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A Multiple Case Study of Selected Individuals Who Facilitate the Successful Adoption of Environmental Public Policy

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**A MULTIPLE CASE STUDY
OF SELECTED INDIVIDUALS WHO
FACILITATE THE SUCCESSFUL ADOPTION
OF ENVIRONMENTAL PUBLIC POLICY**

by
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A Dissertation Submitted to the Faculty of
Old Dominion University in Partial Fulfillment of the
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**DOCTOR OF PHILOSOPHY
URBAN SERVICES**

Old Dominion University
May 1993

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ABSTRACT**A MULTIPLE CASE STUDY
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OF ENVIRONMENTAL PUBLIC POLICY**

John H. Austin
Old Dominion University, 1993
Director: Dr. Gregory H. Frazer

The purpose of this study was to determine the personal and professional characteristics of successful individuals who have had a positive influence on the development of public policy concerning the environment. Additionally, which characteristics are most likely to enhance success and determine which of these characteristics might contribute to efforts toward developing public environmental policy in the future were investigated. The purpose was accomplished through the design and implementation of a multiple case study utilizing a qualitative research methodology. The sample for this study included six public servants who were identified as actively involved in affecting the development of public policy involving the environment on either the local, state, or federal levels of government. In some cases the individuals were elected to public office, some were political appointees, and some were private citizens who chose individually to act in the public interest through a local, grassroot effort. The choice of individuals to be studied was approved by a select panel of publicly recognized experts in the field of environmental studies and public policy development.

In-depth interviews were conducted with these six individuals to determine the characteristics most common to them all that have contributed to each of their success in influencing public policy. A set of open-ended questions, approved by the same panel of experts, was used to initiate and structure each interview. The process of narrative and inductive analysis indicated that a reactionary environmental experience, the development of a sense of environmental advocacy, the establishment of a visionary action plan, networking, the building of coalitions, and participation in the political process were common factors shared by all the interviewees which contributed to their success. These findings suggest that there are indeed identifiable elements which are common to successful individuals working in the public arena toward change to public environmental policy. Utilizing these common factors, an Environmental Strategic Planning model was proposed, which describes the process by which an individual, community, or organizational unit could develop an action plan to effect environmental public policy.

Dedication

To Patricia Anne "Buffy" Buffington Austin, my wife. No one has been more steadfast, supportive, and dedicated to my struggles, nor sacrificed the unrepayable longer, nor with any greater unconditional love and devotion. To her I acknowledge all that she is and has been for me through her lonely nights and lost weekends, through our separation in time and distance. I acknowledge her special and forever cherished love and devotion, and therefore dedicate this final doctoral project. No man has any greater partner in life.

Acknowledgments

A brief list of acknowledgments cannot begin to do justice to all those who have contributed in their own ways, knowingly or otherwise, through casual conversations, formal interviews and discussions, articles sent to me clipped from local print media, books from private collections, etc. Many have simply provided the most valuable of all through their understanding and support by merely quietly encouraging my efforts and accepting the many missed social events, birthdays, weddings, and annual gatherings of friends and family. Forgive me if I don't name names or acknowledge but a select group of individuals who have tirelessly and selflessly supported and contributed to the completion of this project. Someone invariably gets left out inadvertently. Simply know that without each and everyone's efforts, all along the way, this final product would never have occurred.

Having said this I would be remiss if I didn't acknowledge the influence and efforts of some very special people: Dr. Clare Houseman, my program director, and without whom I probably wouldn't have taken the first crucial step; my "real world" supervisors, and in particular Mr. Phil Bolton and the Code 408 gang at the Atlantic Division, Naval Facilities Engineering Command, Norfolk, Virginia, who, along with the rest of the Atlantic Division family, encouraged me, and allowed the freedom to pursue this goal; Captain Whit Thomas, MSC, USN, a long time friend and who, in his typically philosophical manner, endured quietly, and showed patience of the Gods for this manuscript's end; the several typists throughout the years of struggle without whom it would have been all but impossible. A very special thanks to Lisa Callis, my last, loyal, and dedicated typist, who bravely agreed to type this manuscript from the first to its last draft, and who'll undoubtedly blush in her sweet and gentle way while typing this. The late nights after work, weekends and holidays sacrificed by her away from

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Dr. Gregory Frazer, my committee chairman first, and now a good friend, has served as inspiration and motivation to complete the deed. He was there to give hope and reassurance early on, understanding yet firm guidance during the rough times, and a firm hand of direction during the last days of our final efforts. I look forward to an enduring personal and professional relationship.

Finally, I can't forget my "study buddies" who sweated and scratched their way together with me to prepare for our final comprehensive exams. Truly, without them I wouldn't be at this point. Jane Servonski and Gaye Andrucci-Armstrong - you made a difference and I'm sure will continue to do the same in others' lives as well. A special debt of gratitude and acknowledgment is owed to Dr. Servonski as she kept up a steady stream of daily contacts of concern and encouragement as we both hurtled through the "storm of the century" to doggedly finish our projects in near exhaustion. And we finished, by God, we did it!

To all a simple,

Thanks,

John

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Preface

For as long as I can remember the intuitive feeling, my thoughts have always gathered around the idea that great deeds lie within ordinary people who simply allowed themselves to pursue that compelling drive which must be within us all to explore that particular facet of life which lights a spark in our eyes, holds our attention, and nags at our conscience. Somehow this inner drive enables us to overcome seemingly impossible physical, financial, or emotional obstacles. At a very young age, I didn't just read, I absorbed books, but not just any books. As I look back, they all described the personality of the main character in great detail, be it a person or an animal, and developed it throughout the book. It was this personality that I was most taken by. I would sit for hours reading deeper into the book, following the development of each character's personality. Biographies and adventure were my mainstay, be it the Hardy Boys, Jack London's Cry of the Wolf, or the life of George Washington Carver, or Albert Sweitzer. They would capture my attention equally.

I was born and raised in the city and suburbs of the Greater Chicagoland Area. The downtown area of the city became a fascinating playground of characters with an endless stream of humanity to observe. In my formative years, my life became filled with personalities, some successful and some not. Some might argue success is relative, but as you grow older, you realize that it is not when you as an individual are recognized as great, but that which you have accomplished for others, which makes your efforts worthwhile. Though the

characters in real life became more complex, the more they seemed to possess a commonality of spirit or character which set them apart one from the other.

Finally, somewhere along the line I began to recognize what I perceived as a consistent value of positive thinking that seemed to contribute to individual success. It was that intangible "You-gotta-wanna-no-matter-what" focus that never was lost in successful individuals and which propelled them to become involved in some activity and to a level of accomplishment beyond nearly all others.

Today, as a global community, we are at a critical point of decision making regarding our future. Each nation is a contributing player to the game of life. Our natural environment is the backdrop within which the game is played. The decisions which we make will have a critical impact on our collective future. Given the complexity of our daily lives as they have developed into today, what type of character or personality is going to be the most persuasive, the most effective in influencing the direction we must all take to survive? It clearly is a game of survival as human beings. Mankind has historically developed a system of governments which relies on strong, persuasive personalities to make decisions, and guide the development of public policy by which we must all live. Though this process is not devoid of influence by the individual citizen, ultimately, for the majority of us, our input will be influenced by a few strong individuals. Historically, with respect to the environment, public policy, as reflected by these empowered individuals through government regulation, institutionalized an attitude of wastefulness and abuse.

Our early history as a nation relied upon our perception of the land, water/air around us to be endless and available for use. Spiritually we were focused toward taking command of the land "[taming it]...". It wasn't until the late

19th and early 20th century that we as a nation began expressing concern with the land as a limited asset of survival. By 1973 we recognized the problem to be a global one as reflected by the warnings sounded in the declaration from the 1972 United Nations Conference on the Human Environment in Stockholm, Sweden. What has changed? Increased public awareness and the complexity of the interdependence of the global community, and the many facets influencing the very sustainability of life as we know it on earth (i.e., climate change, ozone depletion, biological diversity, water resources, population growth, education, public debt, human rights, long term economic and political stability, world health, expansion of industrial technology).

Recognizing the complexity of this issue and believing "...the process for efficient global environmental preservation and protection should begin from the grassroots, that is, from each active individual or agent of development; from each home, from each community, from the various professional environmental protection bodies, from each country, and from each regional grouping..." ultimately to each nation, we enter the decade of the environment. (Inter-parliamentary Conference on the Global Environment in Washington, DC in 1990.)

But people are overwhelmed day to day by pressing concerns which far outweigh individual concern with the environment or the fate of people of the world. Further, few grasp the technical details of the problem.

Therefore, it becomes the obligation of those who do care, who do understand and are willing to take the time to immerse themselves in the complexities of the problem, to facilitate the movement of the world's people to act in a positive, life saving way for the future and for the future of tomorrow's generations. The future form and substance of the global community's

environmental policy will reflect concerned citizen's of the world views and energy be they parliamentarians, private citizens, or public servants at all levels of government. What common ground do they share -those successful among them? Perhaps by providing a more clearly defined picture of some of the individuals participating, who are particularly successful in raising the consciousness of the citizenry at large, upon whom their ultimate success relies, we can better focus on collective efforts at the grassroots, to enhance the development of successful environmental policy at all levels. It is for this reason(s) that I have chosen to focus my research on the characteristics of individuals who are successfully engaged in affecting the development of environmental policy. With my research, I hope to enlighten and facilitate the process of involving and encouraging each individual citizen to become involved in taking responsibility for the future of our planet.

CHAPTER 1

INTRODUCTION

An analysis of the status of current governmental policies often focuses on our failures or weaknesses. As a result, new directions in public policy have been developed which are aimed at remedying those weaknesses in current policy without stepping back far enough to assess the true nature of that existing policy and ascertaining if it is even adequate to solve the problems at hand. Rarely, if ever, are strong points and successes looked at for the purpose of building upon them rather than rearranging or reorganizing current policy to address the shortcomings. Yet there are successful policies and policy makers known to exist because of the positive inroads made in addressing our urban and rural environment. There are individuals who have indeed had a positive impact on the process of developing and implementing public environmental policy. The success of these individuals prompts one to ask why this is so, and to attempt to identify contributing factors to these individuals' successful efforts. A policy succeeds or fails, not only on the basis of the resources of its proponents or opponents, its level of funding, the skill and dedication of those who must implement it, and the receptivity of the target population, but also on the basis of the political system's general capacity to act effectively (Godwin & Ingram, 1980). The political system is nothing more than the process of interaction between individually elected parliamentarians and the people they represent in the context of the governing laws and rules of the society.

Eight in ten Americans regard themselves as "environmentalists" and half of them indicate they are strong environmentalists. The overwhelming majority, by over a 4 : 1 margin even indicates that protecting the environment is more

important than keeping prices down. Respondents also indicated they thought changing the way we live instead of developing new technology was the most effective way to dramatically improve the environment by nearly 1.6 : 1. Yet when asked how important environmental safety was when buying a product, only 4 out of 10 indicate a strong positive response. Finally when asked if they have purchased a product in the last six months specifically because it was more environmentally safe, or had a good reputation for protecting the environment, though it may be a bit more expensive, consumers were nearly evenly divided (Hart & Teeter, 1991).

Environmental policy is a local governmental issue. Though guidance and enabling legislation is formulated, promulgated and frankly enforced from the federal and state levels of government through administrative and judicial review procedures, the driving force behind the expression of policy and intent is the perception, opinion and subsequent behavior of the individual citizen, who, by banding together directly or indirectly with like minded individuals as a community of concerned citizens, affect our political, economic and social processes. As the inability of the federal and state levels of government to enforce public policy increases, due to a variety of constraints, not the least of which is economic, the burden, thus the opportunity for control, will fall to local communities.

Each individual's and community's beliefs and values and their resolve to act will be tested. The implication is that each community must be able to clearly define and express its commonly held beliefs and values with respect to the natural environment within its community, expressed through participation in the political

process (Sagoff, 1981). What is also implied is that the process of dealing with environmental issues, much like other public policy issues, is a dynamic one which involves a continuous reassessment of community behavior based on a standard of values and not a valueless or morally neutral economic process of free market adjustments (i.e., cost-benefit analysis) (Sagoff, 1981; Freeman & Myrick, 1983).

In the increasing environment of federal budget reductions, state and local governments must look within their own resources to address, cope with, and solve today's increasingly complex environmental problems. One key element easily associated with today's environmental issues is that of interests. Both individuals and organizations have interests which have a direct bearing on how they interact with each other. The very relationships which people form with each other and the natural environment around them are determined within the context of how they perceive their relationship(s) with each other, e.g., who counts morally, what value(s) each individual and their interests have (Fox, 1990, pp. 163-164), and their sense of responsibility to address environmental problems.

Ultimately, this perception of each other and the relationships between us determines the "rights" we assign each other and to our various relationships. Those rights are in the form of civil rights, legal rights, and moral rights which help form and guide our relationships. In the process of defining social relationships it seems logical to recognize differences in value of objects and individuals in life, and as a result attempt to control for those values which are held most dearly. Moral and legal rights then would most logically reflect those objects and individuals which are prized the most. Finally, once having established what and/or whom is valued most dearly and thereby according them appropriate moral and subsequently legal rights, the next logical assumption is

that public policy and supportive legislation would reflect these cherished values and relationships (Sagoff, 1981).

Which comes first: legal empowerment or a moral/ethical foundation? The formation of a clear and firm moral foundation is an essential first step toward socio-political empowerment of any one person or group of people. What does a group of like minded people represent besides the collective weight of individually held values? Therefore, it is essential, almost inevitable, that each individual must face the lonely dilemma of clearly defining his or her moral value structure. In a democratic system the process of continual challenge and reassessment of those values in the context of the neighborhood, the community, the state, and the nation, is forever evolving. Some have suggested their values are best expressed in the political process (Sagoff, 1981). Others suggest that if a problem is not recognized to exist in the first place, no action will be taken from the very beginning (Darley/Latané, 1968).

As recent as the State of the Union Message in January 1991, in which President George Bush said, "...the power and control must be given to the States...", the signs of political and economic reality are pointing toward more local decision making and thus responsibility for public programs. Ultimately, our collective community value structure will become intertwined with these public programs. Ultimately, the community will be put to the test of deciding, clearly, what its values are, which will govern their behavior towards each other and the environment. Who will lead us? Who will express and encode the community's values into public policy? How should they go about the process of dealing with the issues? This study concerning successful individuals in the environmental policy arena would contribute to the existing body of knowledge by applying the findings to the environmental policy and applied environmental issues' literature.

The focus is not just on leadership, but on the process of developing public policy from a successful individual's perspective. It is an attempt to look at the whole person as opposed to a single characteristic, to look at the individual's collective attitude, beliefs, values, motivations and reasonings, and their collective impact on the person's efforts toward addressing environmental issues. This is to be done by interviewing current leaders in environmental policy making to determine if they possess common perspectives and attitudes about social change behavior within the environmental community.

An acceptance of the findings would provide the groundwork for developing a model for further study of organizational behavior. It could lead to the development of social strategies to facilitate addressing environmental issues. Ultimately, education and training programs could be developed based on the findings to produce effective leadership and motivation in the general public concerning environmental issues on the local, state, or national level.

STATEMENT OF THE PROBLEM

Action must be taken toward developing a social action plan concerning the environment. South Hampton Roads, Virginia is growing in population and complexity as a coastal, urban center in the United States. It is essential that public policy concerning the environment reflect local community beliefs and values, as well as a sense of who's perceived to be responsible and in control of taking steps to address these issues. It is imperative for citizens attempting to grapple with these issues to have strong leadership and a sense of focus. Such leadership and focus does not currently exist.

The question arises as to what the underlying factors are w
the successful attempts by individuals to establish public programs. This study
attempted to determine the characteristics of individuals which enables them and
others to develop such successful programs.

PURPOSE OF THE STUDY

The purpose of this study was to determine the personal and professional characteristics of successful individuals who have a positive influence on the development of public policy concerning the environment. Additionally, which characteristics were most likely to enhance their success and to determine which of these characteristics might contribute to efforts toward developing public environmental policy in the future were investigated. This study was designed to take a first step towards development of a working model of leadership for individuals or groups interested in environmental public policy. Therefore, its scope was limited to conceptual and theoretical considerations. Actual development of a model will require additional research. Given this research, a pilot program for development of leadership behaviors could be implemented and subsequently a full scale leadership development program could be established.

Evidence in the literature suggests that certain elements must be present for any public policy to be successful. These elements are: proponent's or opponent's resources available; its level of funding; the skill and dedication of implementors; receptivity of the target population; and the political system's ability to act effectively (Godwin & Ingram, 1980). These elements are typically brought together and "played," if you will, like a fine musical instrument by the guiding hand of a knowledgeable and experienced individual who musters support for his/her cause.

There is a need for a balance between the recognized need to do something and the burdensome cost of doing anything. Though the body of environmentally-related literature has exploded in recent years and presents a nearly overwhelming forest of choices, four themes seem to emerge as common threads of discussion, and form the basis of the assumption for this research: (1) there is clearly a need to protect both the natural environment and the human race; (2) the requirement to act in any fashion must be politically, economically and socially, institutionalized; (3) ultimately success or failure of any proactive attempts to deal with environmental issues rests squarely with individual citizens and their perception of their ability to impact on public policy; and finally, (4) individuals generally do not participate in social action unless they clearly perceive a reason to act (Darley/Latané, 1968); and without the support of the general public, all efforts to effect change are destined to fail (Brown, 1992).

It has been argued that these caveats of social behavior ultimately present a moral and ethical dilemma, generally resulting in inaction. A kind of social rigor mortis sets in, prohibiting progress, i.e., any social action at all.

The literature supports the contention that the process benefits from a positive, moving force -- a guiding hand of vision, and therefore such an individual plays a significant role in the development of public policy. The choices made by such a person can have a profound effect upon the public's attitude toward public support for environmental programs and, consequently development of public policy concerning the environment. The literature also has demonstrated that the amount of environmental activism has increased over the

past two decades (1971-1991) and will, in all probability, continue to increase (Crowfoot & Wondolleck, 1990; Milbrath, 1984; OECD, 1991; World Resources Institute, 1992). With these factors in mind, determining what type of leadership has the greatest positive influence in the development of public policy concerning the environment and how it contributes toward development of that policy seems to be paramount.

A case study in summary format was developed from the qualitative data collected from the individual interviews with each participant. Inductive analysis and an adaptation of the ethnographic interview, as presented with the narrative analysis techniques presented by Mischler (1986a), were used to analyze the case studies data.

LIMITATIONS

1. The qualitative design of this research does not allow for the generalization of results to other populations.
2. The fact that each informant must grant prior consent to participate in a study could potentially lead to threats to external validity due to volunteerism.
3. Single, point-in-time interviews are not comprehensive, and merely represent a "snapshot" of each individual participant and, therefore, may not be truly representative of the subjects themselves.
4. Long term relationships were not the case, or possible, with the subjects involved in the study. Considering each subject's public position, a tendency to present a more complete and positive picture of themselves is possible.

5. The data collected was primarily the result of self-reported data.
6. The narrator (respondent, informant) and interviewer (researcher) share a view of what constitutes a valued identity in this culture.

DELIMITATIONS

The delimitations of the study were as follows:

1. Data concerning the characteristics of individuals who have successfully affected the development of public environmental policy was collected from six highly select individuals.
2. The interview instrument was validated through the use of a panel of experts.
3. The informants represented all levels of public office (local, state, and federal) private citizens, and environmental organizations associated with the Hampton Roads Area.
4. Personal characteristics versus political climate and public perceptions was the emphasis of the study.

ASSUMPTIONS

The following assumptions have been made regarding the subject matter of this research:

1. There is clearly a need to take action to protect the environment and ultimately the human race.
2. The requirement to act proactively must be politically and socially institutionalized.

3. The future of the environment is in the hands of individual citizens as they impact on public policy.
4. People do not participate in social action unless they clearly perceive a reason to become involved.
5. Without the support of the general public any public policy is destined to ultimately fail.

DEFINITION OF TERMS

CFC: Chlorofluorocarbon; a class of chemicals used primarily as solvents and as refrigerants.

Environment: Air, water and land as a collective entity which constitutes a public domain or "commons" of public ownership and use which enhances the quality of life.

Greenhouse effect: The gradual warming of the earth's atmosphere, resulting from the increase emission of gases generated by human activities.

Leadership: The specific activity of influencing behavior, beliefs and feelings of other individuals or group members in an intended direction.

Legal empowerment: The fact of having or being granted the privilege of legal standing in a court of law.

Meaningful public policy: That form of public policy which has applicability to real world problems, and provides useful solutions which improve the state of the natural environment for the average citizen of the society. Meaningful public policy has a positive effect on the attitudes, perceptions, and resultant efforts of its citizens to participate in the social process of taking part in interpersonal relationships.

Methane (CH₄): A colorless, odorless, tasteless gas; lighter than air, occurs in natural gas, coal gas, from decaying vegetation and other organic matter in swamps and marshes.

Moral/ethical foundation: The basis from which persons individually or collectively formulate a rationale from which to make daily decisions regarding the relationship between themselves and the world around them.

Nitrous Oxide (N₂O): Man-made oxides of nitrogen emitted by transport sources, energy uses, and industrial processes. Instrumental in formulation of photochemical smog, and local or urban air pollution.

Positive impact: That effect which successful individuals have on the process of developing and implementing public environmental policy which results in increased public participation toward a solution which gains the support of the majority of voting citizens.

Social action plan: That plan of action followed by an organization of concerned citizens to effect the formulation of public policy.

Success: The ability to raise the consciousness of the citizenry at large to a level of active participation in addressing environmental issues.

Values: Those ideas and objects of interest which enhance or improve personal, family, and community life.

CHAPTER 2

LITERATURE REVIEW

Striking a balance between man and nature is a predominant theme in the environmental literature (Brown, 1992, p. 175). There is a need for a balance between the recognized need to do something and the burdensome cost due to the amount and complexity of government regulation. A "veritable thicket" of legislative requirements has nearly rendered public efforts ineffective to cope with the rapidly expanding scope of challenges to be faced. (Rosenbaum, 1991, p. 228). The purpose of this literature review is to explore the parameters of the arena of environmental policy making, particularly as it relates to today's environmental movement, and the role of individual citizens in effecting social action in the development of that public policy. A huge body of supportive literature concerning the major factors to be discussed already exists, and its continuing growth portends no end in sight. A focused and informative survey of pertinent research must therefore be necessarily selective.

Central to this study is the role of key individuals who, by personal initiative, are instrumental in influencing the development of environmental policy. The literature on environmental science and technology supports the fact that there is a need to take action to protect the environment, and ultimately the human race. This is not just a moral/ethical argument, but a scientific one. The literature also supports the fact that the requirement to act proactively must be politically institutionalized. Thirdly, the literature supports the fact that the future of the environment and human health is in the hands of individual citizens as they impact on public policy. Fourth, the literature supports the fact that people do not participate in social action unless they clearly perceive a reason to become

involved. Without the support of the general public, any public policy is destined to ultimately fail. (Brown, 1992, p. 186). Therefore, if one believes a need exists, the challenge is to raise the level of perceived need on the part of the general public. This study looks at individuals who have recognizably been successful in raising the support of the general public to effect lasting change, and to ascertain what common characteristics they may share. From this we may learn and share the knowledge in the hope of enhancing the community's efforts to develop effective environmental policy.

