Service were great improvements over both the commons and cronyism, however it is no accident that the word bureaucracy carries a crust of derision in known language.

- i. Bureaucracy by design is inflexible because the bureaucrats are constrained by formal regulations and procedures**
- ii. The elders who solved the problems of predator elimination, bear feeding, and fuel buildup, were exceptionally talented.**

5. Given the threats facing Yellowstone, the challenges regained alternative institutions that foster entrepreneur responses to environmental challenges

- a. Parachuting beaver**
- b. Ultralight whooping cranes**

6. Wall Street Journal YNP fires 1988

a. George Hertzog

- i. Former director of the NPS**
- ii. Advocated legislation to insulate the director of the NPS from political pressure**

b. An alternative is to have conservation groups nominate existing wildernesses and bid on a right to manage these tracts, subject to ecological audits organized by the National Academy of Sciences.