The Need for Action

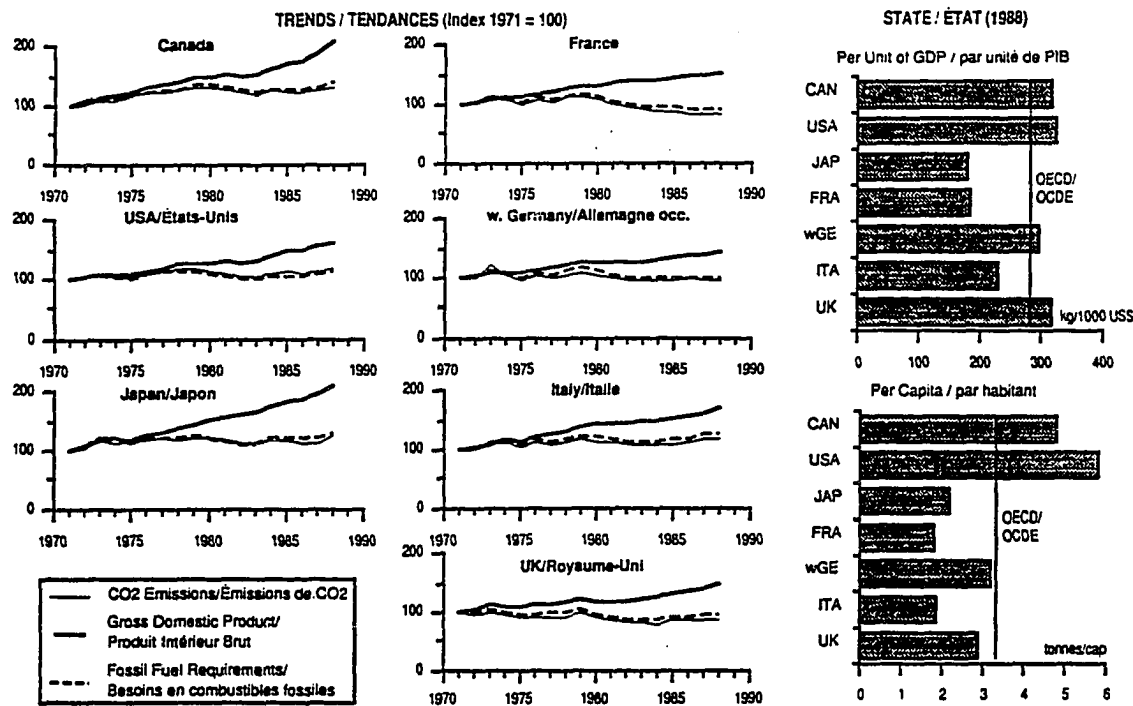
In the two decades since the first Earth Day (April 22, 1970), (CEQ Report, 1990), a nationwide outpouring of environmental activism has occurred. The end result is a mixed report card of improvement in some areas and sharp deterioration in others (CEQ Report, 1990, pp. 7-8). According to the nation's Council on Environmental Quality (CEQ), which reports directly to the President on an annual basis concerning environmental quality, "The environmental changes that have occurred in this country over the past 20 years, do not suggest that a pollution free world is in sight." To the contrary, "...the United States... may very well be worrying in 2010 about environmental problems unforeseen today." (CEQ Report, 1990, p. 13). The picture is not totally bleak or without some highlights of success: total annual emissions of lead between 1970 and 1987 declined nationwide, according to the CEQ, by 96%. Nearly all areas of the country meet the national health standard for lead; air emissions of some pollutants such as sulfur dioxide (SO₂) and particulate emissions have been significantly reduced 28% and 61% respectively; the City of Pittsburgh, which was notorious for its

smokestack pollution in the mid-1970s, now is notable for its clear air. Again, according to the Council on Environmental Quality, "twenty years ago, many Americans were convinced that environmental pollution needed to be controlled, but the science and technology needed to identify, assess, and control such pollution was almost non-existent." (CEQ Report, 1990, p. 12). Today, the argument that more science is called for in the effort to fight pollution is still being presented presumably to better educate the public toward support (Goldfarb, 1989, GAO Report, 1992). Science after all, in the form of contaminant trapping devices in industry and automobiles, coupled with changing the composition of fuels, has had a significant impact in reducing atmospheric pollutants. This obscures the point, however, which is that something needed to be done in the first place, but we're really fighting human nature (CEQ Report, 1990, p. 5). While the U.S. population growth rate has declined from a high of 2.0% increase per year to 0.9% per year in 1990, the total population grew from 76.09 million in 1900 to 152.27 million in 1950, and stands at approximately 250.41 million as of 1990. Our population has nearly doubled over the last century (U.S. Department of Commerce, Bureau of the Census, 1990). Energy production on the other hand has doubled in the last 40 years alone, going from a total of 33.98 Quadrillion BTU's produced in 1950 to 69.90 Quadrillion BTU's in 1990. This has generated 108 operable nuclear power plants as of 1988 (up from 1 as late as the end of 1959). (Nuclear Regulatory Committee, Report, 1988), and the problem persists concerning the disposal of high-level radioactive wastes (Brown, 1992, pp. 46-65). Pollution knows no state boundaries. Prior to even the first Earth Day, trend analysis of environmental data has been undertaken by various worldwide organizations. For example, in response to an accord, signed in Paris on

December 14, 1960, by the Organization for Economic Cooperation and Development (OECD), information has been tracked concerning the environment, as a measure of its impact on the OECD's ability to achieve a high level of sustainable economic growth and employment while developing economic expansion. To this end the OECD has developed and tracked what they consider to be leading environmental indicators. In a recent report published in 1991 they conclude the following: CO₂ emissions, which contribute the most to the global greenhouse effect, have increased, and the United States is the leading contributor, 7 times greater than the next country, Japan, with over 1,400 million tons of carbon emitted each year (Table 1); total gases generated by human activities, i.e., carbon dioxide (CO₂) methane (CH₄), and chlorofluorocarbons (CFCs) and nitrous oxide (N₂O) exceed 12,800 million tons of carbon of which the U.S. contributes approximately 20% or 2,468 million tons, over 6 times its nearest rival - Japan (Table 2). CFCs according to Lester Brown's World Watch Institute are "economic heavy weights among chemicals, with \$135 billion worth of equipment in the U.S. depending on it" (Brown, 1992, p. 59). The Environmental Protection Agency (EPA) estimates the cost of phasing out the use of CFCs and halons to cost \$27 billion by 2075, but could save \$6.5 trillion in human health, economic, and ecological effects. (N.Y. Times, September 21, 1988). Sulphur oxide emissions which contribute to local and urban air pollution, and thus to human health effects, have decreased slightly since 1970 to 20,700 thousand tons in the United States in 1985. Again, the U.S. leads its neighbor Canada by a margin of greater than six times (Table 3). Combined with nitrous oxide emissions which play an important role in environmental acidification, aggregate emissions have increased by over 1,000 thousand tons from 1970 - 1987 (Table 4).

TABLE 1
CO₂ EMISSIONS

17



CO₂ Emissions from Energy Use / Emissions de CO₂ dues à l'utilisation énergétique

	(million tonnes of Carbon / millions de tonnes de carbone)					Change from 1971/évolution depuis 1971 (%)	per unit of GDP/ par unité de PIB (kg/1000 US\$)*	per capita/ par habitant (tonnes/cap.)	
	1971	1975	1980	1985	1988	1971-1988	1988	1988	
Canada	94	109	124	115	124	32	316	4.8	Canada
USA	1209	1240	1369	1339	1433	19	324	5.8	Etats-Unis
Japan	217	252	261	253	272	25	181	2.2	Japon
Australia	48	56	63	66	71	48	404	4.3	Australie
New Zealand	4	5	5	7	7	56	301	2.0	Nouv. Zélande
Austria	15	15	17	16	16	12	235	2.2	Autriche
Belgium	36	36	37	30	32	-10	370	3.2	Belgique
Denmark	17	16	18	18	18	5	294	3.4	Danemark
Finland	15	16	19	17	18	23	302	3.7	Finlande
France	126	126	139	109	103	-18	182	1.8	France
w.Germany	208	198	219	200	198	-5	294	3.2	Allemagne occ.
Ireland	6	6	7	7	8	31	392	2.2	Irlande
Italy	92	97	106	101	108	17	231	1.9	Italie
Netherlands	44	46	50	48	51	15	380	3.4	Pays-Bas
Norway	7	7	9	8	9	21	139	2.1	Norvège
Portugal	6	7	8	8	10	83	428	1.0	Portugal
Spain	35	46	55	54	57	61	302	1.5	Espagne
Sweden	27	26	24	22	21	-21	194	2.5	Suède
Switzerland	12	11	12	12	13	8	125	1.9	Suisse
UK	187	170	167	159	163	-13	317	2.9	Royaume-Uni
OECD	2427	2522	2756	2648	2793	15	286	3.4	OCDE
World	4380	4811	5528	5802	6256	43	635	1.2	Monde

Notes: a) 1988 GDP at 1985 prices and exchange rates.
Technical notes are in the technical annex.
Source: OECD-IEA/OCDE-AIE

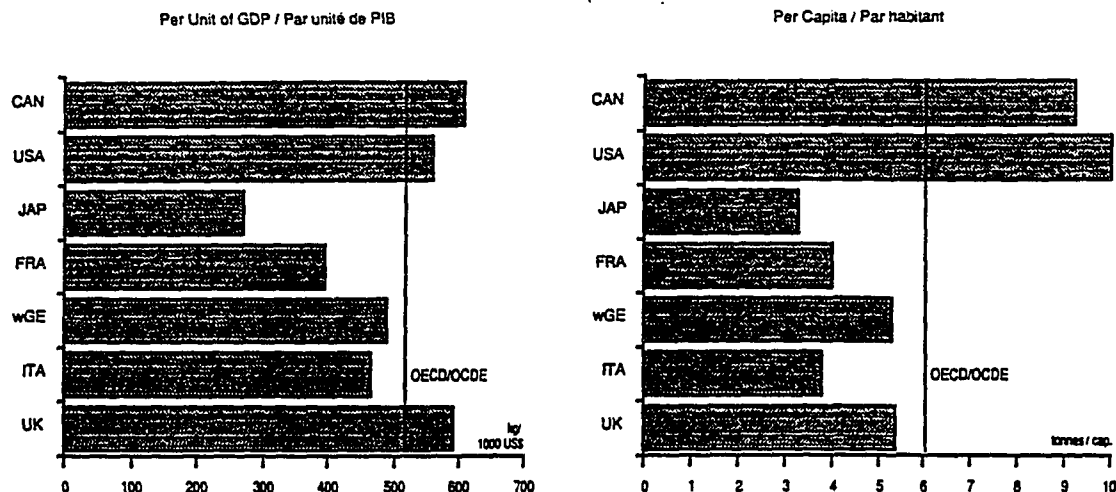
Notes: a) PIB de 1988 aux prix et taux de change 1985.
Les notes techniques sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD

TABLE 2
GREENHOUSE GAS EMISSIONS

18

TOTAL GREENHOUSE GAS EMISSIONS / ÉMISSIONS TOTALES DE GAZ À EFFET DE SERRE
(Late 1980s / Fin des années 80)



Emissions of Greenhouse Gases, Late 1980s / Émissions de gaz à effet de serre, fin des années 80 *

	CO2 ^b	Methane/méthane	CFCs	TOTAL	Total Emissions/Emissions totales		
					Per unit of GDP/ par unité de PIB	Per capita/ par habitant	
					(million tonnes of Carbon / millions de tonnes de carbone)	(kg/1000 US\$)	
Canada	126	79	34	239	608	9.2	Canada
USA	1443	692	332	2468	558	10.0	Etats-Unis
Japan	281	26	95	402	268	3.3	Japon
Australia	72	90	20	182	1035	11.0	Australie
New Zealand	7	21	3	31	1375	9.3	N.Zélande
Austria	17	6	9	32	457	4.2	Autriche
Belgium	33	8	12	52	604	5.3	Belgique
Denmark	18	6	6	30	496	5.8	Danemark
Finland	18	4	6	27	447	5.5	Finlande
France	106	52	65	223	395	4.0	France
w.Germany	201	56	71	328	488	5.3	Allem.occ.
Greece	24	7	12	42	1200	4.2	Grèce
Ireland	8	8	4	21	1037	5.9	Irlande
Italy	113	37	67	217	465	3.8	Italie
Netherlands	51	26	17	94	705	6.4	Fays-Bes
Norway	9	26	1	36	568	8.5	Norvège
Portugal	11	6	12	29	1231	2.8	Portugal
Spain	60	28	45	133	709	3.4	Espagne
Sweden	21	5	6	32	295	3.8	Suède
Switzerland	13	5	10	27	269	4.0	Suisse
Turkey	40	23	9	72	1132	1.3	Turquie
UK	166	75	67	307	599	5.4	Royaume-Uni
OECD	2840	1290	901	5030	516	6.1	OCDE
World	6400	5100	1300	12800	662	2.5	Monde

Notes: a) Emissions measured in Equivalent Carbon Dioxide Heating Effect.
b) Emissions from energy use and cement production.
Technical notes are in the technical annex.

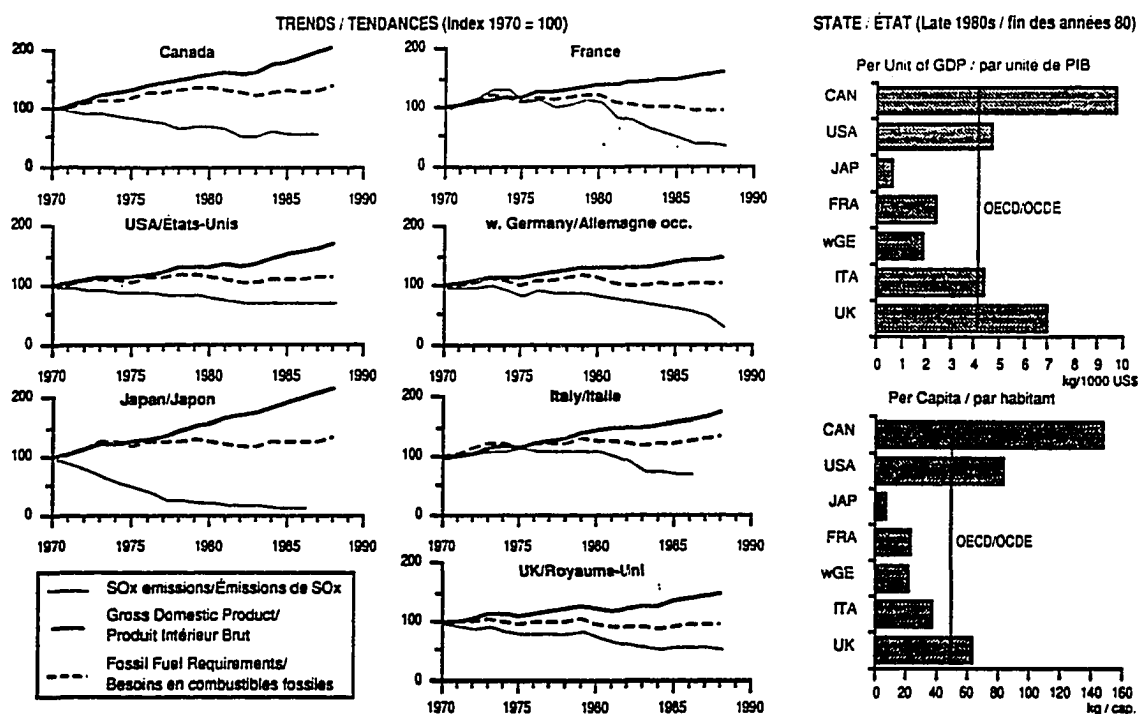
Notes: a) Emissions mesurées en équivalents CO₂, tenant compte du potentiel de réchauffement des polluants.
b) Emissions dues à l'utilisation de l'énergie et à la fabrication de ciment.
Les notes techniques sont dans l'annexe technique.

Source: WRI, OECD/WRI, OCDE

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

TABLE 3
SO_x EMISSIONS

19



Total SO_x Emissions / Emissions totales de SO_x

	(1000 tonnes)					Change from 1980/évolution depuis 1980 (%)	per unit of GDP/ par unité de PIB (kg/1000 US\$)*	per capita/ par habitant (kg/cap.)	
	1970	1975	1980	1985	late 1980s/ fin des années 80	1980-late 1980s/ 1980-fin des années 80	late 1980s/ fin des années 80	late 1980s/ fin des années 80	
Canada	6677	5319	4643	3704	3800	-18	9.7	146.4	Canada
USA	28400	25900	23400	21100	20700	-12	4.7	84.0	Etats-Unis
Japan	4973	2586	1263	-	835	-34	0.6	6.8	Japon
Denmark	574	418	447	340	242	-46	4.1	47.2	Danemark
Finland	515	535	584	371	305	-48	5.1	61.7	Finlande
France	2966	3328	3339	1475	1272	-62	2.3	22.8	France
w. Germany	3739	3331	3191	2431	1306	-59	1.9	21.3	Allemagne occ.
Italy	2830	3331	3211	2086	2070	-36	4.4	36.0	Italie
Netherlands	772	385	461	271	256	-44	1.9	17.3	Pays-Bas
Norway	171	137	142	97	65	-54	1.0	15.4	Norvège
Portugal	116	178	267	198	205	-23	8.7	19.9	Portugal
Sweden	930	686	502	273	199	-60	1.8	23.6	Suède
Switzerland	125	109	126	95	63	-50	0.6	9.4	Suisse
UK	6327	5310	4847	3718	3664	-24	7.0	63.1	Royaume-Uni
OECD	64600	57900	53000	42200	39900	-25	4.1	48.3	OCDE

Notes: a) 1988 GDP at 1985 prices and exchange rates.

Technical notes are in the technical annex.

Source: OECD/OCDE

Notes: a) PIB de 1988 aux prix et taux de change 1985.

Les notes techniques sont dans l'annexe technique.

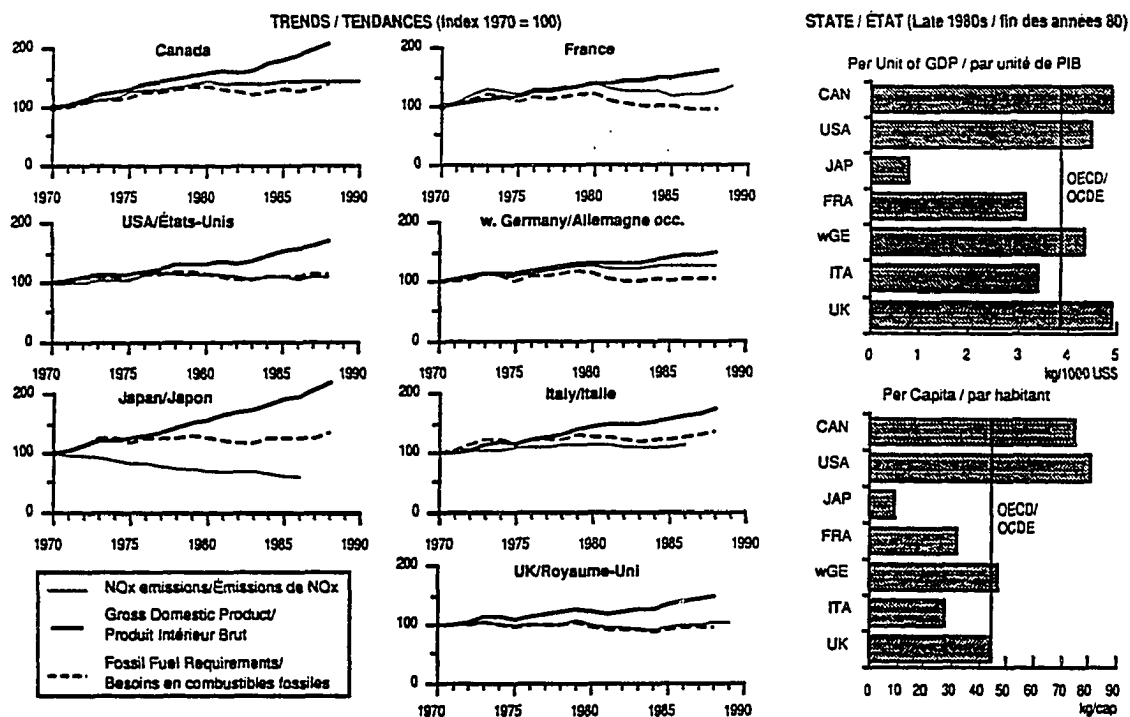
SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD

Water is a critical resource and significant withdrawal beyond a safe level of sustainable use of the resource exerts a major pressure on fresh water resources and its applicability for potable water supply, irrigation, cooling of electrical power plants or industrial processes. Trend analysis shows an increase of over 20% in water withdrawal from 1970 - 1985. Western and Southern Europe, Spain in particular, have been heavy users; however when analyzed by per capita withdrawal, the U.S. and Canada top out the heaviest users by a significant margin (Table 5). River water quality has mixed results. Rivers are of significant economic, ecological and social importance. They carry much in the way of sewage, industrial waste, storm water drainage, and commercial transportation, as well as serve as a potential source of municipal drinking water. While the Mississippi River has improved slightly over 1970 levels, the Delaware river has declined. Agricultural runoff from farmlands is the major contributor. Though overall, the data suggests water resources are sustainable, the numbers when looked at on a country by country, region by region basis, reveals spot shortages and non-sustainable use (Table 6).

Domestic waste water discharges as a major source of severe water pollution are of particular concern for two reasons: (a) the cost of control and, (b) the nature of the pollution - manmade and controllable with respect to conscious decision making relative to our life-style. This particular aspect of world pollution is of concern because any significant breach of its integrity or the fact that it may erroneously be considered a problem at all, results in immediate and measurable adverse impact and restrictions of human activities.

TABLE 4
NO_x EMISSIONS

21



Total NO_x Emissions / Emissions totales de NO_x

	(1000 tonnes)					Change from 1970/ évolution depuis 1970 (%)	par unit of GDP/ par unité de PIB (kg/1000 US\$) ^a	par capita/ par habitant (kg/cap.)	
	1970	1975	1980	1985	1987				
Canada	1364	1756	1959	1959	1952	43	4.9	74.9	Canada
USA	18300	19200	20400	19800	19500	7	4.5	80.4	Etats-Unis
Japan	1651	1781	1400	..	1176	-29	0.8	9.6	Japon
Denmark	..	178	241	259	262	..	4.2	48.5	Danemark
Finland	284	240	270	..	4.6	56.6	Finlande
France	1322	1608	1834	1579	1605	21	3.1	31.6	France
w. Germany	2383	2573	2981	2959	2931	23	4.3	46.7	Allemagne occ.
Italy	1410	1507	1585	1555	1570	11	3.4	27.3	Italie
Netherlands	427	427	540	531	553	30	4.2	37.9	Pays-Bas
Norway	159	176	192	203	233	47	3.6	53.7	Norvège
Portugal	72	104	166	96	116	61	5.2	11.8	Portugal
Sweden	302	308	332	327	325	8	2.9	37.4	Suède
Switzerland	149	162	196	214	202	36	1.8	27.6	Suisse
UK	2404	2365	2418	2278	2429	1	4.9	44.0	Royaume-Uni
OECD	32300	34700	37700	36200	36200	12	3.8	44.3	OCDE

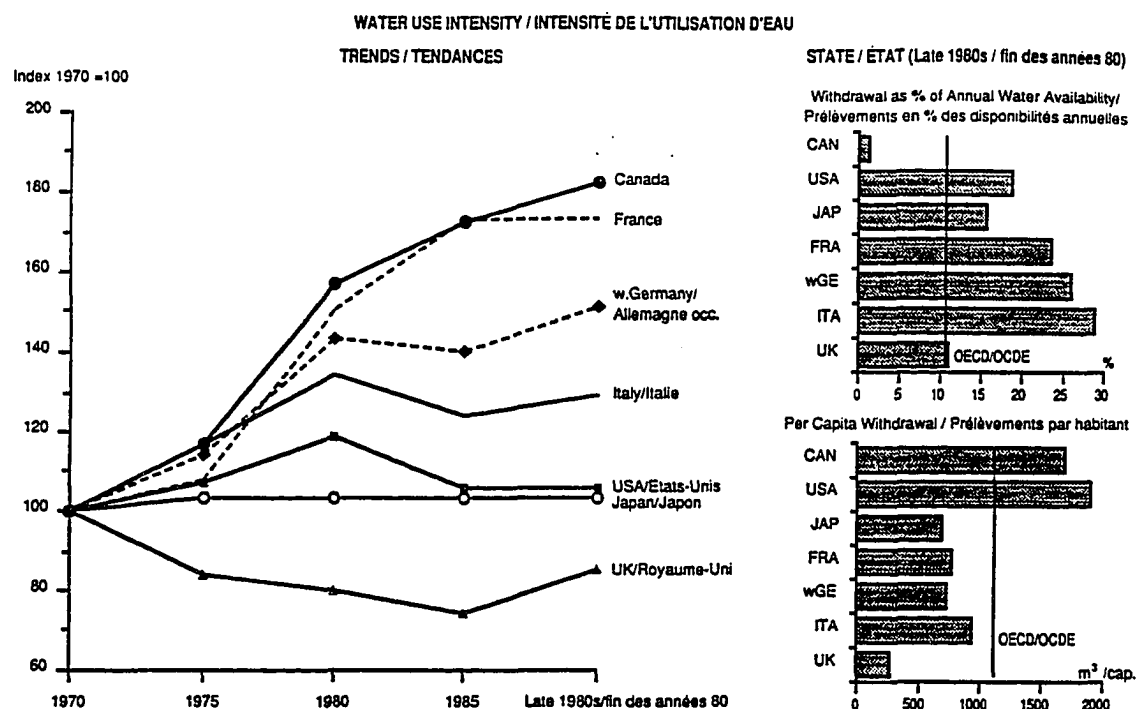
Notes: a) 1988 GDP at 1985 prices and exchange rates.
Technical notes are in the technical annex.
Source: OECD/OCDE

Notes: a) PIB de 1988 aux prix et taux de change 1985.
Les notes techniques sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD

TABLE 5
USE OF WATER RESOURCES

22



Water Withdrawal / Prélèvements d'eau						
	As % of Gross Annual Availability/en % des disponibilités annuelles brutes					m3 per capita/ m3 par habitant
	1970	1975	1980	1985	Late 1980s/ fin des années 80	
Canada	0.8	0.9	1.2	1.3	1.4	1,691
USA	17.8	19.1	21.2	18.8	18.8	1,896
Japan	15.1	15.5	15.5	15.5	15.5	692
N.Zealand	0.2	0.3	0.3	0.5	0.5	571
Denmark	6.5	9.5	10.9	11.2	10.0	254
Finland	3.2	3.4	3.6	3.8	3.8	809
France	13.5	14.6	20.3	23.3	23.4	774
w.Germany	17.1	19.5	24.5	24.0	25.8	722
Italy	22.4	26.3	30.1	27.8	28.9	940
Netherlands	14.7	15.3	16.4	16.1	16.1	980
Norway	0.5	0.6	0.5	0.6	0.6	531
Spain	22.3	32.7	36.2	41.0	41.6	1,176
Sweden	2.0	2.3	2.0	1.6	1.7	355
Switzerland	1.3	1.3	1.3	1.4	1.4	106
Turkey	7.0	9.6	9.7	11.6	17.7	548
UK	13.0	10.9	10.4	9.6	11.0	262
OECD	8.6	9.4	10.5	10.0	10.2	1,106

Technical notes are in the technical annex.
Source: OECD/OCDE, BRGM

Les notes techniques sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

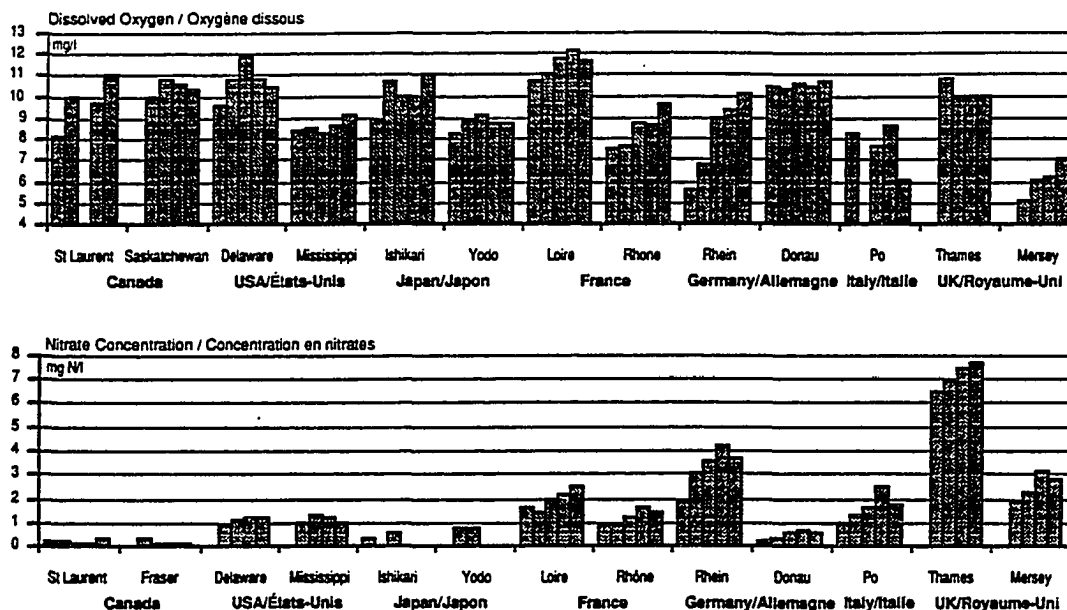
Data indicate as of 1991, two of the seven OECD countries are to date servicing less than 50% of their population with waste water treatment plants. Japan indicates closer to 40% of its population. Overall the trend is toward improvement, from 33% of member country population served in 1970 to approximately 60% by the late 1980s. This represents a significant investment of pollution abatement expenditures that leaves significant room for improvement. The U.S. and Canada indicate approximately 25-35% of their populations not receiving adequate sewage treatment. This presents a very significant impact on our nations usable water resources (Table 7).

Land use has been the subject of extensive scientific and popular literature discussion. Land use and the restructuring of our natural environment through land use changes are having major consequences for soil resources, quality of the air and water. The loss of wooded areas, particularly our rain forest has received particular attention. The consequences of its loss includes: destruction of wildlife habitats and whole species of plant and animal life (Smithsonian, 1990); the loss of genetic material due to plant and animal extinction (over 100 species every day); sources of nutrition, health care, raw materials, and cash income (Elisabetsky, 1991; Brown, 1992, pp. 20-23).

OECD data indicates increased water pollution from untreated waste water sewage, coupled with increasing population pressure, and the corresponding increase in the use of nitrogen fertilizers aimed at maximizing crop yield per acre. Concern for increasing ground water pollution grows in light of the negative effects on human health (Table 8). While the U.S. and Canada utilize less nitrogen based fertilizers by the ton/km² there was nonetheless an increasing trend of usage during the period 1970-1988. Further the UK, Japan, West Germany,

TABLE 6
RIVER QUALITY

TRENDS / TENDANCES
River Water Quality / Qualité de l'eau des rivières



	Dissolved Oxygen / Oxygène dissous (mg/l)						Average last 3 years/ moyenne 3 dernières années	Nitrate Concentration/Concentr. en nitrates (mgN/l)						Average last 3 years/ moyenne 3 dernières années	
	Rivers/ rivières	1970	1975	1980	1985	late 1980s/ fin des années 80		Rivers/ rivières	1970	1975	1980	1985	late 1980s/ fin des années 80		
Canada	St Laurent	8.1	10.0	--	9.7	11.0	10.4	St Laurent	0.19	0.23	0.16	0.16	0.29	0.25	Canada
	Saskatchewan	--	10.0	10.8	10.6	10.3	10.4	Fraser	0.05	0.30	0.06	0.10	0.10	0.09	Canada
USA	Delaware	9.6	10.8	11.9	10.8	10.5	11.3	Delaware	--	0.88	1.03	1.20	1.20	1.12	Etats-Unis
	Mississippi	8.4	8.5	8.3	8.6	9.1	9.1	Mississippi	--	0.98	1.28	1.23	0.96	1.02	Etats-Unis
Japan	Ishikari	8.9	10.7	10.0	10.0	11.0	10.7	Ishikari	0.36	--	0.53	--	--	--	Japan
	Yodo	8.2	8.9	9.1	8.7	8.8	8.4	Yodo	--	0.80	0.76	--	--	--	Japan
Belgium	Meuse	7.7	8.9	9.5	8.1	8.0	8.7	Meuse	3.90	2.12	2.52	2.79	2.63	2.96	Belgique
Denmark	Gudenaa	--	12.5	9.6	11.0	9.9	10.0	Gudenaa	--	1.25	1.70	1.37	1.25	1.39	Danemark
Finland	Kokemiewoki	8.2	8.8	9.5	10.1	11.4	11.5	Kokemiewoki	--	0.39	0.35	0.42	0.52	0.55	Finlande
France	Loire	10.7	11.1	11.8	12.1	11.7	11.5	Loire	1.58	1.44	1.99	2.21	2.53	2.56	France
	Rhone	7.5	7.7	8.7	8.6	9.6	9.0	Rhône	0.88	0.90	1.24	1.60	1.38	1.82	France
Germany	Rhein	5.6	6.8	9.0	9.3	10.1	9.9	Rhein	1.82	3.02	3.59	4.20	3.70	3.77	Allemagne
	Donau	10.5	10.3	10.6	10.5	10.7	10.7	Donau	0.20	0.30	0.50	0.60	0.50	1.53	Allemagne
Italy	Po	8.3	--	7.7	8.6	8.1	7.9	Po	0.95	1.35	1.63	2.44	1.68	2.34	Italie
Netherl.	Meuse	8.6	9.4	10.0	9.7	10.2	10.0	Meuse	3.07	3.69	3.77	4.28	3.86	4.08	Pays-Bas
Portugal	Tejo	--	--	9.2	7.8	8.2	8.3	Tejo	0.52	--	1.26	1.12	0.67	0.97	Portugal
Spain	Ebro	--	--	9.8	9.4	9.4	9.5	Guadquivir	--	2.63	2.21	3.29	3.47	3.34	Espagne
Switzerl.	Rhin	11.6	11.2	10.3	10.5	10.2	10.7	Aare	--	1.32	1.42	1.75	2.05	2.02	Suisse
UK	Thames	--	10.8	9.9	10.0	9.9	10.2	Thames	--	6.50	6.89	7.51	7.67	7.08	Roy.-Unis
	Mersey	--	5.1	6.1	6.2	7.1	7.5	Mersey	--	1.84	2.29	3.12	2.86	2.82	Roy.-Unis

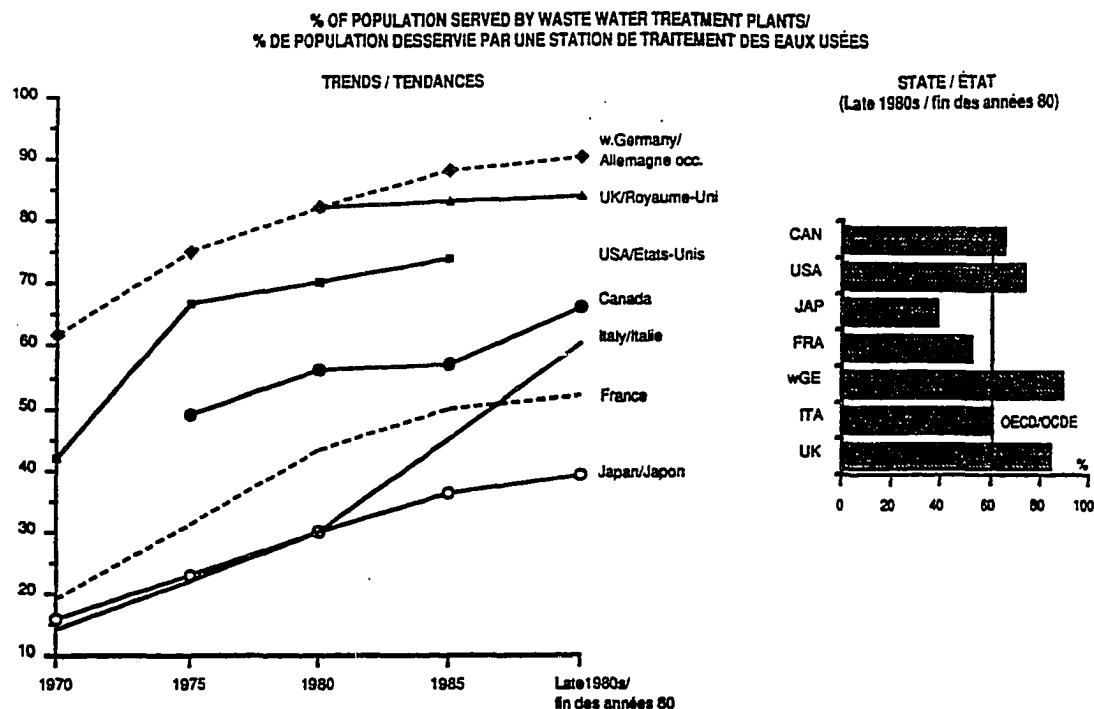
Technical notes are in the technical annex.
Source: OECD/OCDE

Les notes techniques sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

TABLE 7
WASTEWATER TREATMENT

25



	Population Served by Waste Water Treatment Plants / Population desservie par une station de traitement des eaux usées					Population Not Served/ Population non-desservie	
	Total					Primary Treatment only/ trait' primaire seul	
	(% of Population / % de la population)					(% population)	
	1970	1975	1980	1985	Late 1980s/ fin des années 80	Late 1980s/ fin des années 80	Late 1980s/ fin des années 80
Canada	..	49	56	57	66	13.0	8.8
USA	42	67	70	74	..	15.0	64.0
Japan	16	23	30	36	39	..	74.8
Austria	17	27	33	65	72	5.0	2.1
Denmark	54	71	80	91	98	8.0	0.1
Finland	27	50	65	72	75	-	1.2
France	19	31	43	50	52	..	26.8
w.Germany	62	75	82	88	90	2.1	6.3
Italy	14	22	30	..	60	..	23.1
Netherlands	..	45	72	85	89	7.0	1.6
Norway	21	27	34	43	43	6.0	2.4
Spain	..	14	18	29	48	6.2	20.3
Sweden	63	81	82	94	95	1.0	0.4
Switzerland	35	55	70	83	90	-	0.7
UK	82	83	84	6.0	9.1
OECD	34	46	51	57	60	..	330.0
							OCDE

Technical notes are in the technical annex.
Source: OECD/OCDE

Les notes techniques sont dans l'annexe technique.

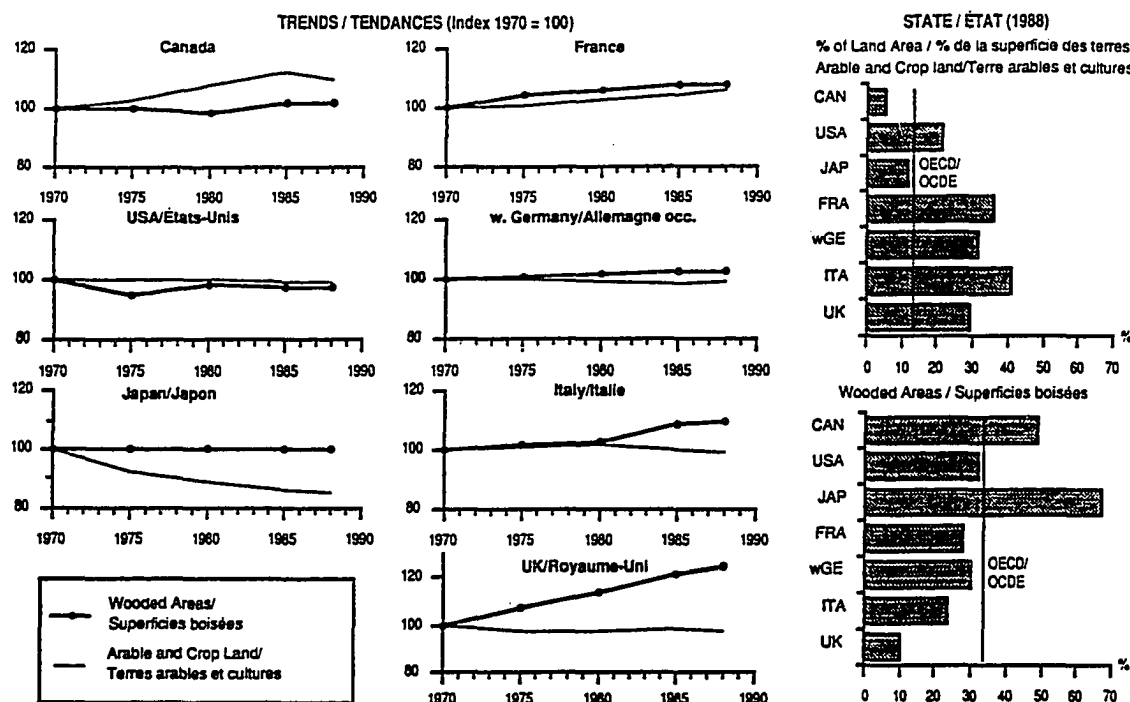
SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

and France were utilizing over 5 times the amounts of fertilizer applied in the U.S. and Canada combined over the same period.

As might be expected, the amounts of solid and liquid wastes are escalating worldwide particularly among those countries with a higher rate of population consumption and industrialization. Hays pointed out that excessive consumption and wasteful lifestyles in this country clearly demand personal change to alleviate this pressure (Hays, 1987). A natural follow-on to the idea of a relationship between growing population, consumption and industrialization is the notion that as nation states grow economically, there will naturally develop a corollary between it and corresponding environmental performance. Again the OECD report, as expected, indicated increased environmental pressures resulting from increased economic growth (Table 9). Biological diversity of the plant and animal life on the planet is of key concern in the environmental and scientific community in general, both nationally and internationally. As Ryan (1992) pointed out "...biological diversity is the total variety of life on earth," and it is collapsing at a "mind-boggling" rate. It is the very diversity of life which accounts for the complexity of interdependence and support on which the existence of life as we know it on this planet exists. It is the very cradle for sustaining the balance of life. This, however, presents the confounding dichotomy so heatedly debated for so long within the environmental literature concerning the necessity for a balance, I shall call it, between economic growth and environmental protection. Again, according to a public opinion survey conducted by the OECD in the United States, Japan, Finland, Norway, and European Economic Community (EEC) countries, only a small percentage (7%) of the general public within the EEC favor giving economic growth priority even if the environment suffers somewhat. Notably, Belgium, Greece and Iceland are exceptions, averaging as much as 21%

TABLE 8
LAND USE CHANGES

27



	Land Area/	Arable and Crop Land/Terres arables et cultures			Wooded Areas / Superficies boisées			
	Superficie	Area/	% of land area/	Change from 1970/	Area/	% of land area/	Change from 1970/	
	des terres	superficie	% de la superf.	évolution depuis	superficie	% de la superf.	évolution depuis	
	1988	1988	des terres	1970	1988	des terres	1970	
	(1000 km2)	(1000 km2)	(%)	(%)	(1000 km2)	(%)	(%)	
Canada	9215	460	5	9.7	4500	49	1.6	Canada
USA	9167	1899	21	-0.6	2946	32	-3.4	Etats-Unis
Japan	377	47	12	-15.0	253	67	0.1	Japon
Australia	7618	470	6	16.3	1060	14	13.1	Australie
New Zealand	268	5	2	-12.3	73	27	1.3	N.Zélande
Austria	83	15	18	-10.4	39	47	4.5	Autriche
Belgium	33	8	24	-12.9	7	21	1.7	Belgique
Denmark	42	26	61	-3.6	5	12	4.4	Danemark
Finland	305	24	8	-8.5	234	77	-0.1	Finlande
France	550	195	36	6.2	152	28	8.2	France
w.Germany	244	75	31	-1.4	74	30	2.7	Allem.occ.
Greece	131	39	30	0.5	26	20	0.4	Grèce
Ireland	69	10	14	-15.7	3	5	38.4	Irlande
Italy	294	121	41	-0.7	68	23	9.5	Italie
Netherlands	34	9	27	5.9	3	9	0.7	Pays-Bas
Norway	307	9	3	5.9	83	27	5.6	Norvège
Portugal	92	36	39	-5.8	31	34	10.9	Portugal
Spain	499	204	41	-3.7	157	31	8.9	Espagne
Sweden	403	29	7	-3.9	280	70	1.4	Suède
Switzerland	40	4	10	7.0	11	26	7.2	Suisse
Turkey	770	277	36	1.4	202	26	0.1	Turquie
UK	242	70	29	-3.1	24	10	25.5	Roy.-Uni
Yugoslavia	255	78	30	-5.4	94	37	5.3	Yougosl.
OECD	30881	4032	13	2.0	10229	33	1.4	OCDE
World	130693	14754	11	4.3	40490	31	-3.4	Monde

Technical notes are in the technical annex.

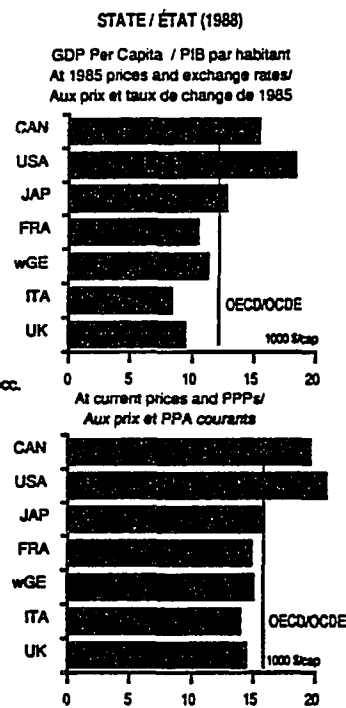
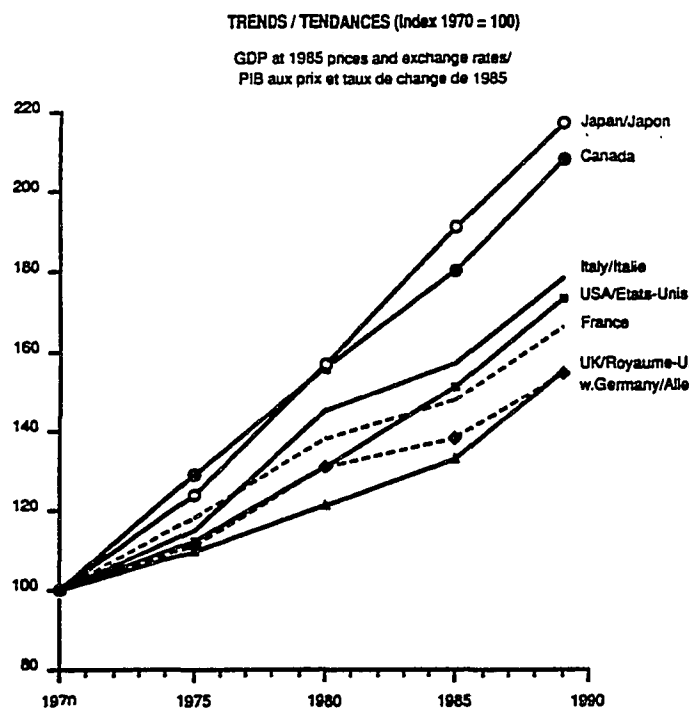
Source: OECD, FAO/OCDE, FAO

Les notes techniques sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

TABLE 9
GROWTH OF ECONOMIC ACTIVITY

28



	GDP at 1985 prices and exchange rates / PIB aux prix et taux de change de 1985					GDP at current prices and PPPs/PIB aux prix et PPA courants			
	Index 1970=100					billion US\$/ milliards de \$US	per capita/ par habitant 1000 US\$/cap.	per capita/par habitant 1000 US\$/cap.	
	1970	1975	1980	1985	1989	1989	1989	1989	
Canada	100	129	156	180	208	401	15.5	19.6	Canada
USA	100	112	131	151	173	4 544	18.4	20.8	Etats-Unis
Japan	100	124	157	191	226	1 573	12.8	15.6	Japon
Australia	100	121	139	162	187	184	11.1	14.5	Australie
N.Zealand	100	123	119	135	140	23	6.8	11.6	N.Zélande
Austria	100	121	143	153	170	73	9.6	13.5	Autriche
Belgium	100	119	138	143	161	90	9.1	13.6	Belgique
Denmark	100	110	125	142	148	60	11.8	14.4	Danemark
Finland	100	122	142	163	192	64	12.9	15.1	Finlande
France	100	118	138	148	166	586	10.5	14.7	France
w.Germany	100	111	131	138	154	693	11.3	15.1	Allem.occ.
Greece	100	128	158	169	182	36	3.6	7.2	Grèce
Ireland	100	127	159	179	205	21	6.0	8.9	Irlande
Italy	100	115	145	157	178	483	8.4	13.9	Italie
Netherlands	100	117	133	140	154	138	9.4	13.8	Pays-Bas
Norway	100	125	159	187	202	63	14.9	16.7	Norvège
Portugal	100	124	159	166	199	25	2.4	7.0	Portugal
Spain	100	129	141	150	181	197	5.0	10.2	Espagne
Sweden	100	114	121	133	146	111	13.1	15.6	Suède
Switzerland	100	104	113	121	136	104	15.5	17.8	Suisse
Turkey	100	142	162	205	250	64	1.2	4.6	Turquie
UK	100	110	121	133	155	530	9.3	14.4	Royaume-Uni
OECD	100	115	136	155	177	10 070	12.2	15.7	OCDE

Notes: 1989 figures are provisional.
Technical notes are in the technical annex.
Source: OECD/OCDE

Notes: Les données 1989 sont provisoires.
Les notes techniques sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

favoring economic growth in the case of Ireland. Similarly, between the U.S., Japan, Finland, and Norway, approximately 9% of those polled indicated favoring economic growth, led by the U.S. favoring economic growth by a greater than 2:1 margin (19%). By a slimmer, nearly 50/50 division, both Japan and Norway indicated a belief that a balance of both economic growth and environmental protection are possible. Finland, by a 3:1 margin, indicated a priority be given to the environment, and the United States clearly split their opinion between either economic growth or environmental protection with no middle ground taken for striking a balance. Clearly, 71% of those polled indicated they gave priority to environmental protection. Later a paradox between expressed public opinion concerning what should be done and how they actually behave will be illustrated. Suffice for now to say that public opinion coupled with scientific data and consumer demands play an influential role in the formulation of government policies, as well as industrial production strategies, and resultant pollution controls (Table 10).

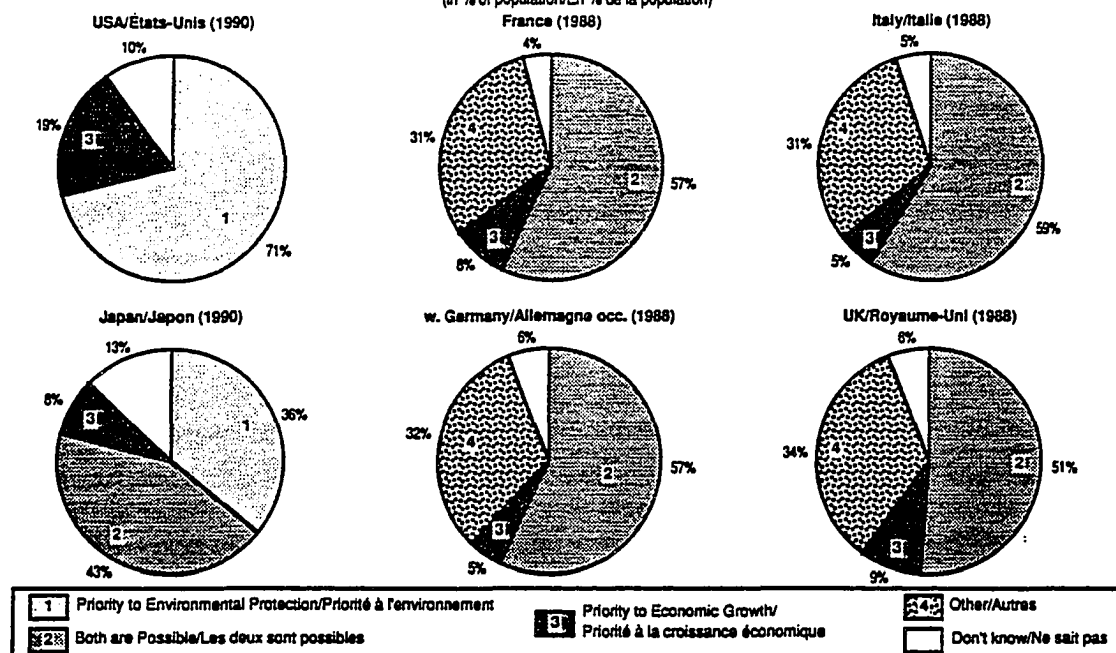
Institutionalizing The Need To Act

Is the force of public opinion coupled with scientific data and consumer demands enough to cause the formulation of government policies as the OECD report suggests? Rowen (1974) suggested that one of the most urgent needs is to achieve a much deeper understanding of the nature of governmental processes. As he pointed out "...policy decisions are, in general, not made by single individuals acting over time. Nor are they usually made by a group of people acting jointly in committee...most...operate in organizations...". (Tribe, Schelling & Voss, 1976). In the early discussions of the environment and public

TABLE 10
PUBLIC OPINION

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ENVIRONMENT PROTECTION VS. GROWTH TRADEOFF / PROTECTION DE L'ENVIRONNEMENT ET CROISSANCE ÉCONOMIQUE
(in % of population/En % de la population)



Public Opinion: Environment Protection vs. Growth Tradeoff /
Opinion publique: Protection de l'environnement et croissance économique

	Year/ Année	Number of Interviews/ Nombre de personnes interrogées	Priority to Environmental Protection/ Priorité à la protection de l'environnement (%)	Both are possible/ les deux sont possible (%)	Priority to Economic Growth/ Priorité à la croissance économique (%)	Don't know/ ne sait pas (%)	Other/ autres (%)	Total (%)	
USA	1990	1223	71	n.a.	19	10	--	100	Etats-Unis
Japan	1990	3753	36	43	8	13	--	100	Japon
Finland	1989	1985	63	26	6	5	--	100	Finlande
Norway	1990	1506	48	49	1	2	--	100	Norvège
Belgium	1988	1022	--	39	10	12	39	100	Belgique
Denmark	1988	1009	--	60	4	6	30	100	Danemark
France	1988	993	--	57	8	4	31	100	France
w. Germany	1988	1007	--	57	5	6	32	100	Allem.occ.
Greece	1988	1000	--	53	10	15	22	100	Grèce
Ireland	1988	992	--	42	21	11	26	100	Irlande
Italy	1988	1021	--	59	5	5	31	100	Italie
Luxembourg	1988	300	--	72	4	4	20	100	Luxembourg
Netherlands	1988	1023	--	51	6	7	36	100	Pays-Bas
Portugal	1988	1000	--	28	5	26	41	100	Portugal
Spain	1988	1017	--	61	8	15	16	100	Espagne
UK	1988	1345	--	51	9	6	34	100	Roy.-Uni
EEC Total	1988	11729	--	55	7	7	31	100	CEE Total

Note: n.a. - not asked.

Detailed questions are in the technical annex.

Source: OECD/OCDE, see also technical annex/voir aussi annexe technique

Note: n.a. - pas demandé

Les questions détaillées sont dans l'annexe technique.

SOURCE: Organization of Economic Cooperation and Development (OECD). Report on Environmental Indicators, OECD Publications.

policy, a leader and prominent writer, Lynton Caldwell, professor at Indiana University, made a strong case for bringing together what he called scientific truth and societal values (Caldwell, 1964). As the world rushes headlong toward large scale degradation of the planet, government and private institutions (industry in particular) find themselves squarely in the middle of the attempt to strike a critical balance between people and the natural systems on which they depend (Brown, 1992, p. 175). Sprout and Sprout (1978) have attempted to show the complexity of the problem when considering the role of political institutions in formulating environmental legislation and the inherent inflexibility (Sprout, Sprout, 1978). With a rapidly expanding technological basis for gathering data to better characterize and understand environmental problems, and with a growing scientific understanding of ecological interdependencies inherent in our pollution problems, the ability of governmental programs to regulate every detail is vastly overwhelmed (Rosenbaum, 1991; Lester, 1989). The maintenance of society's "Common" as described by Hardin (Hardin, 1968), will take more than a technological solution. It will take a change in human values. Sagoff (1981) argued that economic valuation of citizen desires confuses wants and belief in what's best for the community. Therefore, it seems logical to bring the two together in a public policy forum to better inform rule makers of our true societal "preferences". Some fundamental consumers must be reached for progress to occur. Caldwell has been making this point since the 1960's and early 1970's (Caldwell, 1970; 1975).

The process of coming to grips with our collective values ultimately defines our national policy (Tribe, 1974; Stone, 1972). When the subject of institutionalization of environmental priorities and action is discussed, inevitably the story of EPA and its funding history is mentioned. Established in

December 1970 by President Richard M. Nixon, EPA was the focal point of what was up to that point a group of disjointed, unorganized set of environmental responsibilities scattered among several offices and programs (Vig & Kraft, 1990). The staff and its budget grew impressively, and with the advent of the President's Council on Environmental Quality (CEQ) by the end of the 1970's, a sense of greater environmental awareness and planning for greater sensitivity toward the environment was measurable. What became even easier to measure was the rapid decline in environmental emphasis beginning in 1980 with the Reagan Administration's efforts to provide short term regulatory relief to industry (Eads & Fix, 1984). EPA's fiscal budget grew from \$500,000,000 in 1973 to \$15.2 billion in 1980. By 1990, its proposed fiscal budget had been cut to \$9.6 billion. The CEQ's budget went from \$4.1 million in 1975 to \$700,000 by 1990 - an 83% reduction. Between 1980 and 1990 the Department of Energy's research budget in technology and development fell approximately 60% and its energy conservation budget was cut by 91% (Kraft & Axelrod, 1984). But, the empowerment of government, particularly federal agencies, with environmental responsibility, is only a part, perhaps 1/3 of the picture. The other 2/3 of the responsibility rests in the industries and businesses which contribute in their own ways to our pollution problems. Ultimately, it rests with the citizenry, whether as individuals or banded together representing various communities or constituencies. Certainly that is the message of the 1992 presidential campaign. Beneath the surface rhetoric, the power of the unfocused "silent majority," so skillfully tapped by Richard Nixon in the 1970's and touched again by Ross Perot this year, exists (Perot, 1992). Senator Albert Gore, in what was termed "an impassioned call for action" before a Time conference on the environment, cites 5 barriers to political action regarding the

environment. All five barriers were descriptions of human behavior. They include denial, taking the path of least resistance, ignorance, despair in the face of perceived overwhelming odds (Time, 1989). Brown (1992) stated, "If the Environmental Revolution is to succeed, it will need the support of far more people than it has now. Tribe (1974) suggested that man must transcend the selfish vision of nature as a source of pure human self-interest, devoid of intrinsic value and a place in human consciousness. The intervention required is sometimes likened to that of aiding the alcoholic in denial, suggesting that "intervention" is needed to arrest the global disease of environmental degradation (Posted, 1992). The crux of the matter rests with whether or not people as institutions, government or private industry, and collectively as a society, are willing to recognize, believe, and feel capable of acting on the critical environmental issues facing us today.

A theory of human behavior and motivation will be discussed later in this chapter regarding our current state with regard to the public's participation, or the lack of it. Suffice to say, the bottom line seems to be that change, however arrived at, begins with the individual no matter how it translates through more complex social and political organizations (Brown, 1992, p. 177).

The lack of institutionalization in the early days of our country's history, and the lag in recovering from the Post Reagan years, can in part be laid at the feet of our citizens' unwillingness to accept its necessity. Our early philosophy was focused on taming the wilderness, not to "manage" our environment or protect its quality. We intended to have dominion over it (Genesis 1:26-28) and conquer it (Passmore, 1974; Leopold, 1987). Given that public institutions are slow and perhaps even reticent to change, particularly in the face of uncertain public

demands, institutions are nonetheless capable of change, and if a significant gap occurs between their status of responsiveness and public expectations, a crisis will occur (Caldwell, 1975). Caldwell's solution was the enactment of the National Environmental Policy Act (NEPA), Public Law 91-190 of 1969. In 1992, it is in need of revision and reiteration to reflect the need for support from the local grassroots level of society. EPA, once having been envisioned as an agency to integrate the complex and varied approaches to solving problems has, to the contrary, fallen into an agency of parochial interests attempting to fix its own territory in exclusion of the others (Rosenbaum, 1991, p. 120; Lester, 1989, pp. 232-233). The new Federalism attempts to create a system for bargaining between federal, regional, and state agencies, to develop governing regulations (Rosenbaum, 1991). However, this is certainly not done in a political area devoid of public interest or influence. To the contrary it is where some would argue the individual citizen and groups of like minded individuals have their greatest influence. The snag in this pluralistic approach is the subsequent competition for funds between federal, state, and regional authorities.

To date the states have lost this battle and the greater loser has been the environment (Rosenbaum, 1991, pp. 124-128; Brown, 1992). Change does not come easy. Institutional change seems to be particularly slow, but institutions are not inanimate monoliths, but instruments of social policy and characterized by human behavior. According to Caldwell (1972, pp. 234-235), once a new idea displaces an old one by its ability to offer an acceptable alternative, it manifests itself in new institutions designed to succeed where the old ones failed. It is these new success stories, through case studies, which show greatest promise toward involving and empowering individuals to be more active in environmental issues (Monroe & Kaplan, 1988).

The Role of Individual Citizens

Social and economic change always starts with individuals, even when it occurs within large organizations (Brown, 1992, p. 177). This social change generally occurs when new information edges out the old, as pointed out by Caldwell, and ultimately leads to public policy changes as a natural outcome, both short term and long term. (Browne, 1990) (Vig & Kraft, 1990, p. 9). An entirely new political agenda is being established by a newly discovered, but a long term social revolution (Hays, 1987), which may result in entirely new and different political alignments (Pachlke, 1989). In a pluralistic society, only the public and their elected representatives can determine what society's values and standards are going to be (Ingram & Godwin, pp. 130-131; Hays, 1987, pp. 60-62). In early 1969, only about half of those polled by organizations such as Gallup indicated any public concerns about the environment, and yet by late 1969 citizen suits were beginning to be brought into the courts. By April 22, 1970, we had nearly a nationwide stop in daily activity to focus on environmental issues and concerns. It was called Earth Day. Since then the country has weathered the ending of the Vietnam War; several natural disasters; the peaks and recent valleys of the national economy which has plunged this country into a deeply divisive debate over jobs; a national war on drug abuse; a moral/ethical war of debate over a woman's right to an abortion, and a presidential campaign in which one of the candidates is a strong and successful supporter of environmental issues. The environment has remained an issue of public focus and discussion. During, a television prime time news broadcast, discussing the extent of recent damage due to Hurricane Andrew in South Florida, an entire segment was devoted to the concerns with the endangered environmental balance within the natural ecosystem

of the Florida Everglades (ABC News, 1992). Even as early as 1973 it has been recognized that an interaction between man, his social organizations, and environmental quality (National Academy of Sciences (NAS) Report, 1973) have existed. The Academy Report showed a causal link between early life's values and forms of social organization. Interestingly six lessons emerged from this report which provide a foundation for support in this research effort. Lesson one was an informed awareness of environmental problems, even ~~combined with~~ a willingness to take a multidisciplinary approach to solving those problems, was no guarantee to finding manageable solutions or controls. Secondly, social behavioral scientists are no more sensitive to environmental issues than the average citizen. Thirdly, technology does not offer the prime focus of discovery or solution to our environmental problem. Technology is great at what it does in an unidimensional or "closed loop system." It must be integrated into the social process to be of added value. Fourth, any long term improvement in environmental quality will require reforms in existing institutions, and perhaps even require the formation of new political agencies and institutions. Change will be difficult with our open, pluralistic, system, but not impossible. Fifth, an intentional and sincere dedication of resources for planning, research, execution, and monitoring of environmental policies and programs is needed. Finally, two aspects of environmental research are evident: (1) it will require as extensive research as any other social problem; and (2) it ultimately could have a significant impact on the modification of social behavior as part of the outcome (NAS, 1973). Although Caldwell disagreed with the means of public involvement in the process, he nonetheless supported the concept of necessarily involving the general public in the decision making concerning environmental policy. He saw the role of the individual citizen as critical in the democratic process. Ultimately, as individual

citizens of similar interests band together and form organizations to influence the governmental process, they can effect the full force of the individual interests and with greater strength (Caldwell, 1976). More recently research interested in helping citizen groups focus their efforts in recognition of their collective strength concurs and offers several avenues of approach (Crowfoot & Wondolleck, 1990).

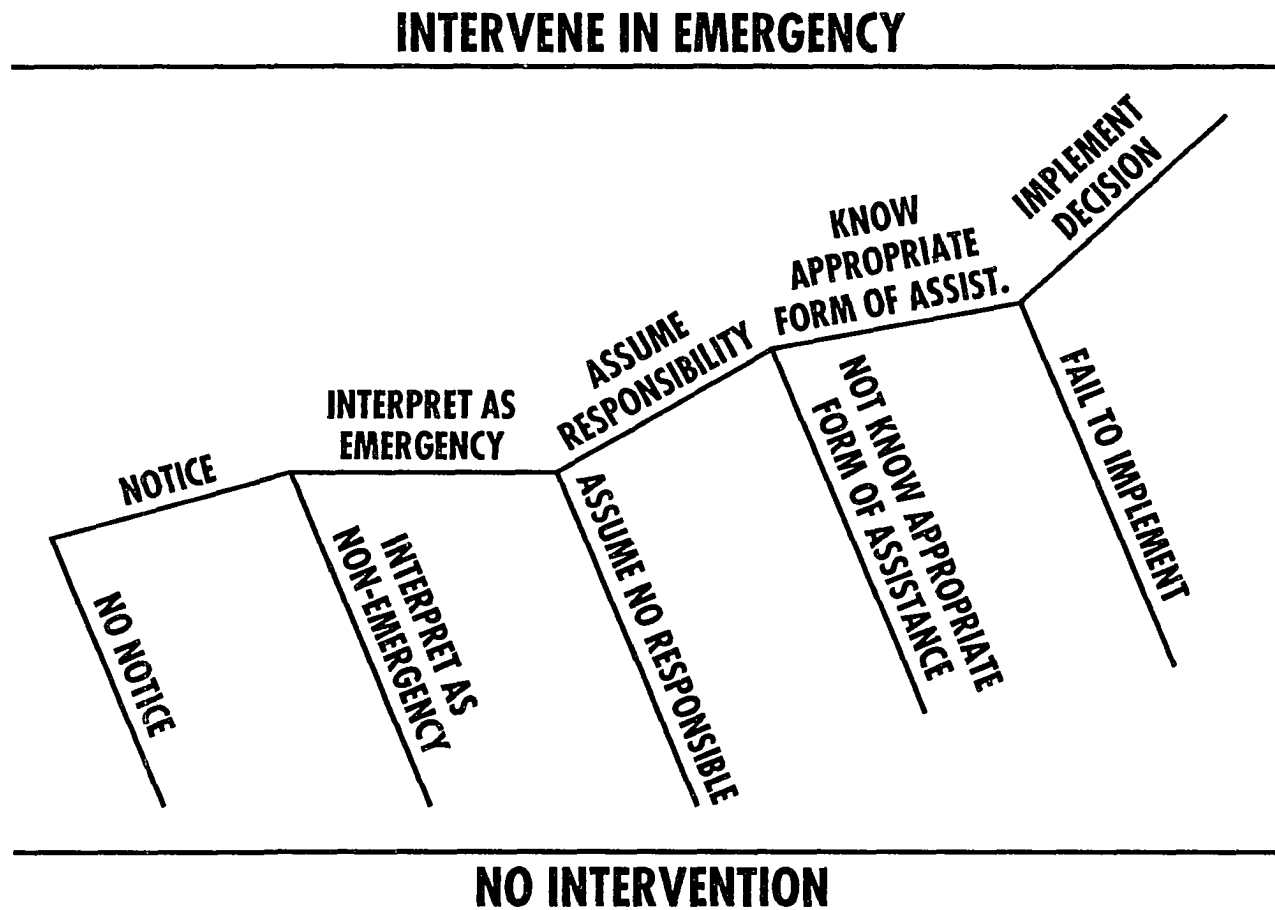
Perceived Need to Act

People do not participate in social action unless they clearly perceive a reason to become involved. Therefore, to all who believe that a need exists, the challenge is to raise the level of perceived need. This basic principle of social action is discussed from at least two perspectives in the literature. First, a discussion of "possibilities rather than inevitabilities" (Bardwell, 1991) which gives people hope rather than a feeling of being overwhelmed is offered. Bardwell suggested that if people are presented with merely an educational experience alone, it is no guarantee they'll respond with caring and support (Volk, Hungerford & Tomera, 1984); however, stories of success can provide positive imagery and possibly inspiration to take action. Bardwell develops her approach of using success stories around a theoretical framework from cognitive psychology. Bardwell points out that three factors play a role in going from mere knowledge or awareness of facts, to actual participation: concern, competence, and imagery. Throughout this process, as Bardwell suggests, people need clarity. They need to have the facts, regardless of the message, presented in a way in which individuals can recognize, cope with, and retain them. (Covello, 1992). This certainly suggests that people are not acting from a sense of altruism, but rather, not only a perceived need to act, but a rationalized basis for that action.

As an adjunct to this notion of participation based on the concepts of concern, competence, and imagery, Darley/Latané (1968) offered their classic study of likelihood and speed of an individual's response to an "emergency." They conclude that individuals mentally process the decision to act or not within a series of decisions. Each decision is a necessary prelude to the next, requiring a positive perception, if you will, of his/her ability to respond. Darley/Latané concepts include: noticing an event, interpreting the event as an emergency, assuming responsibility to act [concern], knowing an appropriate form of assistance [competence], and implementing the decision to act or not [imagery] (Darley/Latané, 1968, 1970). In light of these two theories of behavior, the pattern is enlightening when taken together (as the brackets suggest). It suggests a certain degree of caring which is necessary for initiation of individual behavior toward someone or something. Caring for yourself and others is not a social, moral, political or economic issue in the context of these two theories. It is not a choice between either of these options; it simply is a decision and reflects our sense of individual responsibility.

Getting to the point of accepting responsibility for our lives, the lives of others, and perhaps the world in which we live, according to Darley/Latané, requires a series of critical decisions according to a social-psychological model of behavior (Figure 1). Bardwell (1991) offered insight toward understanding our ability or lack thereof to implement our final decision. She suggested with a form of positive education toward a feeling of greater ability to have a positive effect, and given some positive imagery of success through sharing stories of others' successful efforts, the outcome could be improved, i.e., increased social action. Darley/Latané (1968), and to a certain extent Bardwell's model, flows from a consideration of altruistic behavior. That is behavior in consideration of another's

Figure 1



SOURCE: Darley, J. M. and B. Latane. (1968). Bystander intervention in emergencies. Diffusion of responsibility. Journal of Personality and Social Psychology (pp. 377-383).

need for help. In terms of the environment and the history of man's relationship to it, it should seem reasonably evident that today there is not only recognition and concern about the state of the environment and the subsequent threat to human health, but also no particular confusion about the assumption of responsibility, whether individually or collectively. Further, though the alternatives for appropriate response are varied, several and vigorously debated, the arguments generally center around overcoming human inertia, vested economic interests, and some [institutional] blockades of society (Brown, 1992). This clearly suggests the necessity for organized, systematic change to public policy. Vig & Kraft (1990) even suggested there's a preemptive role for government because environmental problems are public problems and cannot be solved through purely private actions. This requires, however, concentrated and sustained public support for change, which can only start with individual commitment, based upon the perception that change is in fact possible. Where you attempt to provide positive imagery in an effort to facilitate the final step of intervention suggested by Darley/Latané, i.e., implementation of helping and supportive behavior, may well be a step in the right direction toward ensuring success.

Public Support Essential

A broad based foundation of commitment and support is not always predictable. However, successful social change requires a broad-based participation in the process. Lester Brown asks the critical question: what are we as individuals prepared to do? (Brown, 1992). There are conflicting reports. In 1990, a Presidential Council reported, "Americans believe strongly that environmental quality is an essential component of their long-term health and

economic prosperity" (CEQ, 1990). But a survey poll conducted in 1990 and again in 1991 indicated that while in 1990 an overwhelming majority (93%) of those polled indicated they would favor requiring people to separate garbage and solid waste so it can be recycled, fifty percent of those same individuals indicated they "occasionally to never" recycle their newspapers. Forty two percent of those polled indicated they think solid and hazardous waste is this country's most important environmental problem, and eight of ten, when given a choice between protecting the environment or keeping prices down, indicated they thought protecting the environment was more important. Yet when asked if they would favor or oppose closing pollution producing factories which would result in loss of jobs, 59% indicated they would oppose it (Hart & Teeter, 1990). In 1991 a follow up by Hart & Teeter (1991) survey found: 80% of those polled considered themselves to be environmentalists; solid and hazardous waste still top the list of greatest concerns; with a significant increase in concern for the destruction of our natural resources. Eighty-one percent continue to show support for protecting the environment versus keeping prices down. Here our sense of personal commitment and responsibility ends, and sense of real world pressure may begin. Forty-five percent indicate when given a choice they have not purchased a product specifically because of a good environmental reputation; yet ninety-one percent believe it's important for a product to have a good reputation. Thirty-eight percent have not bought a more expensive product though it was better for the environment, and 41% have not avoided purchasing a product because of environmental concerns (Hart & Teeter, 1990; 1991).

Is it important to know and understand public perception of the environment and environmental problems? It is key to anyone or any organization

who intends to influence environmental decisions (Crowfoot & Wondolleck, 1990, p. 7). This confusion and conflict is at the root of the struggle to focus national policy on the environment (Milbrath, 1984). It seems logical that if the environmental problem is a social problem (Milbrath & Inscho, 1974), ultimately the challenge is not only to raise the level of perceived need for change but to actually gain the public's support. Without the general public's support, any public policy is destined to fail (Ingram & Mann, 1980, p. 12). A whole new ethic and a belief in the possibility of the policy's reasonableness and achievement, not one that is economically crippling, is necessary (Goldfarb, 1989, p. 76; Bardwell, 1992).

The Role of Leadership

The environmental movement needs leadership (Snow, 1992). The 1992 Presidential campaign served to raise the level of public debate on environmental issues, public policy, and leadership. Vice President Al Gore's active involvement in environmental policy was in large measure the catalyst for the discussion. Fifty new leaders being appointed to key federal policy jobs during the next four years, and the requirements for new leadership (Abramson & Scanlon, 1992), has been the topic of discussion among top level government executives. According to Abramson & Scanlon, this leadership should be centered around persuasion and cooperation among both the public and private sectors. The traditional role of leadership in the world is being redefined in response to a changing world. Environmental leadership needs to sit up and take notice (Snow). Seven new federal leadership jobs of environmental importance will be filled in the near future, and the new leaders must be up to the challenges ahead (Abramson &

Scanlon, 1992, p. 17).

Very little research has been done on leadership in the environmental movement, therefore, it is necessary to look at the literature on leadership in general to gain some insight. Historically, leadership has not been clearly defined in the literature. Since the days of Roman politics, leadership has been studied in terms of various characteristics of individuals: as extensions of organizational positions and as behavioral manifestations. Stodgill (1974) surveyed the literature tracing research efforts and the resulting expansion of leadership theories. Leadership studies did not really gain momentum until after World War II. Stodgill noted that before World War II, studies primarily focused on leadership traits and their differentiation one from another. This approach treated each trait individually, and suggested each trait was independent of any other, and tended to act singly to determine leadership effects. The effect was to reflect a belief that an individual exhibiting certain traits would be successful in leading groups.

Stodgill, however, concluded that it seemed different group activities required a different set of leadership behaviors. This idea of situational leadership behavior, and its impact on those being led, now became the focus of leadership research.

New or modified leadership theories were formulated to reflect the belief that heredity and the environment combined to generate a person's leadership potential (Gouldner, 1950; Fiedler, 1967; Vroom & Yetton, 1973; House & Baetz, 1979; Hersey & Blanchard, 1982). According to Gouldner, a leader was born, not made. These theories, known as contingency theories, are still widely respected as credible approaches to leadership behavior.

Bolman & Deal (1991, p. 410) describe leadership which can be changed. They state that leadership is a relationship between the leaders and their constituents. Their findings suggest four types of leadership styles which are blended together, rather than used independently. These four are structural, human resources, political, and symbolic (p. 309). They see leadership as situational (Stodgill, 1974). According to Stodgill, researchers no longer search for "unique global traits". Researchers simply operationally define leadership for the purposes of their research (Karmel, 1978, p. 163).

Fretch & Crutchfield (1962) have noted several roles often played by members of a group. Among these are (1) executive; (2) policy maker; (3) expert; (4) planner; (5) external group representative; (6) controller of internal relationships; (7) purveyor of rewards and punishments; (8) arbitrator and mediator; (9) exemplar; (10) surrogate; (11) father figure; and (12) scapegoat.

Recent studies, focused on the broader issue of leadership in general, have found that effective leadership has certain characteristics regardless of where that leadership takes place (Bennis & Nanus, 1985); (Peters & Austin, 1985). While on the one hand, where there is now the advocacy of situational or contingency characteristics to effective leadership behavior, (Fiedler, 1964; Bolman & Deal, 1991; and Hersey & Blanchard, 1977), there still exists a very complex set of skills and personal characteristics.

Lee Iacocca (1984) believed the essence of success was found in motivating people rather than in information. He believed in getting people involved to develop ideas through interaction, team work, and interpersonal skills. Executives need to interact together, and support each other to solve problems.

Peters & Waterman (1982); Peters & Austin (1985); Deal & Kennedy, (1982); and Bennis & Nanus (1985), have all looked at the relationship between

highly successful companies and effective leaders, with a recognized record of achievement. They have all found that companies which are most successful, are those whose leaders have a clear vision of their company's goals and objectives, and successfully engage their employees in the pursuit of those goals.

MacGregor Burns (1978), has developed the concept of a transformational leader, as one who is able to build a successful organization by articulating the company's product, service or mission, and shape the values of its employees along that vision. Peters & Waterman (1982), claim that "We are fairly sure that the culture of almost every excellent company... can be traced to transforming leadership somewhere in its history" (p. 82).

Warren Bennis (1984) defined effective leaders as doing "the right thing" as opposed to "doing things right" "...affect the culture...are social architects of their organizations and who create and maintain values..." (Bennis, 1984, p. 14). He studied 90 leaders who met his definition, and identified the following four "competencies" of leadership: (1) "Management of Attention": an ability to attract others because of his/her compelling vision, his/her set of intentions, his/her frame of reference, and his/her extraordinary focus of commitment; (2) "Management of Meaning: an ability to communicate his/her vision in a way which aligns him/her with others and creates meaning which causes others to join in the vision; (3) "Management of Trust": a reliability and constancy of purpose; (4) "Management of Self": a knowledge of one's skills, and abilities to use them effectively, and an ability to perceive negative outcomes, not as failures, but to learn, and for feedback about how to proceed.

Intuition, as a characteristic of leadership, has been studied also. Roman (1979) describes the intuitive hunch as a time-honored method of executive

decision making. His study finds the business executive as a holistic, intuitive thinker who constantly relies on hunches to deal with highly complex problems much too detailed to apply rational analysis. Blakeslee (1980) has also observed that business decisions rely on "gut feel" and "intuition." In a rapidly changing environment, such as today's environmental issues, decisions must be made frequently, very rapidly, and with little or no data.

Finally, Marshall Sashkin (1985) studied what he called visionary leadership, and found there are three critical elements characteristic of a visionary leader. The first element consists of certain personality traits and cognitive skills which include a need for power. This power is focused on empowering others and cognitive development requiring increasingly longer time spans while (1) formulating and expressing a vision behaviorally; (2) expressing vision, both in writing and verbally; (3) spreading the vision throughout the organization; and (4) expanding the vision globally. According to Sashkin, the process of verbalizing and writing down the vision facilitates its ability to deal with change, incorporate ideal goals, and helps focus on people working together. Finally, a part of extending the vision throughout the organization is the ability to focus on key issues, communicate personally, demonstrate trustworthiness, show respect for others, and create and take risks (Sashkin, 1985).

Summary

The literature search clearly delineated several factors underlying issues which affect the development of environmental public policy. Additionally, it identified some common factors which appear in examples of effective leadership (See Appendix B).

It is our everyday decisions in life that define our values and interests (World Resources Institute, 1992, p. 31), and it seems lately our concerns, contrary to popular belief or public statements, are less on the environment, and more on its impact on us - food, water, health, etc.. Perhaps in addition to an educational experience, the sudden realization of the impact of the environment on human health will be a key motivator toward the broad based participation which is needed for social change to occur. Today, more so than a decade ago, there is a substantial basis for concern about health effects of environmental hazards (World Resources Institute, 1992, p. 32). In any case, it is not so much the goal which, by its very nature appears as a moving target and is influenced by so many factors, that is so overwhelmingly important. Nor is it that a consensus of values and ethics cannot be achieved, but rather the fact that people enter into the process at all which matters (Tribe, Schelling & Voss, 1976, p. 87). It is through this process of public participation that public management agencies can be provided information heretofore unknown, overlooked, or unobtainable due to lack of time or expertise. Additionally, an integration of conflicting preferences, inherent in our pluralistic society, can be enhanced, and cost benefit values not associated with free market economics can also be illuminated. (Ingram & Godwin, 1984, p. 131). While some continue to question the priority of dealing with environmental issues (Inside EPA, 1992), it is clear that, while often noisy, difficult, and often perceived as a battle, the participation of the general public is critical to the process of decision making (Environmental Policy Alert, 1992). Politicians and environmentalists alike decry the fact of social inertia, and continue to search for the factor or set of factors which will break the log jam (Gore, 1989), and a balance for the many interests toward a clearer focus of action (Gore, 1992). The

environmental movement was begun by individuals, and progressed slowly as a social cause supported by individuals until the 1960s. At this point the environment became a cause for organizations that gave the movement not only momentum, but political, social, and economic power (Scheffer, 1991, p. 113).

A strong and compelling case for action is evident. Current trends or activities are simply not sustainable (World Resources Institute, 1992). The fact that our current behavior is rooted in institutionalized social bodies, compels us to address the necessity for institutionalizing a new behavior based on individual citizens realizing their potential impact on the formation of public policy, and its usefulness in actively participating to achieve realistic goals. Goals which they can and must help define, and action to achieve these goals which they must support. "Saving the planet is not a spectator sport" (Brown, 1992, p. 190). To facilitate this participation by the people, a leader and a focus is necessary for the environmental movement (Snow, 1992, p. 1-32; Gottlieb & Ingram, 1988). The literature has identified some common factors which are at play in known cases of successful leaders. However, the theoretical classifications discussed need to be put into a framework of behavioral terms for clarity, and the difficulty arises when one realizes that the environmental movement is comprised of a unique collection of individuals and organizations. It was, therefore, necessary to look at the literature on leadership in corporate business to see if it would be useful in understanding the role of individual leadership in the environmental movement. As Snow points out, the movement currently is so fragmented into a disarray of organizations, the researcher contends it will require a leader among leaders to focus the movement's collective efforts.

As Bass (1985) shows, the nature of the environment in which the leader operates, impacts the type of leadership that develops. Transactional leadership type is formed when the environment is stable and highly structured; however, when a turbulent and unstructured environment exists, a transformational leadership style arises. It is certainly within this context, as Banis (1992) states, that historically in times of crises, the world has seen the rise of charismatic leaders. Ghandi, Churchill, Hitler, Roosevelt, King Hussein, are the classics, and Lee Iacocca's efforts in the organizational setting is a good example. It has been suggested several times that Rachel Carson's efforts represented a turning point in the environmental movement. Current trends in the environmental setting suggest that the movement is poised and ready by its diversity of interests and goals for the evolution of transformational leadership.

The current literature suggests the problems of leadership today, i.e., setting organizational goals which motivate and inspire the best in people who are skeptical of authority, interested in self development and self affirmation, and enjoy life (Maccoby, 1978), can be applied to the environmental movement.

The very process of finding the key to this mobilization of public involvement is the focus of this research. Too often research or public interest has focused on why things fail (Ingram & Mann, 1976, p. 11). Perhaps the first step toward success truly lies where Darley & Latané suggest, in the recognition of a need to take action (i.e., change) before action is ever taken.

CHAPTER 3

RESEARCH DESIGN

Introduction

The external variables in this study: existing climate of the political system, characteristics of the program organizer, the attitude of the general public, and the prevailing social and economic conditions are all highly complex. Due to the complexity of these variables, a multiple case study utilizing a qualitative research methodology has been chosen to determine the personal and professional characteristics of successful individuals who have had a positive influence on the purpose of developing public policy.

The ability of the program organizer to successfully transform an environmental issue into political/social action is the key characteristic of interest. Other characteristics of the individual organizer, the intervening attitudes of the general public, and the varying elements of the social, political, and economic climate at any given moment are additional elements of consideration.

The complexity of these variables, how they impact on policy development, and the organizer's ability to successfully affect policy, does not lend itself to traditional quantitative research methodologies. As Hart and Teeter's (1990; 1991) research concerning current attitudes, perceptions and behavioral patterns of the general public toward environmental issues indicates, several levels of social operations are dependent upon multiple factors, e.g. economics, convenience and family unit member pressure. Darley & Latané (1968) have investigated human behavior in emergency situations, and found that a decision tree of action occurs, which must be initiated by the recognition of a true emergency existing. This decision alone is founded upon a complex series of assumptions and decisions

leading an individual to take personal action. The simplest assumption being that since no one else seems to be acting positively toward the "emergency" then it must not truly be one; or worse, that since so many others surely are aware of the problem someone else will take care of it. The remaining steps of the decision logic include: assuming responsibility for action (or not); knowing the appropriate form of assistance or not; implementing your decision to act or not (Figure 1). These factors are considered to be interdependent, linked in a chain of decision-making, each step dependent on the previous one. Identifying key variables for quantification while eliminating others is difficult at best.

Qualitative research methodologies allow the researcher to address multiple factors which define a social condition or reality through the individual or collective perception of the situation. Additionally, qualitative methodology allows the researcher to immerse him/herself into the situation of interest and thus add a unique "richness" to the data that quantitative methodologies could not begin to express. (McMillian & Schumacher, 1989, p. 24). Given the fact that qualitative research designs delineate a process through which human behavior can be studied, in terms of how it relates to any social interactive process, this methodology clearly becomes the best, most insightful approach to obtaining a naturalistic -phenomenological understanding of peoples' social constructs as they occur in a natural context. (McMillian & Schumacher, 1989, p. 386).

Research Questions

Qualitative methodology does not utilize the development or statement of specific research hypotheses for testing. Rather it involves an in-depth description of an individual or group of individuals based on observations utilizing a set of predetermined guidelines developed from a broad theoretical framework.

Research questions are formulated and reformulated during the research process. Therefore, the following questions are derived from the researcher's initial observation and/or a thorough review of the literature.

The questions are presented as hypotheses of interest, but are not intended to be tested in the classical, quantitative sense. They simply will act as tools for focusing the anecdotal information obtained during the personal interviews with each subject.

H₁. Individuals are not motivated to become environmentalists by any event(s) in particular.

H₂. Establishing goals and objectives does not play a role in establishing a successful environmental program.

H₃. Establishing a focused strategy of approach does not have an effect on achieving environmental goals.

H₄. Training is not useful in achieving success in effecting environmental public policy.

H₅. Personal skills and attributes do not contribute to the effectiveness and success of individual environmental leaders.

H₆. There are no readily identifiable elements which would improve an individual environmental leader's effectiveness.

H₇. There are no obstacles which individual environmental leaders face in effecting environmental public policy.

H₈. There is no lack of coordinated effort among environmental organizations in general.

H₉. Successful environmental leaders do not meet or correspond regularly among their peers.

H₁₀. The overall effectiveness (i.e., success) of the environmental movement cannot be increased.

Population and Sample

The population targeted represented local, state, and national elective office and local, state and national non-government organizations. The individuals considered in the study were those who had self-selected themselves into the category of "publicly recognized individuals" by a member of a local, state, or nationally elected government official or founder, co-founder of an environmental organization comprised of local, state, or national/international memberships.

Since the total population of elected environmental officials or elected officials with environmental interests is considerable, it was decided by the researcher to select leaders who represented local or regional environmental interests of the Hampton Roads geographical area, and who were more easily accessible for data collection purposes. It was recognized that a major difficulty in interviewing these very public individuals would be obtaining their time as well as their cooperation. In an attempt to increase the positive response rate, personal contacts were made by telephone to each of the respondents prior to mailing a letter to confirm participation to solicit their participation. Secondly, a follow-up letter requesting an interview date be established within 30 days was mailed after the initial telephone contact.

Instrumentation and Item Design

Very little research of organizational leadership in the environmental movement has been previously conducted. None has been conducted concerning individual leadership in the public or private sectors, therefore, it was decided to have a select group of highly respected experts in the academic community with extensive experience and record of publications concerning environmental public policy review the research concept and approve the basic framework of the questions to be asked of the informants. (See Appendix A for personal biographies of each expert panel member.) For this purpose, a series of questions were developed and sent by telefax to each panel member requesting his review and comments. Several changes were made until a general consensus and focus was reached between the panel and the researcher, creating a valid and reliable set of core questions.

The process of item design for the basic set of interview questions was as follows. First a search of the environmental literature, psychology literature, social and business literature was conducted to define characteristics, trends, and individual traits which were important in the development of the environmental movement and transformational leadership. Each trait was then described in terms of how it would be expressed in a public environmental context. Second, a set of potential items was brought together by the researcher for each trait or trend. Third the item pool was rated, reviewed and commented on by the panel of experts to determine the content validity of each item. This was done within the environmental field to ensure appropriateness of each item. Fourth, the items were field tested by two local Hampton Roads environmental leaders who each related their perspectives and experiences and discussed the interview questions

item-by-item making appropriate suggestions for wording, placement and completeness. Each also concurred on the face validity of the instrument. (See Appendix D, final interview questions.)

The responses of each leader were compared to determine if they indicated true reflection of beliefs and values rather than acceptance of the questions themselves. Since their responses did distinguish the difference and the pilot leaders did determine the items were clear and understandable, the instrument was considered complete.

Sampling Procedure

Qualitative research designs focus on developing an understanding of a particular population or group's social cultural phenomena in order to better understand and delineate the perspectives of individual group members within the contextual framework in which they are living (Stainback & Stainback, 1988, pp. 17-18). The group examined in this study was comprised of successful individuals who interact in the public domain at the local, state and federal levels of social organization in the environmental field and local, state and federal elective office. This population was chosen as the focus of the study for two primary reasons. Clearly, if one is interested in looking at successful public policy, particularly as it reflects urban population centers, it only follows naturally that representatives of the public domain in which public policy is influenced and formulated would be observed and studied. Public sentiment, feelings and perceptions are motivational and effective in influencing public behavior when they become translated into public policy. Though pollution and environmental degradation know no geographical boundaries, state lines, or national borders, environmental issues of seemingly all kinds are concentrated in our urban centers. Singular, clearly

identifiable problems exist in rural America: (1) dead or dying waterways and underground water resources caused by concentrated pesticides, herbicides, and fungicides resulting from the application of agricultural products to enhance our productivity and improve the quality of our lives through abundance; (2) the concentration of particular chemicals or chemical elements in the soil as a result of naturally occurring geological formations; or (3) by virtue of being downwind from an industrial polluter. But, recognizing the concentration of urban population and all the trappings thought necessary to support them within a confined geographical area and the effect can be overwhelming. Between the crush of people, the automobiles (the primary cause of urban pollution), the industrial polluters, the noise, the trash generated, the water consumed, fouled and discharged through our municipal water treatment centers each day, people in urban centers today are bombarded knowingly or unknowingly by a constant onslaught of environmental challenges. It is at this level, the urban centers of America, where the war, not just the battles over this issue for survival, will be won or lost. It is important to realize that efforts are being made on all levels and in every major section, public and private, to bring home the message to the individual American citizen concerning the survivability of life on this planet for all living things as we know it and our role and place in that evolving scenario. Therefore, each of the informants represents a particular sector of the culture where effort is being made and success has been achieved.

The population of interest is comprised of individuals, generally two from each sector representing grassroots movements at the community level, state and federal parliamentarians and nationally organized non-government environmental

organizations who have had a recognizably successful impact on public environmental policy. Principal representatives (individual legislators, organizational presidents/chairmen) were contacted to determine if they would be interested in participating in the study. Participants include: Mr. Robert Dean, founder of The Southeastern Association for Virginia's Environment (S.A.V.E.); Ms. Priscilla Robinson, founder and former director of the non-profit Southwest Environmental Service, Tucson, AZ; Arthur Sherwood, founder of The Chesapeake Bay Foundation, Annapolis, MD; Dr. Lynton K. Caldwell, Professor, Emeritus of Political Science and Professor of Public and Environmental Affairs, Indiana University; Dr. Walter A. Rosenbaum, Professor of Political Science, University of Florida; and Mrs. Elizabeth Haskell, Secretary, Department of Natural Resources, Commonwealth of Virginia. Table 1 describes the informants, their level of policy involvement and organizational affiliation.

After mailing a letter of introduction and intent, and having several meetings to arrange details of concern, all those participants listed in Table 1 agreed to participate in the study. Participants were selectively chosen by the researcher based upon the criteria of their degree of publicly recognized degree of success, their level of public policy involvement, i.e., local, state, federal, or national membership, and their area of individual focus for their efforts, e.g., urban vs. rural; Hampton Roads/Virginia.

The purpose of this sampling was to accentuate the differences between each informant and yet enable a better understanding of the similarities among each of them.

TABLE 11
ALPHABETICAL LISTING OF RESPONDENTS

NAME	ORGANIZATIONAL AFFILIATION	LEVEL OF POLICY INVOLVEMENT
Lynton K. Caldwell	University of Indiana	National
Robert Dean	Southeastern Assoc. for Virginia's Environment (S.A.V.E.)	Local (Government and Non-Government Organization)
Elizabeth Haskell	State Cabinet (VA)	State (Government)
Priscilla Robinson	Southwest Environmental Service	State/Local (Non-Government Organization)
Walter A. Rosenbaum	University of Florida	State/National (Government)
Arthur Sherwood	Chesapeake Bay Foundation	National (Non- Government Organization)

Data Collection

Data collection occurred in two stages. Prior to any data being collected, agreement to participate in the study was obtained from each informant either directly or through an intermediate representative (staffer, executive secretary, organization representative). The process is described in the following paragraphs.

Stage 1

Individuals who were identified as participants in the study were sent a letter which described the purpose of the study, provided the date they would be contacted by the researcher for the study and the fact they would be provided results of the study, if desired, and how to obtain them. Each subject was given this information by registered mail. Participation in this study required that an interview with the subject be conducted at a time and in a manner most convenient for both the subject and the researcher, preferably in person or by telephone. Interviews were scheduled to accommodate the informant's convenience. The purpose of the interview was to collect data concerning the informants individually, his/her orientation to serving the public interest, goals in public life, and motivation, perceptions and methodology for achieving his/her goals.

Stage 2

In depth interviews were conducted with each informant during Stage 2. The purpose of the interview was to personally observe and experience, record and focus on each informant within the context of his/her natural environment, thereby identifying the natural characteristics and behaviors of each individual. Items for the interview were selected to focus on eliciting such factors as each subject's sense of balance, their views concerning the environment, and the offsetting daily realities of society, the types of both formal and informal resources they used.

The instrument was developed by consensus of a panel of experts (Table 12):

(Professor Lynton K. Caldwell, Indiana University; Professor Mark Sagoff, University of Maryland; Professor Lester Milbrath, State University of New York at Buffalo (SUNY); Professor Walter A. Rosenbaum, University of Florida) through serial iterations of the questions until agreement was reached. It should be noted that two subject matter experts, Professor Lynton K. Caldwell and Professor Walter A. Rosenbaum, were subsequently included on the respondents list because of their formal and informal commentary attesting to their prominence and participation in developing environmental policy. Each interview was structured by beginning with a broad based question followed by more specific probing questions to expand the body of data collected.

Though the basic framework of questions was used to ensure continuity in data collection, the researcher was not confined to the instrument alone. The ultimate purpose of the in-depth interview is to obtain as much data as possible which would enhance the understanding of the individual and his/her role within the context of interest including attitudes, perceptions, motivations, family influences, social and political influences. The researcher is obligated to record all these observances. Each interview generated observational data, audio tape and thorough extensive field notes. The interview questions and verbatim transcripts were then generated (see Appendix D).

Data Analysis

Spradley's (1979) work in the area of ethnography, and Mischler's (1986) work which focuses on the analysis of interview narratives for ethnographic research were used in this study. Mischler's narrative analysis techniques for reducing interview data, a qualitative methodology, was utilized to analyze the data in this study. The data collected from the interviews were summarized and presented in case study format. One model which serves as the basis of Mischler's

TABLE 12
SUBJECT MATTER EXPERTS

NAME	POSITION
Lynton K. Caldwell	Bentley Professor Emeritus of Political Science and Professor of Public and Environmental Affairs, Indiana University, Bloomington, Indiana
Lester Milbrath	Professor, Department of Political Science, University of Buffalo, State University of New York, Amherst Campus, Buffalo, New York
Walter Rosenbaum	Professor, Department of Political Science, University of Florida, Gainesville, Florida
Mark Sagoff	Director, Institute for Philosophy and Public Policy, University of Maryland, College Park, Maryland

methodology was adapted from Labov (1982; Labov & Waletzky, 1967) in which Labov defines five basic components to the analysis of "narratives of personal experience": Orientation (words which orient the reader to time, place, and character; an abstract (words which form a summary of the story and its point; evaluative comments (the narrative sequence or story which is sometimes called the complicating action; the resolution of the story and; a coda which brings the story teller (narrator) and listener back to the present. His process is to reduce a full response down to the core narrative resulting in approximately 25 percent of the original text. Mischler's and Labov's intent is to listen to a respondent by withdrawing their presence or as much as possible from the conversation and allowing the respondent to tell his/her story. They maintain that if you listen long enough a very telling story will emerge and too often interviewers insert themselves into the respondent's answers to preformed questions, particularly when it's felt the respondent is losing focus of the intended purpose of the question, to regain control and as a result lose whole histories of very informative answers (Mischler, 1986a, p. 235). Mischler (1986a, p. 236) maintains the narrative interview "...is not an observable piece of behavior and requires inference and interpretation on the analyst's part". At this point he represents a departure from the classic codified classification process of James Spradley and others for finding meaning in a story, interview, or observed behavior. As with Labov, Mischler is interested in understanding the social meaning in life through the analysis of narrative clauses (i.e., life stories). By reducing core narrative to the essence, the point of the story, without codifying or taking out of context key words or phrases, the researcher is able to provide a connectedness of meaning from the text. This cannot be done by the methods of isolation and reduction to bits and pieces of a standard code category system which is

ultimately subject to statistical analysis. Some application of inductive analysis must also be made. The process of inductive analysis involves allowing patterns, themes, and categories of responses to emerge from the data rather than being imposed upon them. Five stages are identified in this form of analysis by McMillian and Schumacher (1989, pp. 415-416). These five stages are: discovery analysis in the field; preliminary analysis of data; categorization and ordering data to identify emerging patterns and themes; descriptive - analytical synthesis; and the ability to extend analysis to integrate major findings to propose ground concepts and mini-theories.

Spradley (1979) maintained for inclusion in a study each informant be thoroughly enculturated. Each informant has been involved in public life either through government service or as heads and founders of non-government organizations for at least over three years and as many as over 20 years. Spradley (1979, p. 47) considered thorough enculturation as "the natural process of learning a particular culture." All informants were considered to have met this criteria by virtue of each of their backgrounds and experiences (Appendix E).

Spradley (1979) contends that on average it takes a minimum of six to seven hours of interviewing per informant to obtain in-depth information. Though such an extensive amount was not possible to spend with each respondent, an average of one hour to one and one half hours was spent with each individual.

Finally, Spradley (1979) proposed four steps in the process of analysis: (1) asking broad descriptive questions; (2) asking structured questions; (3) asking

contrast questions, and (4) developing cultural themes. Through this structure and by the performance of what he refers to as domain, classification or taxonomic analyses and componential analysis, he finds meaning in cultural observations and interviews. This again is the point of departure between Spradley and Mischler's narrative analysis. The researcher chose to use Mischler's analysis methodology to accommodate the uniqueness of the respondents and the necessary time constraints. Every effort was made, however, to include respondents who otherwise met Spradley's criteria for inclusion in recognition of the value added to this otherwise ethnographic study.

Cultural themes (i.e., similarities) and contrasts between respondents were identified by reducing the full response to each question to the core narrative or skeleton plot according to Mischler's (1986) analysis. This increased greatly the ability to compare the collection of narratives from all the respondents. Full text of responses are provided in Appendix D. Core narratives and subsequent analysis are provided in Chapter 4.

CHAPTER 4

PRESENTATION OF DATA AND ANALYSIS

The purpose of this study was to determine the personal and professional characteristics of successful individuals who have had a positive influence on the development of environmental public policy. These individuals are most likely to enhance the development of education programs and provide support for development of environmental programs resulting in a positive impact on urban communities. A secondary purpose was to determine which of these characteristics or combination of characteristics contribute to the ability of the individual to develop effective leadership and, therefore, successful programs. Data for this study have been collected through the use of a set of interview questions, designed through the advise and consent of a panel of environmental policy experts. After a series of iterative revisions, a consensus concerning the content of the basic instrument was reached by the panel (see Appendix D) and interviews were scheduled with the six respondents.

The data were analyzed using the qualitative methodology of narrative analysis for interviews described by Mischler (1986a; 1986b). Two additional steps of analysis were performed for the purpose of further clarifying and focusing the outcome data so as to provide the elements necessary for the proposal of a strategic planning model based on the outcome data. The actual model will be provided and discussed along with summary remarks and recommendations in Chapter 5. The data are presented in tabular form and discussed utilizing actual anecdotal information taken from the verbatim transcripts of each respondent. The data are presented as they relate to the hypotheses of interest presented in Chapter 3 and the 10 basic questions which comprised the framework of the interview instrument.

Data Analysis

The verbatim transcripts reflect the actual words and reflections of each respondent to the questions as formulated with the interview instrument. Each respondent was allowed the opportunity to freely respond to each question so as to facilitate the opportunity for a story or narrative to be told in the process. The interviewer remained as detached as possible so not to influence or direct the outcome. These stories, which are the essence of each interview, are the prominent feature of the respondents' accounts in all types of interviews (Mischler, 1986a). From the full responses, core narratives or skeleton plots (see Charts 1-1 through 10-6) were extracted. These represent a reduced version of the original story. They nonetheless contain the total experience of the respondent, maintaining what Labov (1967) referred to as "the strict temporal ordering of events as they occurred in the real world (Mischler 1986a)." Two additional steps were taken by the researcher to focus the final outcome of analysis toward the development of a strategic planning model which would reflect the essence of the characteristics of the respondent population and aid in suggesting additional areas for future research as well as practical application in the daily practice of influencing and developing environmental public policy. First, a further reduction from the core narrative and its chart title, which is provided at the beginning of each core narrative, was made. Each chart title, which is taken directly from the core narrative abstract as often as possible, represents the meaning of the story which the researcher interprets the narrator to be communicating. As such it is not an observable piece of data and therefore, requires inference and interpretation on the analyst's part (Mischler, 1986a, p. 236). This chart title then was further reduced to a key word, again using the narrator's own words to reflect the

interpreted meaning of the story. This process was applied to all ten narratives for each respondent resulting in 60 key words. A final reduction of these key words to a grand synthesis for each respondent across all 10 hypotheses and correlative interview questions was obtained. This process again requires a subjective interpretation and inference, based on the original full response from which the core narrative and key words were obtained. All data are available either in the body of Chapter 4 or in the case of the verbatim transcripts, the full response can be found in Appendix D for any investigator's subsequent review and study. Secondly, the words and/or phrases representing the grand synthesis of the final reduction of the core narratives were used to develop an environmental strategic planning model reflective of the characteristics found in the stories of each respondent.

There were 10 parameters looked at comprising the life experiences of the six respondents. They included: (1) early, personal life experience with the environment; (2) their personal goals and objectives; (3) the strategy used to achieve success in influencing policy formation; (4) personal training or educational background both formal or informal; (5) personal skills and attributes which might contribute to their success; (6) areas in which the respondents felt they could improve their effectiveness in influencing environmental public policy; (7) obstacles, if any, the respondents perceived they faced which impeded their successful efforts; (8) the respondents perception of the current climate of cooperation among environmental organizations; (9) the respondent's inclination to network with their peers and the degree of involvement; (10) and finally the respondents perception concerning the future efforts needed to increase the effectiveness of the environmental movement.

Early Personal Life's Experience with the Environment:

Charts 1-1 through 1-6 indicate the answers of the respondents to the question concerning why they got involved in environmental issues.

H₁ stated: Individual's are not motivated to become environmentalists by any event(s) in particular.

Question 1 asks: Why did you get started in environmental work?

Respondents all seemed to share a life's experience which helped to personalize their relationship with the environment. This experience served as a starting point, a point of reference to which each could mark the beginning of either an awakening of their awareness of the environment's need for attention or an opportunity to become involved and take a new course in their professional development.

In reflection, respondent #1 remembered:

"Well, back in 1981 I purchased a boat. I purchased a 26-foot cruiser, and I began plying the waters of the Chesapeake Bay, and as I would go in all these out of the area ways or off the beaten track, I would find inordinate amounts of garbage. I mean unbelievable trash." (Chart 1-1)

For one, it was the exposure to a local controversy over an environmentally related issue.

Respondent #6 recalled:

"What got me involved was a controversy which erupted here in Florida in the late 1960s over what was then called the Cross Florida Barge Canal. Essentially it was a characteristic pork barrel project of the Army Corps of Engineers which at that time had a number of very severe environmental impacts on Florida, and there were at that time in Florida, a number of individuals who were just beginning to form a citizen's group

in an attempt to stop the construction of the canal. Many of them were members of the faculty here at the University of Florida. I knew some of them, and through them became interested in the fight against the barge canal, and through that initial battle, became somewhat educated into some current environmental issues, and it struck a very responsive cord in me."

(Chart 1-6)

For one it opened up the door to a possibility for a long anticipated and anxiously approached career path change.

Respondent #3 tells the following:

"My career in 43, 53 and 63, for 20 years had been in the academic field of Public Administration and the later part of that was an emphasis on training for the public service. ...But I had increasingly felt that I was not on the cutting edge, that after these years, I felt that I just wanted to move towards something that I felt would have a more continuing value,...I talked to my wife, about the direction that I thought I ought to take, and we agreed that this interest of what we now call the environment, which didn't have a name in 1962, was the right course." (Chart 1-3)

One respondent found her way into the environmental arena by virtue of a serendipitous coalition. A word which later seems to characterize her very way of addressing environmental issues.

In Chart 1-2 she says:

"...I was the lady who went dragging up to the legislature trying to get the legislature to repeal our terrible, repressive abortion law, and then got linked with environmentalists because of the population issue."

People and the natural environment played a role in influencing some respondents' connection to environmental issues.

Respondent #4 said:

"...I'd go right back to people like Aldo Leopold and George Perkins Marsh, and of course John Muir, and Rachel Carson, and of course Thoreau. These people, I mean, are immense impact on my thinking, and my understanding of the importance of an environmental thought, and then specifically in terms of Muir, of course, what people have done about it."

"...One would be the environment itself. It's a very heavy interest...It's a very, very influential experience, and I had that from the moment I was born. I literally was on a boat, a sail boat, from the moment I was born."

(Chart 1-4)

Respondent #5, referring to her work in the field of the environment, said:

"Well, first of all, you have to know I've been doing it my whole adult life." (Chart 1-5)

In summary, the nature of the personal connection to the environment or some influencing life's experience which had an environmental theme, varied with each respondent (Table 14). No two were exactly alike. Respondents 1 and 4, however, were influenced by their respective experience associated with the Chesapeake Bay. All respondents reacted to their personal exposures by developing strong feelings of advocacy on behalf of the environment (Table 15).

CHART 1-1

The Core Narrative: "I purchased a 26-foot cruiser and I began plying the waters of the Chesapeake Bay and...I would find inordinate amounts of garbage. I mean unbelievable trash!"

-
- Well, back in 1981 I purchased a boat
 - I purchased a 26-foot cruiser
 - and I began plying the waters of the Chesapeake Bay
 - and as I would go in all these out of the area ways or off the beaten track, I would find inordinate amounts of garbage.
 - I mean unbelievable trash
 - So I started thinking, where is this stuff coming from
 - It's got to be coming from people.
 - Well, I started doing some research
 - and then in 1988 I got hooked up with a group called the Center for Marine Conservation which was getting ready to open up a field office.

CHART 1-2

The Core Narrative: "I was the lady who went dragging up to the Legislature trying to get the legislature to repeal our terrible, repressive abortion law, and then got linked with environmentalists because of the population issue."

-
- Let's see, well, first of all I'm 62,
 - and I come from a family that's been involved in various kinds of advocacy for several generations,
 - and I perceive environmental advocacy to be a continuum with an American tradition of advocacy.
 - Advocacy is something I enjoy.
 - It is work I like.
 - I got initially involved in advocacy for planned parenthood,
 - I was the person in the late 60's,
 - I was the state legislative representative,
 - I was the lady who went dragging up to the legislature
 - trying to get the legislature to repeal our terrible, oppressive abortion law,
 - and then got linked with environmentalists
 - because of the population issue.
 - then a group formed
 - kind of environmental council,
 - that was sort of an umbrella council
 - that was funded and had a board and everything,
 - and it was funded by the junior league,
 - and I was the first president
 - because I was a sustainer of the junior league
 - Then after a while, I knew I wanted a job.
 - I wanted to go to work
 - and got a lobbying job,
 - and then Family Foundation started out a group called Southwest Environmental Service
 - and I became Director of that in '75,
 - and I was Director from '75 to '88,
 - for thirteen years,
 - and we were involved in a variety of issues.

CHART 1-3

The Core Narrative: "My career...for 20 years had been in the academic field of Public Administration...but I had increasingly felt that I was not on the cutting edge..."

-
- Well, my actual _____ beginning as a scholar, researching environmental work can definitely be dated from 1962,
 - I had had a long interest in what you might call conservation issues,
 - What led me to how I got started was,
 - had a slight story,
 - and slightly complicated
 - Beginning in 1943
 - my career in '43, '53, really till '63
 - for 20 years has been in the academic field of Public Administration
 - and the later part of that was an emphasis on training for the public service.
 - But I had increasingly felt that I was not on the cutting edge,
 - that after these years,
 - I felt I just wanted to move towards something that I felt would have a more continuing value.
 - and I decided I needed to make a change,
 - I needed to build on what I already know,
 - or already had
 - I talked to my wife,
 - about the direction that I thought I ought to take,
 - and we agreed
 - that this interest of what we now call the environment, was the right course.
 - There was just a lot beginning to ferment
 - which later became the environmental movement.
 - I went to the University of Michigan at Ann Arbor
 - where I knew I had friends.
 - I needed to talk to someone that would understand what I was trying to do,
 - So I came back and I wrote an article
 - called Environment: A New Focus for Public Policy?
 - So that was the beginning.

CHART 1-4

The Core Narrative: "...the liberal arts education...these people,...plus the readings,...and then...interesting older mentors."

-
- Well, I would say that a very strong influence in my background
 - near a long exposure both in school
 - to what we traditionally call the liberal arts education.
 - That is the building block on which I feel that my life absolutely depends.
 - I went to Kenyon College as an English major,
 - and through that certainly had the wide exposure to the various important streams of thought that have molded civilization in the Western world
 - and I just think that you can't find any substitute for that.
 - well, I'd go right back to people like Aldo Leopold, and George Perkins Marsh, and of course John Muir and Rachel Carson,
 - and of course Thoreau
 - These people, I mean, are immense impact on my thinking
 - One would be the environment itself,
 - It's a very, very influential experience,
 - and I had that from the moment I was born.
 - I literally was on a boat, a sailboat, from the moment I was born.
 - That plus the readings I've just mentioned.
 - and then finally I would certainly be remiss not to mention the good fortune I had to be exposed to what we are now calling interesting, older mentors
 - so those are the things that rise to the top of my mind.
 - but, I would say specifically was having contact with some of the political leaders of this area.
 - I was involved with politics myself
 - As a young man I ran for Congress in 1954
 - and later in 1967 for Mayor of Baltimore
 - I think that exposure to public light and particularly one of the Congressman of Maryland.
 - who became Secretary of the Interior
 - was a man that I got to know pretty well,
 - Roger C. B. Morton
 - but he said, "You know, you keep giving me hell,
 - but believe me gentlemen,
 - I will assure you that the bay is not gonna be saved by the government.
 - I would say it was a specific, very, very specific contact or thought process that perhaps, more than any other led me to think, that good God, I mean if that's true then what is here that isn't government?
 - What are we doing?
 - And the answer is nothing.
 - Basically nothing.

CHART 1-5

The Core Narrative: "I've always been doing environmental things"

-
- Well, first of all, you have to know I've been doing it my whole adult life
 - When I was in college I studied political science
 - I used to go to Washington, D.C. in the summer time and work with Senator Jackson who was from my hometown
 - He was a friend of my father's.
 - But Senator Jackson chaired the Senate Interior Committee which has always had all the responsibilities for fish and wildlife, parks programs, Bureau of Reclamation programs, the wilderness areas.
 - I left that job, I went to work for the first new Secretary, Assistant Secretary of the Interior for Water Pollution Control.
 - That was back in 1967
 - The Water Pollution Program was in the Public Health Service in HEW.
 - Well, Jackson was very influential on getting that program moved out of HEW,
 - put into the Interior Department where he had supervision over it,
 - raised it,
 - elevated it to the State of the Assistant Secretary so that it would become an important national issue.
 - I was always interested in the issue and I liked the outdoors of course.
 - I think there is a certain moral value to protect the environment, as well.
 - So I did that until Richard Nixon was elected and he put a person into that Assistant Secretaryship
 - so I thought it was about time to move on to other things.
 - So I went to the Urban Institute to do analyses of federal environmental policies
 - A new program was set up at the Smithsonian, the Woodrow Wilson International Center for Scholars,
 - and I was the first,
 - one of the first fellows in the Woodrow Wilson Center, specifically selected to do research on state government, environmental programs and initiatives.
 - so I got very interested in state environmental activity.
 - They really are the laboratories for the nation.
 - They can do things more quickly, more flexibly.
 - They can take advantage of different environmental conditions, as well as political conditions.

CHART 1-5 Con't.

The Core Narrative: "I've always been doing environmental things"

- And I was appointed to the State Air Pollution Control Board just a few months after coming to the state,
- then I continued to do my research work
- and had my own consulting firm for 10 years in the environmental field.
- So I worked primarily for federal and state agencies doing public policy analysis
- I did that actually for 16 years
- I've been reappointed by every governor after that.
- I served and retired at the end of my fourth term
- I've always been doing environmental things.
- Always related to public policy

CHART 1-6

The Core Narrative: "What got me involved was controversy...in the late 60s..."

-
- What got me involved was a controversy which erupted here in Florida
 - in the late 60s
 - over what was called then the Cross Florida Barge Canal.
 - there were at that time...a number of individuals who were just beginning to form a citizen's group in an attempt to stop the construction of the canal.
 - I new some of them
 - and through them became interested in the fight against the barge canal,
 - and through that initial battle, became somewhat educated into some current environmental issues,
 - and it struck a cord in me.
 - I discovered that how was an area that was personally interesting me,
 - and also it gave me an opportunity to do research writing in something which was new and fresh,
 - and where I could really feel that I was making an initial contribution of being something of a pioneer.
 - It seemed to me that here was an ideal opportunity to use my profession to good effect in some kind of environmental issues.
 - And I have never regretted it,
 - and I've never looked back.
 - once I perceived that the environmental issue was one of enduring importance,
 - and once I experienced the Florida environment,
 - had a lot to do with my involvement in the environment
 - also because I came to love Florida,
 - and I came to love not the business side of Florida...but the natural Florida

TABLE 13
Key Sentence Response by Respondent Concerning Motivation

H1: Individuals are not motivated to become environmentalists by any event(s) in particular.
Q1: Why did you get started in environmental work?
1-1: "I purchased a 26-foot cruiser and I began plying the waters of the Chesapeake Bay...I would find inordinate amounts of garbage. I mean unbelievable trash!"
1-2: "I was the lady who went dragging up to the legislature trying to get the legislature to repeal our terrible, repressive, abortion law and then got linked with environmentalists because of the population issue."
1-3: "My career...for 20 years had been in the academic field of Public Administration...but I had increasingly felt that I was not on the cutting edge."
1-4: "...the liberal arts education...these people...plus the readings...and then...interesting older mentors."
1-5: "I've always been doing environmental things"
1-6: "What got me involved was controversy...in the late 60s."

TABLE 14

Key Word Summary and Grand Synopsis of H₁:
 Individuals are not motivated to become environmentalists
 by any event(s) in particular.

H1
Q1

trash
advocacy
change
mentors
profession
controversy

personal exposure

Personal Goals and Objectives:

Charts 2-1 through 2-6 indicate the answers of the respondents to the question concerning their personal goals and objectives.

H₂: Establishing goals and objectives does not play a role in establishing a successful environmental program.

Question 2: What were your goals and objectives when you started out?

All of the respondents seemed interested in ultimately improving or at least protecting the environment. Their approaches were as diverse as their individual experiences. However, two did indicate their goals and objectives were to educate their audience.

In Chart 2-3 respondent #3 said:

"...I think they're trying to make people see that my writing was directed toward what I would call a literate public or a public that was already sufficiently aware of conservation issues or environmental issues to understand."

Speaking to the opportunity to educate his students, respondent #6 expressed it this way in Chart 2-6:

"Here is an opportunity for me to use this as a means of making a long term commitment to educate people of the need to protect the environment, and about the difficulties, and about the kind of choices we face."

Two of the respondents were focused on environmental protection. In referring to her goals and objectives, respondent #5 clearly stated:

"...it's a general, broad, and very deep commitment to environmental protection." (Chart 2-5)

Respondent #4 approached the issue from a slightly different angle but less direct. He said:

"Forgot the people. The environment: the fish, the oysters, the crabs, the whatever. They needed representing. They weren't being represented. That's what I wanted to do. I wanted to, as a lawyer, and I'm a lawyer, my idea was representation. I was to represent a mute incommunicable, (that's not the right word), an organization that could not communicate, to represent it." (Chart 2-4)

Finally, one respondent's goals and objectives was simply to clean up the environment. Respondent #1 recalls:

"I wanted to gather some people together, and attempt to clean up the Chesapeake Bay, or at least a portion of it in Hampton Roads." (Chart 2-1)

In summary, given some similarity of interests in their approach, i.e., their goals and objectives, the scope of environmental issues provides several avenues of approach to address those issues. One element common to them all is the fact that they all developed both a long term and short term plans to accomplish their goals and objectives.

CHART 2(a)(b)-1

The Core Narrative: "I wanted to...attempt to clean up the Chesapeake Bay, or at least a portion of it in Hampton Roads."

-
- Well, I started doing some research
 - and then in 1988 I got hooked up with a group
 - called The Center for Marine Conservation
 - which was getting ready to open a field office.
 - They were getting ready to open a field office in Hampton.
 - It seems as though their field office director,
 - a girl by the name of Kathy O'Hara
 - operated this place out of her home.
 - so I called her and asked her to have a meeting,
 - and I told her what I wanted to do,
 - that I wanted to gather some people together,
 - and attempt to clean up the Chesapeake Bay or at least a portion of it
 - Well, in March of 1989, after a series of writing letters to everybody,
 - making phone calls
 - and that,
 - a reporter came out and did an interview on me,
 - on my boat
 - and it went into the newspaper,
 - and I said in there that I was having this meeting
 - and out of this meeting I wanted to put together a core group
 - to orchestrate this beach cleaning
 - so, out of that came a corps of twelve people,
 - and what we did,
 - we orchestrated the first Clean the Bay Day,
 - And of course along with that,
 - We have been able to educate,
 - and help make through all the publicity associated with,
 - I think we are making gigantic strides in societal changes,
 - and how people regard their environment,
 - primarily man's impact of littering on the marine environment,
 - As the Clean the Bay project went forward, it began to get a lot of not local, but national attention
 - We have won the Take Pride in America awards as first winner
 - We have won first place winner for Keep America Beautiful.
 - Even President Bush had sent me a letter of commendation,
 - endorsing the project.
 - So there was a lot of good positive publicity out of this.

CHART 2(a)(b)-1 Con't.

The Core Narrative: "I wanted to...attempt to clean up the Chesapeake Bay, or at least a portion of it in Hampton Roads."

-
- As a result of that,...I was receiving a lot of invitations to speak in the schools, both elementary, secondary, and of course the colleges
 - in the area of marine debris, trash, everything that had to do with these.
 - Well as this broadened,
 - When I would ask people "well what would you like for me to talk about," they would tell me,
 - they'd say "well what about global warming, what about this, that and the other thing.
 - So, I then expanded my talks into a lot of other areas that were all interacted.
 - I'm 52 years old
 - so I'm on the twilight side of life
 - but I'm doing it for my daughter,
 - and I'm doing it for your daughter and your son, and your children that haven't even come on this earth yet.
 - So what we need to do is
 - so often we talk about children as a third party,
 - but we never include them,
 - so I started putting out this little notice,
 - "Please bring children",
 - "...they are why we exist and we need to make them feel like they are important".
 - Out of that is now spread at least in Virginia Beach,
 - we have just started the Virginia Beach Student Environmental Commission.
 - in addition to the elementary kids,
 - what happened was we started getting some kids from the Tidewater Community College,
 - because in the various colleges, I had the contacts for zone captains, for Clean the Bay Day.
 - so these kids have taken on extra projects,
 - so they need to become zone captains for Clean the Bay Day.
 - Well, out of that,
 - I had some children, excuse me, some young cultivated minds from Virginia Wesleyan,
 - and they started coming to the Green Breakfast.
 - and out of that now,
 - they have an environmental club
 - So all of these things are tied in together
 - and believe it or not,
 - people care
 - And out of that has come, I would say, quite a good, structured movement

CHART 2(a)(b)-2

The Core Narrative: "So my goals and objectives when I started I think were to...work for environmental improvement..."

-
- but the main things we locked onto as a goal closing the Douglas Smelter
 - and about the same time a goal of adopting ground water quality protection for the state.
 - but those were the goals that were do-able
 - I'm a very goal oriented person
 - I like goals that you know when you've got there so you can have a victory party.
 - One of the most damaging things you can do to yourself is to set a goal,
 - a kind of goal that you can never tell if you get there,
 - so you never get to have a victory party.
 - you set yourself up to fail
 - So my goals and objectives when I started I think were to do, um, to do, to work for environmental improvement,
 - working for Southwest Environmental Service was to work for environmental improvement,
 - particularly things that would have a long term future,
 - kind of like building block kind of goals,
 - so that you stick something in place that's still there,
 - or preserving a piece of ground that's still there that appeals to me
 - And actually what I really do like is the strategy.
 - I mean I like doing it.
 - There's only one environmental issue floating around the state that interests me,
 - and that protection for Riparian areas.
 - I suppose I would have,
 - in the meantime,
 - I'm involved in other,
 - in other,
 - in a variety of other issues.
 - I mean I'm working for clients as well,
 - and it isn't my work for clients is not really full time,
 - so I have time to take eight weeks vacation a year,
 - and still do other volunteer,
 - other stuff that I don't get paid for,
 - that I like to mess around in for fun,

CHART 2(a)(b)-2 Con't.

The Core Narrative: "So my goals and objectives when I started I think were to...work for environmental improvement,..."

-
- because I'm just a kind of a congenital trouble maker.
 - Goals, goals, goals need to be defined
 - They need to be do-able.
 - You need to, I would say the most important thing in any,
 - in any campaign,
 - is the way you define a goal.
 - So you know what the heck you're doing,
 - and when you go coalition building, everybody else you're involved with knows what you're doing,
 - and where you're headed,
 - and you don't run into those endless meetings where people say, "Well I didn't think that was overdoing it, and what are we suppose to be doing here?"
 - That awful stuff.
 - And I don't have any tolerance for that any more.
 - If they start that, I go home,
 - and that's it.
 - I think we need to integrate,
 - we really need to structurally integrate into the way we do things,
 - and into our social and economic system and structures.
 - It's more engineering concepts rather than environmental movement out there.
 - I mean what we need is new technology because that's what we know how to do.

CHART 2(a)(b)-3

The Core Narrative: "I think they're trying to make people see that my writing was directed toward...a literate public...to understand."

-
- they've broadened
 - I think they're trying to make people see that my writing was directed toward what I would call a literate public,
 - or a public that was already sufficiently aware of conservation issues or environmental issues,
 - to understand
 - I wasn't in a position at that point to be a popularizer
 - very early, my,
 - I discovered that there were people...in organizations like the Conservation Foundation,...that were very sympathetic with what I was trying to do,
 - and I was practically unique.
 - I later was asked to form a new commission...on environmental policy law and administration,
 - but I thought my particular focus would be on, essentially on the administrative aspects,
 - I was trying to build on the field of public administration
 - this is the avenue that I myself am best prepared to take.
 - I have several goals at the present time
 - the largest one has been to have an understanding of the environmental issue to its really global dimensions.
 - that's what we do at the local level
 - and the national level any more,
 - and has to take into account the international level,
 - and indeed the global effects of that action.
 - so what you really have to do, I think, is to try to,
 - is to try to keep hammering away at it
 - and publish as widely as I can,
 - and just contribute to the stream
 - I don't know of any other way that we are going to change things,
 - other than having people sobered by catastrophe,
 - but what we're trying to do is
 - trying to head off catastrophe.

CHART 2-4

The Core Narrative: "...my idea was representation..."

- I mean the environment need representing.
- The environment: the fish, the oysters, the crabs, the whatever.
- They needed representing.
- They weren't being represented
- That's what I wanted to do
- I wanted to, as a lawyer,
- and I am a lawyer,
- my idea was representation.
- I was to represent a mute incommunicable (that's not the right word), an organization that could not communicate, to represent it.

CHART 2(a)(b)-5

The Core Narrative: "...it's a general, broad, and very deep commitment to environmental protection"

- No. I think that was more of an evolutionary thing.
- You know, when you're 21 years old, basically what you're doing is looking for work. Interesting and good work, right?
- Nothing discrete.
- I mean it's nothing you can say that I really want to see...solved,
- but it is a very, it's a general, broad, and very deep commitment to environmental protection.
- I think that's probably my focus,
- is the environmental protection side,
- as contrasted with fish and wildlife programs.

CHART 2-6

The Core Narrative: "Here is an opportunity for me to use this as a means of making a long term commitment to educate people of the need to protect the environment, and about the difficulties, and about the kind of choices we face."

-
- Oh yes. I think my goals have changed in several ways.
 - I began to see that this was not only going to be a very long term issue,
 - but also it was one in which the stakes were enormously important for me personally as well as for other people with whom I lived.
 - So my goals changed in that I ceased to be involved merely in fighting a specific project,
 - and writing a book to meet a specific need in my course.
 - Here is an opportunity for me to use this as a means of making a long term commitment to educate people
 - of the need to protect the environment,
 - and about the difficulties,
 - and about the kind of choices we face.
 - there was an unconscious recognition that I was going to commit myself to becoming a kind of academic advocate and evangelist for environmental management.
 - My book became practically the only major book available,
 - and I felt a very strong, intellectual and ethical commitment to keep that book alive,
 - and to keep my research alive
 - because it was one of the few vehicles for reaching undergraduates.
 - And I thought that here was an opportunity for me to make a mark on undergraduates, not only here, but across the county, that was unique.

TABLE 15
Key Sentence Response by Respondent Concerning Goals and Objectives

H2: Establishing goals and objectives does not play a role in establishing a successful environmental program.
Q2: What were your goals and objectives when you started out?
2-1: "I wanted to...attempt to clean up the Chesapeake Bay, or at least a portion of it in Hampton Roads..."
2-2: "So my goals and objectives when I started I think were to...work for environmental improvement."
2-3: "I think they're trying to make people see that my writing was directed toward...a literate public...to understand."
2-4: "...my idea was representation."
2-5: "...it's a general, broad and very deep commitment to environmental protection."
2-6: "Here is an opportunity for me to use this as a means of making a long term commitment to educate people of the need to protect the environment, and about the difficulties, and about the kind of choices we face."

TABLE 16

Key Word Summary and Grand Synopsis of H2:
Establishing goals and objectives does not play a role in
establishing a successful environmental program.

H2
Q2

clean
improvement
understanding
representation
protection
education

advocacy

Strategy Used to Achieve Success in Influencing Policy Formation:

Charts 3-1 through 3-6 indicate the answers of respondents to the question concerning the strategy used to achieve success in accomplishing their goals and objectives.

H₃: Establishing a focused strategy of approach does not have an effect on achieving environmental goals.

Question 3: Is there a particular strategy you use in order to reach your goals?

Charts 3-1 through 3-6 indicate the answers of the respondents to the question concerning how each respondent planned to achieve his or her goals and objectives. The words inclusionary and coalition were mentioned by two of the respondents.

Respondent #2 relates that:

"The thing you do in advocacy, or any public relations or lobbying, or anything, is move pieces of information from here to there. You get assembled pieces of information, you put them in a pattern, and you transfer that information to where you want it to be, which is a person, which is the press, which is the EPA, which is the decision maker, which is the court, which is the whatever. O.K.? That is the action. It's the assembling of information, putting it together, moving it." (Chart 3-2)

Not unlike respondent #2, respondent #5 relates her experience as one of a gathering together of people to focus on a policy solution from the local level up. She relates it this way:

"I have an inclusionary style. I like to bring people together. I like to build coalitions. I think that tends to be much more effective style, at least in Virginia,

and that's my own personal way of dealing with other individual is to include them, rather than dictate to them. It's not an authoritarian style at all. It's much more of a bottom-up inclusionary style, participatory, decision making, really." (Chart 3-5)

One respondent's experience has led him to perceive his role as a watch dog. He relates his experience in the following way:

"I think more and more what the environmental community has done in addition to taking on the responsibility of protecting the environment for our future generations, we have had to become a watch dog of government. And no longer do you oppose things, but you expose them. It gives you credibility, because if you give good sound scientific rationale for the opposition, well people say these aren't just a bunch of wacko tree-huggers." (Chart 3-1)

Finally, three respondents express a strategy of education but from three perspectives:

Respondent #5:

"I would say the only strategy that I had in mind was to popularize the beauty, the beauty and the vulnerability of the Bay. To popularize that. Not in our way really, but in an educational, legal, biological, land conservancy way." (Chart 3-5)

Respondent #6 saw his professional status as an opportunity. He says:

"So what I've tried to do is project where we are now against the not so distant future, especially for young people, because they are so future oriented...And therefore, it's particularly absorbing to them to have to deal with the question, "what kind of world am I going to look at? The other thing I tried to do, and that's related, is to point out that the kind of

problems we're going to be confronting environmentally that are going to trouble us, are the most intimidating because they're not really domestic, they're global." (Chart 3-5)

Respondent #3 puts in the following way:

"It's sort of been a three-fold strategy...publication advisory,...and lecturing."

In summary, one respondent sees his role as advocate by being a watch dog of government, two respondents prefer to build coalitions and gather information and three respondents seek to ultimately effect environmental public policy by several means of education at several levels of community involvement. (Chart 3-3)

CHART 3-1

The Core Narrative: "...We have had to become a watch dog of government."

-
- and one of the first things that propelled S.A.V.E. into the limelight of the environment,
 - on behalf of the environmental community,
 - was a battle with the Norfolk Southern Corporation
 - on their proposal to locate a coal storage facility in the middle of Isle of Wight
 - So I orchestrated with the adjacent homeowners,
 - which happened to be farmers over in Isle of Wight,
 - a public protest
 - I followed the law of the land, and called the City Attorney,
 - and all that,
 - and everything was well orchestrated,
 - so out of that came a critical and analytical eye by the U.S. Fish and Wildlife and Army Corps of Engineers,
 - and of course the EPA.
 - That project is still being held up,
 - and it is a little over two years later.
 - And so I would dare say that the citizens, if they had not got together on that project,
 - that would have been a done deal,
 - because they would have probably been under construction.
 - But I think more and more what the environmental community has done in addition to taking on the responsibility of protecting the environment
 - for our future generations,
 - we have had to become a watch dog of government.
 - And no longer do you oppose things,
 - but you expose them.
 - And that is a critical thing.
 - It gives you credibility,
 - because if you give good sound scientific rationale for the opposition,
 - well people say these weren't just a bunch of wacko, tree huggers
 - but these are people who have done their homework,
 - and now what we're trying to do is place the dollars and cents on it.
 - Getting back to my Christianity upbringing,
 - Christ started out with 12 and he changed the entire world,

CHART 3-1 Con't.

The Core Narrative: "...We have had to become a watch dog of government."

- I'm not trying a correlation of Christ,
- but there is strength in numbers,
- and if you believe in something,
- you can achieve it.
- I have now found that the only way to change those things which affect the citizenry of a particular municipality,
- is through changing city government

CHART 3-2

The Core Narrative: "It's the assembling of information, putting it together, moving it."

-
- I like the strategy.
 - I like to set a goal,
 - work out a strategy,
 - go implement the strategy
 - I don't like to do the same thing over again.
 - I like to go find a different strategy.
 - I've done a variety of different kinds of approaches,
 - which of course is determined by the circumstances
 - in which you find yourself
 - in what you have.
 - Is there a particular strategy.
 - No.
 - There is no particular strategy
 - I say first of all you've got to know what you've got to do
 - Secondly, try to know what you're trying to do
 - Secondly [SIC], line up, look at all the resources.
 - What do you have?
 - What resources do you have?
 - Do you have money?
 - Do you have people
 - Do you have, does your issue have a dramatic or touching poster child
 - How big is your goal?
 - where is the decision made?
 - Is the decision made in the legislature
 - in the bureaucracy,
 - by the Governor
 - by the President of the United States
 - by the interaction by those three
 - what arena are you playing in,
 - I mean do you play in the Federal court,
 - the State court,
 - the Press
 - What is it you're trying to get

CHART 3-2 Con't.

The Core Narrative: "It's the assembling of information, putting it together, moving it."

-
- Do you have lawyers?
 - Do you have writing skills?
 - if you don't know what to do, it's because you lack information
 - The thing you do in advocacy, or any public relations or lobbying, or anything, is move pieces of information from here to there
 - You get assembled pieces of information,
 - You put them together in a pattern, and you transfer that information to where you want it to be,
 - which is a person,
 - which is the press,
 - which is EPA,
 - which is the decision maker,
 - which is the court
 - which is the whatever, O.K.?
 - That is the action
 - It's the assembling of information, putting it together, moving it.
 - The skill is knowing how to configure,
 - knowing where you want to put that,
 - who you know,
 - where do you put that information to create the effect that you want,
 - and how to configure that information to have that affect O.K.?
 - That's actually what you do.

CHART 3-3

The Core Narrative: "It's sort of been a three-fold strategy... publication... advisory... and...lecturing."

-
- Well, I think its a, it's sort of a three-fold strategy.
 - First is the matter of publication.
 - trying to articulate these concepts,
 - put them in ways that people will understand,
 - but I'm not the popularizer particularly.
 - Secondly, through the advisory capacities,
 - I have been involved in a number of at least one international commissioner, and quite a few federal commissions and committees
 - for seven years I was on the Science Advisory Board to the International Joint Commission,
 - in other words becoming involved in advisory boards and committees,
 - And the third element was essentially lecturing.
 - Now along with that of course goes the fact that I, part of the lecturing is in class is on the campus here, and other universities,

CHART 3-4

The Core Narrative: "...the only strategy that I had in mind was to popularize the beauty, the beauty and the vulnerability of the Bay...in an educational, legal, biological, land conservancy way."

-
- I would say the only strategy that I had in mind was to popularize the beauty,
 - the beauty and the vulnerability of the Bay.
 - To popularize that.
 - Not in our way really,
 - but in an educational, legal, biological, land conservancy way.
 - it would tend to focus people's attention,
 - to focus the public's attention,
 - to focus potential member's attention
 - on both the beauty,
 - which I always felt was the, let's say the carrot you might say of the thing.
 - The vulnerability would be the stick
 - But I never felt that the just talking about the ills, the woes, the degrading aspect of the Bay, would be enough.
 - And so the strategy that I had, to the extent I was able to influence it, was to popularize it as a, a thing of great beauty and of pleasure.
 - Something that people should want to protect.
 - Not out of a duty, but out of their own love of the environment, love of the out-of-doors.
 - Young people. I tried with students.
 - School age students
 - but I took the position that I guess the old cliché', you can't teach an old dog new tricks,
 - it's better to take the pups and teach them something
 - And they were much more willing
 - and it was more fun for them,
 - and they had the time for it.

CHART 3-5

The Core Narrative: "It's much more of a bottom-up, inclusionary style, participatory, decision making, really."

-
- I have an inclusionary style
 - I like to bring people together
 - I like to build coalitions
 - I think that tends to be a much more effective style rather than dictate to them.
 - It's not an authoritarian style at all.
 - It's much more of a bottom-up, inclusionary style, participatory, decision making, really.
 - I'm your basic middle of the road environmentalist, and I think that's worked.
 - I think there's a very important role for those advocates leading the charge
 - I'm much more of a consensus building approach.
 - Those people don't tend to mold public policy, but they're calling the public's attention to an issue.
 - And certainly building the knowledge of the public is a very important tool in effecting public policy.
 - setting and carrying out public policy is not a crises activity.

CHART 3-6

The Core Narrative: "to point out that the kind of problems were going to be confronting environmentally, that are going to trouble us, are the more intimidating because they're not really domestic, they're global."

-
- One of the things that I have tried to do in the last say eight or ten years is to project ahead for my students,
 - the implications environmentally of the kind of lifestyle and economic styles that presently we are pursuing in the United States and world wide.
 - So what I've tried to do is to project where we are now against the not so distant future,
 - especially for young people,
 - because they are so future oriented.
 - They think of their lives as largely in the future, and they look to the future as a kind of land of opportunity.
 - And therefore, it's particularly absorbing to them to have to deal with the question what kind of world am I going to look at?
 - The other thing I've tried to do,
 - is to point out that the kind of problems we're going to be confronting environmentally,
 - that are going to trouble us
 - are the more intimidating because they're not really domestic, they're global.
 - Again to deliberately force my students,
 - my audience, whoever it is
 - to anticipate what is coming
 - in order to begin now to think about the choices that have to be made.

TABLE 17
Key Sentence Response by Respondent Concerning Strategy

H3: Establishing a focused strategy of approach does not have an effect on achieving environmental goals.
Q3: Is there a particular strategy you use in order to reach your goals?
3-1: "...We have had to become a watch dog of government."
3-2: "It's the assembling of information, putting it together, moving it."
3-3: "It's sort of been a three-fold strategy...publication...advisory...and...lecturing."
3-4: "...the only strategy that I had in mind was to popularize the beauty, the beauty and the vulnerability of the Bay...in an educational, legal, biological, land conservancy way."
3-5: "It's much more of a bottom-up, inclusionary style, participating, decision making, really."
3-6: "to point out that the kind of problems we're going to be confronting environmentally, that are going to trouble us, are the more intimidating because they're not really domestic, they're global."

TABLE 18

Key Word Summary and Grand Synopsis of H3:
 Establishing a focused strategy of approach does not have
 an effect on achieving environmental goals.

H3
Q3
watch dog
assembling
educating
popularize
inclusionary
educate
coalition and education

Training or Educational Background (Formal or Informal):

Charts 4-1 through 4-6 indicate the answers of the respondents to the question concerning their personal training or educational background both formal and informal which perhaps brought them to or enhanced their involvement in environmental issues.

H₄ stated: Training is not useful in achieving success in effecting environmental public policy.

Question 4 asks: What areas of training (formal and informal) have you had and find most useful to be successful?

All of the respondents represent an age group over 50 years old and thus reflect the offerings of a formal educational system which had a different, perhaps more oblique approach to environmental issues. They reflect nonetheless an interesting collection of educational experiences. One has been in the politics of policy making all of her professional life; one has a law degree, with preparation from a broad cultural and literary perspective; one is a trained anthropologist; two are noted political scientists; one is a distinguished public administrator from the academic community, and one is from the business community.

Respondent #4 relays his thoughts in the following way:

"I went to Kenyon College as an English major, and through that certainly had the wide exposure to the various important, streams of thought that have helped to mold civilization in the western world, and I just think that you can't find any substitute for that...You're not gonna get an education until you turn to the books. I mean you're gonna get some experience or education. You get education of your contemporaries and of other people and everything, but there's no way that you'll really do that

without being tied to books, tied to ideas, tied to the thinking that's put into those labors of love."...I say people, I'm going over the same thing again and again, but that, that's what impresses me, what went into why one does things like this, and how and whatever." (Chart 4-4)

Respondent #5, speaking of people who have been influential in her career development through their mentoring and thus her informal as well as formal education, states:

"Well, first of all, you have to know I've been doing it my whole adult life. Actually before I became an adult. When I was in college I studied political science and I used to go to Washington, D.C. in the summer time and work with Senator Jackson who was my hometown of Everett, Washington. He was a friend of my father's. So I thought that would be interesting and related work to my political science studies. It turns out political science and politics are not related at all. Don't forget the mentoring. A higher education institution is one way to do it, but there are a lot of other ways too." (Chart 4-5)

Two respondents consider themselves or are considered by their contemporaries as a "renaissance man." The text reveals this to apparently mean an individual with a wide background of experience with the capability to "synthesize" or draw together that exposure into a singular focus on the issues of environmental policy.

Respondent #1 states:

"I had once upon a time considered myself as one of the renaissance men because I was a musician, that's where I started out, and I painted, I wrote, I did sculpturing, and I was always adapted to new regions as a jazz musician, and then of course I went off into classical music...I

spent 17 years with Sears management, and I merchandised and managed big ticket areas. And these were all commission sales: furniture, carpeting, major appliances, all those areas, and I dealt with people who were extroverts, or if they weren't I cultivated them and brought out their capabilities and made them extroverts, and along the way they made an awful lot of money." (Chart 4-1)

Respondent #3 reflects on his wide and varied background of experience by stating:

"I entered the University of Chicago as a freshman...and...my undergraduate degree was in English but I met the requirements for science, and in particular the natural sciences continued, and I developed friendships, for example down at the Field Museum, because my interest in nature and the natural world were certainly there. I was involved nationally in, you see, in the natural world, but in the natural world including the human world...So that included, I mean in the nature of the course we had, there were courses in anthropology and paleontology and anthropology down at the Field Museum in Chicago. So that was all in the background. You see none of that really during those years tied into my professional life which is main line public administration...My interests have been so broad and diverse that sometimes people have referred to me as the renaissance type..." (Chart 4-3)

Following in the same line of thinking, respondent #4 related his experience by emphasizing the influence of people. He states:

"I say people, I'm going over the same thing again and again, but that, that's what impresses me, what went into why one does things like this, and how, and whatever." (Chart 4-4)

Respondent #2 reflected a skill from experience which is often overlooked in the process of effecting public policy and that's the skill of communicating. She states:

"I learned to do, actually, in my job, [SIC] was to take technical issues and write them in ordinary language." (Chart 4-2)

This concept of "ordinariness" arises later in the analysis, but is seen as theme which is expressed by the respondents more than once.

Finally, respondent #6 expressed a perspective completely different from the rest, and adds levity to the issue by stating:

"I had no preparation in graduate school or any intention when I left graduate school to become involved in anything relating to environmental issues, and I wasn't even a good Boy Scout!" (Chart 4-6)

In summary, the pattern of formal or informal training appears to be as varied as the respondents themselves. One theme that does seem to emerge is the idea of a broad based, culturally, socially, politically and scientifically influenced liberal arts background.

CHART 4-1

The Core Narrative: "I had, once upon a time, considered myself as one of the renaissance men..."

-
- Nothing.
 - Absolutely nothing.
 - I had, once upon a time, considered myself as one of the renaissance men because I was a musician,
 - that's where I started out,
 - and I painted,
 - I wrote,
 - I did sculpturing,
 - and I was always adapted to exploring new regions as a jazz musician,
 - and then of course I went off into classical music,
 - and that's where my life has been focused.
 - We are a very young civilization here in America
 - as compared to others, Orientals.
 - So the main thing we have to do in coming out of retailing
 - and I spent 17 years with J.C. Penney's and 2 1/2 years with Sears management
 - and I merchandised and managed big ticket areas,
 - and these were all commission sales: furniture, carpeting, major appliances, all those areas,
 - and I dealt with people who were extroverts,
 - or if they weren't I cultivated them,
 - and brought out in their capabilities
 - and made them extroverts,
 - and along the way they made an awful lot of money.

CHART 4-2

The Core Narrative: "...I learned to do, actually, in my job, was to take technical issues and write them in ordinary language..."

-
- But the anthropologist in me,
 - which is what my background is
 - Everything I've had to learn,
 - I like to learn
 - I have a kind of a broad general,
 - I come from a family of scientists
 - I have a broad extremely broad and extremely shallow background in science
 - so I can figure things out,
 - figure out technical issues,
 - one of the things I learned to do actually in my job, was to take technical issues and write them in ordinary language,
 - But anyway, that's sort of general science background.
 - I think the background in anthropology is extremely useful, but it's in a kind of subtle way.
 - You recognize that everybody around you is basically a carrier of their own culture
 - Their world view is valid.

CHART 4-3

The Core Narrative: "...sometimes people have referred to me as the renaissance type..."

-
- Well, I can go back to 1932, I guess, and '33
 - I entered the University of Chicago as a freshman,
 - but they had an invitational course which was called The Nature of the World and Man,
 - that course was a broad survey of the sciences and it was taught by a really top scientist
 - I developed friendships,
 - down at the Field Museum, because of my interest in nature and the natural world
 - there was a Chicago, what they call the conservation, I guess they called The Conservation Club, in Chicago
 - And I used to go there;
 - but I was involved only in, you see, in the natural world,
 - but in the natural world including the human world.
 - there were courses in anthropology and paleontology
 - You see none of that really during those years tied into my professional life
 - which is main line public administration.
 - it left an _____ impression upon me and all this was sort of subliminal,
 - but eventually pieces came together.
 - I have this rather deep love of nature,
 - so you see that was another motivating factor,
 - but I was also into certain things like city planning
 - my interests have been so broad and diverse,
 - that sometimes people have referred to me as the renaissance type
 - because I have this fundamental interest in the natural world but I have this other interest also which was a historical interest,
 - and a cultural interest
 - so I mean one of the things that very early on fascinated me was the whole business of anthropology
 - So you see I didn't have formal training in these fields
 - but I had this interest which later on proved to be very helpful
 - I think I sent you my bibliography, and...just turning through it you would see that the scope of things about which I had written finally have had,
 - there's been quite a breadth of coverage

CHART 4-4

The Core Narrative: "I say people, I'm going over the same thing again and again, but that, that's what impresses me, what went into why one does things like this, and how, and whatever."

-
- I've already touched on,
 - I just cannot conceive of my kind of life or any kind of life that is comparable to this, that isn't deeply rooted in the great thinkers of particularly the great thinkers of environmental concerns
 - Now that's specifically on the environmental thing.
 - but think on a broader scale,
 - the next level on that is just simply the great thinkers of the world.
 - I say people, I'm going over the same thing again and again, but that, that's what impresses me, what went into why one does things like this, and how, and whatever.
 - I would say more people like Bill Henderson, William Henderson, whom I grew up with, who related so well with young people,
 - who just simply were stimulating in their ability to talk in an interesting way, to picture our world, so that it showed pictures of interest, a sense of humor that made things fun, not taking things too serious,
 - And I think that the good fortune of having wise people in your life, would be a very important thing.

CHART 4-5

The Core Narrative: "Political Science." "Don't forget the mentoring aspect."

- No. I think I was just self-taught
- Political Science.
- I have a B.A. degree in Political Science,
- which it didn't relate a lot to politics and public policy.
- Don't forget the mentoring aspect.
- The role Senator Jackson played in my own personal life,
- my own career development
- I think that is fairly common.
- There are a lot of ways to learn as you know.
- A higher education institution is one way to do it,
- but there are a lot of other ways too.

CHART 4-6

The Core Narrative: "I had no preparation in graduate school, or any intention when I left graduate school to become involved in anything relating to environmental issues, and I wasn't even a very good Boy Scout."

- I had no preparation in graduate school,
- or any intention when I left graduate school to become involved in anything relating to environmental issues
- and I wasn't even a very good Boy Scout
- So I had very little in my background that would have prepared me for this.

TABLE 19
Key Sentence Response by Respondent Concerning
Personal Education and Training

H4: Training is not useful in achieving success in effecting environmental public policy.
Q4: What areas of training (formal and informal) have you had and find most useful to be successful?
4-1: "...I had, once upon a time, considered myself as one of the renaissance men."
4-2: "I learned to do, actually, my job, was to take technical issues and write them in ordinary language."
4-3: "...Sometimes people have referred to me as the renaissance type."
4-4: "I say people, I'm going over the same thing again and again but that, that's what impresses me, what went into why one does things like this, and how, and whatever."
4-5: "Political Science. Don't forget the mentoring aspect."
4-6: "I had no preparation in graduate school, or any intention when I left graduate school to become involved in anything relating to environmental issues, and I wasn't even a good Boy Scout."

TABLE 20

Key Word Summary and Grand Synopsis of H4: Training is not useful in achieving success in effecting environmental public policy.

H4
Q4

renaissance
write
renaissance
people
mentoring
no preparation

liberal arts and mentoring

Personal Skills and Attributes:

Charts 5-1 through 5-6 indicate the answers of the respondents to the questions concerning their insight to personal skills and attributes which might contribute to their success.

H5 stated: Personal skills and attributes do not contribute to the effectiveness and success of individual environmental leaders.

Question 5 asks: What personal attributes of yours do you believe contribute most to your effectiveness and success?

Four respondents seem to reflect people management skills, and two simply reveal a tenacity of will, a sense of determination to be successful.

Respondent #1 says:

"I have never been territorial, I have always been inclusive, I would always judge my success by how successful I made other people, I believe in what I'm doing,...my motivation was altruistic. I try to live by example."
(Chart 5-1)

Respondent #2 shows a blend of determinedness and a willingness to compromise. She relates her perceptions of her skills this way:

"So you'll understand, I'm kind of a compromise person... I never give up. I almost never give up. I hate to quit. My mind just does, I mean I come to a dead end and I think it's a stop, and I get kind of depressed, and then a week later I wake up and I'll be standing in the shower, a total blank, and I'll think, hey, I know what I can do. I love coalitions. ...I love to show up with somebody, arm and arm, with somebody that no one expected you to show up with." (Chart 5-2)

Respondent #3 reveals his people and organizational skills by his statement:

"I've been told by others that I do have a remarkable capacity for synthesis." (Chart 5-3)

It takes the bringing together of both thoughts and sources of those thoughts to focus on an issue.

Respondent #4 reflected a unique perspective but one that is not lost by his introspective remark about himself when he stated:

"I would say that one of the characteristics I think I represent is what I might style as an ordinariness. I mean I'm an ordinary man. I'm not a genius. I'm not a great this or a great that. I'm an ordinary, very ordinary type of person and I think that's helped other people identify with me. They have been comfortable. I haven't put them off. I'm rather open and warm, and interested in them, and it's of an ordinary way, and I think that's made people want to join my efforts and go along with me." (Chart 5-4)

Two respondents reflect a simple, day to day, dogged determination.

Respondent #5 said:

"What really changes public policy is solid day to day, working through the system, and implementation of whatever is adopted as public policy."

"So you have to be very tenacious. You have to be willing to stick with an issue for a long time, even when it's not glamorous."

"I think I am a very tenacious person. I'm a Taurus, and that's been effective." (Chart 5-5)

Respondent #6 described his skills and attributes by saying:

"Well, I think a couple of things. One my academic position. It gives me the unique forum, not only because I literally reach thousands of students a year."

"I have an audience outside the university...it gives me the opportunity to have my hand in public policy, and have some relationship to the people who are making the policy."

"The other thing is that I am thankful that I can write well,..."

"And I suppose that you might add that I'm very stubborn."

A final note is added by respondent #6 that is not noted by any of the others:

"And then, let's face it, I was in the right place at the right time."

(Chart 5-6)

In summary, four respondents revealed a sense of their people and organizational skills and three offered a picture of their determination and long term commitment to be effective in their efforts.

CHART 5-1

The Core Narrative: "I have never been territorial, I have always been inclusive...I would always judge my success by how successful I made other people...I believe in what I'm doing...my motivation was altruistic...I try to live by example."

-
- So one thing I have found out,
 - and I have been very guarded,
 - and I think it has helped my personal success of trying to get people involved and motivated and exploring
 - their own capabilities
 - is the fact that I have never been territorial.
 - I have always been inclusive
 - so always make sure that this umbrella coalition,
 - that it would be just that,
 - it would be bringing people together,
 - and they would still have their territory
 - There is plenty out there for everybody.
 - And I always had the mind set that I would never be fearful of another person's success who worked for me,
 - because I would always judge my success by how successful I made other people.
 - And so I was able to recognize
 - over the years,
 - when working with so many people,
 - they just need,
 - that little door needed to be opened,
 - and out flowed all this creativity.
 - So I was able to recognize it,
 - and that's what I have been able to do
 - in a very short period of time,
 - is to bring together a small band of people,
 - who may not realize their own capabilities,
 - help them to realize,
 - and out of that is flowing this gigantic network and this upheaval,
 - and this awareness of not only their capabilities, but other people's capability, and respect them for it.
 - I believe in what I'm doing. And I'm doing it without remuneration.
 - I have had the fortunate ability, to be somewhat independent financially,

CHART 5-1 Con't.

The Core Narrative: "I have never been territorial, I have always been inclusive...I would always judge my success by how successful I made other people...I believe in what I'm doing...my motivation was altruistic...I try to live by example."

-
- I have not had to go groveling to anybody for anything,
 - and I can't be bought by the establishment.
 - As a result, when it came time for me to run for council,
 - I had a lot of support from the community
 - because of my work in the community,
 - and they saw that most of my motivation was altruistic in nature,
 - because I was working with organizations which, like the physically disabled, the mentally retarded,
 - and all these other organizations,
 - that there is no public recognition,
 - or I wasn't getting paid for anything,
 - but I was trying to bring people together,
 - give people the opportunities.
 - So I try to live by example
 - and when I see kids out there on a Saturday morning when it's play time, cleaning up streets, planting trees and bushes, or saw grass along some canal,
 - I say to myself, somebody has made an impact.
 - And it's just like Swiss cheese.
 - I do it one hole at a time.
 - If I can take one kid, it's like your basic philosophy of Christianity.
 - My opinion is,
 - if I could get one child,
 - and that child gets two,
 - then what does he do?
 - Well, he gets his parents,
 - and then those parents are talking at a civic organization.
 - So then the parents tell parents, and pretty soon you have a whole movement,
 - and it's a movement of building
 - and not destroying.
 - it's like hand shaking an ideology
 - and never letting go,
 - and then that pulse just passes from one person to another,
 - and we become a full circle,
 - and we're not going to allow that circle to be broken,
 - until we all have this basic philosophy

CHART 5-2

The Core Narrative: "So you'll understand I'm kind of a compromise person...I like unusual coalitions."

-
- I was the person in the late 60's
 - who went dragging up to the legislature trying to get the legislature to repeal our terrible oppressive abortion law,
 - and then got linked with environmentalists
 - because of the population issue.
 - it was the more radical part of the students of the environmental movement
 - then a group formed that was sort of an umbrella council
 - with the most radical fringe of the environmental students
 - who were the ones who were pro abortion knew I was the person who would go up there and stand up in the legislature in 1969 and talk about abortion,
 - which not too many people were willing to do.
 - So, you'll understand, I'm kind of a compromise person.
 - I think the background in anthropology is extremely useful,
 - but it's in a kind of subtle way
 - You recognize everybody around you is basically a carrier of their own culture.
 - Their world view is valid
 - It's also an approach to people and
 - to situations and to extraordinary teachers
 - and to be endlessly curious about why people do what they do
 - Curious, not deciding
 - I never give up
 - I hate to quit
 - I mean I come to a dead end and I think it's a stop,
 - and I get kind of depressed,
 - and then a week later I wake up and I'll be standing in the shower, and I'll think, hey, I know what I can do.
 - I can think of three moves here on this.
 - And the whole kind of chess board of the situation comes up,
 - and I think ah huh, ah huh, O.K.!
 - I'm willing to use everything
 - If it isn't nailed down, you use it
 - I like unusual coalitions
 - I love to show up with somebody,
 - arm in arm, with somebody that no one expected you to show up with.
 - I'm kind of a synthetic thinker I think.
 - Put things together.
 - Pieces from here, and pieces from there, and think in patterns.

CHART 5-3

The Core Narrative: "I've been told by others, that I do have a remarkable capacity for synthesis..."

-
- Well, I think that probably there are two maybe three.
 - One is that I think there are a lot of people that are smarter than I am,
 - but I do have one particular, I think, mind set, or quality
 - I've been told by others, that I do have a remarkable capacity for synthesis, that is to say for seeing the common denominator among things.
 - And much of my work is that way,
 - So I think, but, that means that I had to have a very broad scope of information, of knowledge, even though it may not have been as deep as specialists would be,
 - never the less I seemed to be able to be accepted by specialists because I did my homework
 - and I knew, in the case of the ecologists, I mean I joined them, I went to their meetings, I read their papers, I heard their talks, I listened to their debates,
 - and so they began to accept me really as sort of one of them.
 - The other thing is I suppose, although I must say people differ in connection with my writing, I would say it is about an 85%/15% ratio.
 - The 85% I get the, you know, very good reports, very good vibrations and comments, but there's 15% that do not like the way I write and don't think I can write at all.
 - There's always a few people that are dissenters, but at least I think I write in the style that's appropriate to my message.
 - but I've been told, and I get real good reports, but I am able to send a message that people regard as thoughtful _____, _____, creative.
 - I mean it follows that if you discover what you're good for, then you follow that route or you're much more likely to be successful, then if you try to do things that you're not prepared to do.

CHART 5-4

The Core Narrative: "...what I might style as an ordinariness. I think very definitely my enthusiasm for the outdoors."

-
- Actually, I am one of the last, worst persons, I sort of hate introspection.
 - I think it's dangerous.
 - I would say that one of the characteristics I think I represent is what I might style as an ordinariness.
 - I mean I'm an ordinary man
 - I'm not a genius
 - and I think that's helped other people identify with me.
 - I think very definitely my enthusiasm for the outdoors.
 - I'm not a very religious person in an orthodox sense,
 - but I'm very enthusiastic about the awesome qualities of the natural world,
 - and I think that my enthusiasm towards beauty and towards usability, and for the fun that one can have with it,
 - rather its fishing, or swimming, or walking, or hunting, or whatever, that that was infectious to a certain extent, and that's helped.

CHART 5-5

The Core Narrative: "I think I am a very tenacious person. I'm a Taurus, and that's been effective."

-
- I'm much more of a consensus building approach
 - What really changes public policy is solid day to day, working through the system,
 - and implementation of whatever is adopted as public policy.
 - in the end, as you know in the political science field, is a whole school of political science talking about implementation of public,
 - that's where things are made or broken
 - So you have to be very tenacious.
 - You have to be willing to be willing to stick with an issue for a long time,
 - even when it's not glamorous.
 - I think I am a very tenacious person.
 - I'm a Taurus,
 - and that's been effective.

CHART 5-6

The Core Narrative: "One, my academic position,...I have an audience outside the university,...I can write well,...I'm very stubborn...and then let's face it, I was in the right place at the right time."

-
- One, my academic position.
 - It gives me the unique forum,
 - not only because I literally reach thousands of students a year.
 - I have an audience outside the university,
 - and I had this opportunity to move into the governmental sphere of the academic world and back again which is kind of nice,
 - because it gives me the opportunity to have my hand in public policy,
 - and have some relationship to the people who are making policy.
 - So I think certainly where I am socially and institutionally, has a great deal to do with it
 - The other thing is that I am thankful that I can write well,
 - Although that doesn't sound like much, it makes a lot of difference sometimes when you're trying to reach lay audiences, when you're trying to find a way to make what are fairly complicated and sometimes technical messages comprehensible to lay people.
 - And I suppose that you might add that I'm very stubborn.
 - I have, once I believe that I have some small group in my possession, I tend to be rather belligerently, aggressive about asserting.
 - and then let's face it, I was in the right place at the right time.
 - what tends to happen is that an environmentalist ceases to be a professional interest and it becomes a kind of lifestyle.
 - It becomes a kind of philosophical baggage that you carry with you everywhere you go,
 - and you never really need.

TABLE 21
Key Sentence Response by Respondent Concerning Individual
Skills and Attributes

H5: Personal skills and attributes do not contribute to the effectiveness and success of individual environmental leaders.
Q5: What personal attributes of yours do you believe contribute most to your effectiveness and success?
5-1: "I have never been non-territorial, I have always been inclusive, I would always judge my success by how successful I made other people. I believe in what I'm doing...my motivation was altruistic. I try to live by example."
5-2: "So you'll understand I'm kind of a compromise person...I like unusual coalitions."
5-3: "I've been told by others that I do have a remarkable capacity for synthesis..."
5-4: "What I might style as an ordinariness. I think very definitely my enthusiasm for the outdoors."
5-5: "I think I am a very tenacious person. I'm a Taurus, and that's been effective."
5-6: "One, my academic position, I have an audience outside the university... I can write well,...I'm very stubborn and then let's face it, I was in the right place at the right time."

TABLE 22

Key Word Summary and Grand Synopsis of H5: Personal skills and attributes do not contribute to the effectiveness and success of individual environmental leaders.

H5
Q5

non-territorial
compromise
synthesis
ordinariness
tenacious
stubborn

sincerity and determination

Perceived Areas for Improvement in Effectiveness:

Charts 6-1 through 6-6 indicate the answers of the respondents to the question concerning their perceived areas of need to improve their effectiveness in influencing environmental public policy.

H₆ stated: There are no readily identifiable elements which would improve an individual leader's effectiveness.

Question 6 asks: What three things would help improve your effectiveness?

This type of question is expected under most conditions to result in a varied response, highly reflective of the individual personalities involved. The intent was to see if the personalities shared any common characteristics. Two respondents did mention their impatience with the process, but all six of the respondents displayed individualized needs. Their responses ranged from reducing public display of emotionalism to the need for creating controversy.

Respondent #1 said:

"Yes. I get emotional and I become rather vociferous at times, both out at public display. I get emotional in public meetings trying to motivate people. I want to draw them into this quest..." (Chart 6-1)

Respondent #2 said:

"I suppose I'd be more effective if I were to not have a tendency to get, you know, bad tempered and sharp tongued."

"You see there's this _____ protection issue I'm kind of in, but I'm not willing to assume a leadership role, so, and I'd be more effective there if, I were, for various reasons. One is I'm not, well positioned to. And the other is I don't want to. Lazy!" (Chart 6-2)

Respondent #3 stated the need rather succinctly:

"If anyone wants a career in Washington...they should get a law degree..."

Respondent #4 simply wants to be better at everything. He stated:

"...to have had more energy, and to have a better mind, to be more insightful, to be a better writer, to be a better thinker, to be a better speaker." (Chart 6-4)

Respondent #5 reflects a continuing theme of working through and with people. She stated:

"The more folks I think you include and bring along in the process, the more effective you have a chance of becoming."

Finally, respondent #6, in an effort to get the word out to the community, perceives creating controversy as the need. He stated:

"If I could really create some kind of controversy around myself, I would get a lot more media attention." (Chart 6-6)

In summary, the universal need seems to be on self-improvement and continued personal growth toward the goals and objectives of the day. Results are summarized in Charts 6-1 through 6-6 and Table 25.

CHART 6-1

The Core Narrative: "I get emotional in public meetings trying to motivate people."

-
- I get emotional and I become rather vociferous at times,
 - I get emotional in public meetings trying to motivate people.
 - I want to draw them into this quest,
 - When I see government bureaucracy dipping the hands further and further and further into the taxpayer's wallet,
 - I want to reach out
 - and I want to grab it,
 - and when all the projects that happen,
 - I either want to go after them with a scalpel or a sledge hammer
 - and it all depends on how I'm tied to that particular issue.
 - I don't want to just oppose it, but I want to expose it for what it really is.

CHART 6-2

The Core Narrative: "I'm not willing to assume a leadership role"

- So you'll understand, I'm kind of a compromise person.
- I would say the most important thing in any campaign, is the way you define a goal.
- So you know what the heck you're doing, and where you're headed,
- and you don't run into the endless meetings where people say, "Well I didn't think that was overdoing it, and what are we suppose to be doing here?". That awful stuff.
- And I don't have any tolerance for that any more
- If they start that, I go home,
- and that's it.
- I suppose I'd be more effective if I were not to not have tendency to get, you know, bad tempered and sharp tongued.
- I'm not someone who's smack in the middle of things.
- I'm not willing to assume a leadership role,
- I'm not well positioned to.
- And the other is I don't want to.
- Lazy!

CHART 6-3

The Core Narrative: "If anyone wants a career in Washington...they should get a law degree...take more seriously, the study of languages..."

-
- Well yes. I think there are things I could have acquired along the way - had I had this revelation, you might say, in Hong Kong come much earlier,
 - but the difficulty in it coming earlier was that there might not have been any receptor for it.
 - When I finished my Ph.D., I could write easily because there was a period where I could have very easily got a law degree.
 - But the advantage with the law degree would be credibility.
 - If anyone wants a career in Washington, then I would say they really ought to somehow along the line, whatever else they do, they should get a law degree.
 - I didn't do that.
 - The other thing I wished I would have done...is to pay a greater, take more seriously, the study of languages
 - Those two things I think in particular, but I don't know if I would change any of the others.

CHART 6-4

The Core Narrative: "...to have had more energy, and to have a better mind, to be more insightful, to be a better writer, to be a better thinker, to be a better speaker."

-
- I'm the kind of person who would have loved to have had a better mind for instance.
 - I mean if I had a mind like _____ or Churchill, or Sam Johnson, I'd be, in my mind, a more effective person.
 - I would like to have had more energy,
 - and to have a better mind,
 - to be more insightful,
 - to be a better writer,
 - to be a better thinker,
 - to be a better speaker.
 - I mean any number of areas in which you want to be the best you can and the best isn't good enough.
 - But you do have to be obviously, with your own limitations, and if you can build outside of that with other people who fill in gaps,
 - or if you're lucky as I was I think, and again with the liberal arts background as a lawyer who liked to write,
 - I mean that was a pretty interesting combination.

CHART 6-5

The Core Narrative: "The more folks I think you include and bring along in the process, the more effective you have a chance of becoming."

-
- I've always felt that to be more effective, one needs to have allies out there,
 - and connect to various kinds of allies.
 - as I got a little farther into my career, I find more different types of people.
 - therefore my range of allies is expanding
 - Of course I could always do better in that regard.
 - The more folks I think you include and bring along in the process, the more effective you have a chance of becoming.

CHART 6-6

The Core Narrative: "If I could really create some kind of controversy around myself, I would get a lot more media attention."

-
- Oh, I think there are several things I could probably do.
 - One, I could probably become more controversial.
 - If I could really create some kind of controversy around myself, I would get a lot more media attention.
 - Then I'd be invited to speak lots of places,
 - and I'd get lots of honoraria,
 - and I'd get more people to hear what I have to say.
 - I suppose the other thing that I could do that I have not done a whole lot of, and that is to try to reach outside the academic and _____ policy,
 - to get more actively involved,
 - more outspokenly involved in local affairs.
 - After all I think that this is where most people are going to have their impact.
 - That's probably where my academic inclination hurts me
 - because sometimes I'm much more at home writing and thinking than I am getting out and doing,
 - at least in a political and public way.
 - sometimes you have to create controversy in order to start talking education publicly.

TABLE 23
Key Sentence Response by Respondent Concerning
Improvement of Effectiveness

H6: There are no readily identifiable elements which would improve an individual environmental leader's effectiveness.
Q6: What three things would help improve your effectiveness?
6-1: "I get emotional in public meetings trying to motivate people."
6-2: "I'm not willing to assume a leadership role."
6-3: "If anyone wants a career in Washington...they should get a law degree. Take more seriously, the study of languages."
6-4: "...to have had more energy, and to have a better mind, to be more insightful, to be a better writer, to be a better thinker, to be a better speaker."
6-5: "The more folks I think you include and bring along in the process, the more effective you have a chance of becoming."
6-6: "If I could really create some kind of controversy around myself, I would get a lot more media attention."

TABLE 24

Key Word Summary and Grand Synopsis of H6: There are no readily identifiable elements which would improve an individual environmental leader's effectiveness.

H6
Q6

emotional
lead
law
better
include
controversy

steady and strong

Obstacles:

Charts 7-1 through 7-6 indicate the answers of the respondents to the question concerning the most important obstacles, if any, the respondents perceived they faced which impeded their successful efforts.

H7 stated: There are no obstacles which individual environmental leaders face in effecting environmental public policy.

Question 7 asks: What are the most important obstacles you face in accomplishing your work?

Two respondents perceive the political process as the largest obstacle while three respondents perceived and experienced the lack of support from the general public. One stated an incompatibility of environmental advocacy and any other career development path.

Support from the general public is crucial to any public policy succeeding. The respondents were not disappointing in their reflections of frustrations over lack of support in their efforts.

Respondent #3 said:

"To many people, the environment means pollution, and also, the environment means hard science. In other words my colleagues that worked on atmospheric chemistry and water quality all that have no trouble getting funding, but if you're dealing with policy, in the broader sense, there just isn't support out there. It just really isn't." (Chart 7-3)

Without hesitation respondent #4 recalls:

"Most of all, it was parting people from their money for a cause that at that time was not popular." (Chart 7-4)

Getting support from the general public with such diverse interests is not easy and the problem not uncommon, especially when little is known about an issue or the impact not commonly shared or appreciated.

Respondent #6 related his experience by saying:

"Environmentalism is not simply another problem of public policy, but it really is a social revolution which is still incipient." (Chart 7-6)

Finally, sometimes the pursuit of a goal is so absorbing of your time, energy, and resources there's very little if any left over for other pursuits. Such seems to be the experience reflected by respondent #2.

"...advocacy doesn't combine very well with other personal goals. Such as, trying to work up a career ladder, or making money. I mean, I know people who say 'I want to do this and do that', you know, and pretty soon they've got some kind of job over here and they're gone. I mean, if you leave there because of personal ambition or whatever, want to work up a career ladder, or if you really need to make money and you want to make more money all the time. You just are never really going to be more than a bit player on a, in the grand theater of advocacy." (Chart 7-2)

In summary the respondents bring their own unique experiences to their perceptions of obstacles they face. Two saw the political process as the obstacle most of concern, three definitely struggled with obtaining and maintaining support of the general public and one respondent clearly pointing out the need for a focused, almost selfless dedication to the task of influencing public policy to be effective.

Results are summarized in Charts 6-1 through 6-6 and Table 27.

CHART 7-1

The Core Narrative: "I see the back room deals being done, and I want to take that sledge hammer, and I want to smash it..."

-
- When I see government bureaucracy dipping the hands further and further and further into the taxpayer's wallet,
 - I want to reach out
 - and I want to grab it
 - to me all these things that are intertwined in my personal life and,
 - it's not just the environment;
 - it's the quality of life.
 - I mean I fought for years through the American Disabilities Act,
 - that how in the world could you expect a person who is a quadriplegic to come down and visit your local government if he can't get in the building.
 - That's called very poor planning.
 - And that's not concerning yourself with the rights of people,
 - and those inherited rights of dignity.

CHART 7-2

The Core Narrative: "Advocacy doesn't combine very well with other personal goals."

-
- When looking at other people,
 - advocacy doesn't combine very well with other personal goals.
 - Such as, trying to work up a career ladder, or making money.
 - if you really need to make money and you want to make more money all the time.
 - You just are never really going to be more than a bit player on a, in the grand theater of advocacy.
 - The smelter was a very interesting and fun thing because it was so complicated that it involved
 - federal legislation,
 - litigation.
 - press. national press
 - grassroots group(s),
 - lobbying
 - international secretary of the steel workers
 - it was technically interesting,
 - technically complex,
 - legally complex,
 - but that's what made it fun.
 - And it was fun.

CHART 7-3

The Core Narrative: "...if you're dealing with policy, in the broader sense, there just isn't any support out there."

-
- Oh about eight months ago or something, the Wall Street Journal had run an article,
 - it was raising a question: why is it so many people say environment, give it a high priority, oh this is very important, but on the other hand, why is there so little money for it, except on technical things?
 - To many people, the environment means pollution, and also, the environment means hard science.
 - In other words, my colleagues that worked on atmospheric chemistry and water quality and all that, have no trouble getting big funding,
 - but if you're dealing with policy, in the broader sense, there just isn't support out there.
 - It just really isn't.
 - It's been very hard to get anything for, for dealing with the issues of public policy.

CHART 7-4

The Core Narrative: "Most of all, it was parting people from their money..."

-
- If you are doing something that is not popular at the time, very definitely,
 - I mean there are members of a lot of organizations that came along not long after the Chesapeake Bay Foundation, are no longer in existence.
 - And the answer to that is basically lack,
 - not lack of good people,
 - it's a lack of money.
 - There's a lack of keeping things within reasonable balance so that they can keep going.
 - Most of all, it was parting people from their money
 - for a cause that at a time was not popular.
 - I mean, people you could talk to people and they'd be interested.
 - but that was a tough one;
 - parting people from their money.
 - It still is

CHART 7-5

The Core Narrative: "So they have intense interest in a very narrow issue as a rule, and they don't tend to build coalitions well."

-
- It's still hard to get environmental people all working in the same direction.
 - I tried to get environmental people to come out and testify at public hearings so that the record would be balanced if you will.
 - I had the hardest time with it.
 - So they have intense interest in a very narrow issue as a rule,
 - and they don't tend to build coalitions well.
 - They don't tend to take part in the normal way one influences public policy.
 - They don't give campaign contributions.
 - They don't tend to work actively in elections
 - Although in other states sometimes they have done that and have been very effective.
 - I would say for the first time they started rating legislators on their environmental rules last year.
 - And that's got a little attention among the legislators.

CHART 7-6

The Core Narrative: "Environmentalism is not simply another problem of public policy, but it really is a social revolution which is still incipient."

-
- We, as society, and not just us, but certainly the United States as a society, is going to have to face some very difficult and costly choices if we are to going to be able to protect and manage the environment
 - in a way that we say we must
 - Well, I don't think it requires draconian changes in our lives,
 - but it requires a very significant difference in the way we think,
 - how we use our money,
 - how we use our time,
 - how we live.
 - And I've also tried to say, that in many respects, our political system is not very well structured, institutionally, or legally, to deal with environmental issues,
 - and there's going to have to be in many respects a kind of major recasting of institutions.
 - In other words environmentalism is not simply another problem of public policy,
 - but it really is a social revolution which is still incipient.
 - The thing which we are having the greatest trouble with, are the institutional and social arrangements.

TABLE 25
Key Sentence Response by Respondent Concerning Obstacles

H7: There are no obstacles which individual environmental leaders face in effecting environmental public policy.
Q7: What are the most important obstacles you face in accomplishing your work?
7-1: "I see the back room deals being done, and I want to take that sledge hammer, and I want to smash it."
7-2: "Advocacy doesn't combine very well with other goals."
7-3: "...if you're dealing with policy, in the broader sense, there just isn't any support out there."
7-4: "Most of all, it was parting people from their money."
7-5: "So they have intense interest in a very narrow issue as a rule and they don't tend to build coalitions well."
7-6: "Environmentalism is not simply another problem of public policy, but it really is a social revolution which is still incipient."

TABLE 26

Key Word Summary and Grand Synopsis of H7: There are no obstacles which individual environmental leaders face in effecting environmental public policy.

H7
Q7
politics
conflicts
support
money
non-coalitions
newness
politics

Current Climate of Cooperation Among Environmental Organizations:

Charts 8-1 through 8-6 indicate the answer to the question concerning the respondents' perception of the current climate of cooperation among environmental organizations.

H8 stated: There is no lack of coordinated effort among environmental organizations in general.

Question 8 asks: Do you perceive there to be a lack of coordinated effort among environmental groups in general?

The range of environmental interests and areas of involvement provide a wide scope of diversity and focus among environmental groups. The numbers of these groups have exploded over the last 20 years. The cooperation among these groups was perceived to be virtually non-existent if not divisive by five of the six respondents. Respondent #6 did not perceive a problem to exist.

Respondent #1 perceived a protectionist atmosphere. He stated:

"These people are all protective of their service and they are all out there vying for that market." (Chart 8-1)

Respondent #2 said:

"The internal obstacle is the sort of miserable nature of the environmental groups in the state."

"Two things: lack of coordinated effort and lack of, _____ there's been a lot of turf people hanging on to turf and failing to build leadership, I mean together, you know." (Chart 8-2)

Respondent #3 reflected on the perception that the national organizations do not have an interest in general environmental policy. He stated:

"The good thing they do of course is to focus on specific, various issues. You know like save this endangered species, save that endangered ecosystem. But they're not interested in general environmental policy."
(Chart 8-3)

Respondent #4 addressed the issue from a very unique perspective among the respondents when he speaks of maintaining a balance. He suggested:

"I would sort of almost echo John Muir that the more the merrier."

"...and I'll be very honest about this, I mean in the early days, I was more interested in the Chesapeake Bay Foundation succeeding than in another organization." (Chart 8-4)

"You know to me people in balance, institutions in balance, personnel that indicate a balance within their structure are admirable, and the people that I like."

Respondent #5 states her perception clearly:

"It's a massive lack of cooperation." "You need to have a certain amount of coordination that has not been accomplished and it would be beneficial to have more coordination because those are called alliances."

"It's still hard to get the environmental people all working in the same direction." (Chart 8-5)

Finally, in a manner consistent with his other comments reflective of the minimal contact with environmental organizations versus environmental policy, respondent #6 reported:

"I don't think there's a problem of coordination."

Results are summarized in Charts 8-1 through 8-6 and Table 29.

CHART 8-1

The Core Narrative: "...these people are all protective of their service, and they are all out there vying for that market,..."

-
- I wanted to gather some people together,
 - I saw that there was a gigantic void in the way the environmental community was orchestrated,
 - not just here in Hampton Roads, but across the entire United States.
 - You alienate groups if you try to restructure them or their mind set.
 - these people are all protective of their service, and they are all out there vying for that market
 - So what I try to do is just remain aloof from all of that
 - and say listen we all have a goal and objective;
 - we can achieve it together,
 - but if we start fighting amongst ourselves where we become fragmented,
 - then we are going to lose the battle
 - we're not networking with each other
 - The left hand doesn't know what the left hand is doing.
 - So I called everybody and we met in this restaurant.
 - Well, it was just absolutely so successful.
 - I then started putting together a newsletter
 - I got elected to City Council,

CHART 8-2

The Core Narrative: "The internal obstacle, is the sort of miserable nature of the environmental groups in the state,..."

-
- Well the obstacle, the thing we have to get over of course is the opposition of the legislature,
 - the usual stuff
 - the internal obstacle, is the sort of miserable nature of the environmental groups in the state,
 - two things:
 - lack of coordinated effort,
 - and lack of,
 - there's been a lot of turf,
 - people hanging on to turf and failing to build leadership,
 - I mean together
 - and I'm not well positioned to do anything about it
 - And what can you do about it?
 - my first reaction was just wait until the dynamics change
 - People come and people go, you know.
 - The trouble with national groups is that they've become bureaucrats to the extent that they don't do campaigns.
 - They don't think campaigns
 - By thinking campaigns,
 - I mean you got your out there,
 - and all campaigns have
 - fund raising
 - media
 - politics
 - lobbying
 - newsletter writing
 - research, da te da, te da,
 - But they have a big agenda.
 - Their agenda is far too broad.
 - They have too many people.
 - They have too many committees.

CHART 8-3

The Core Narrative: "But they're not interested in general environmental policy."

- And there was something in the literature about it,
- The good thing they do of course is to focus on specific, various specific issues.
- You know, like save this endangered species, save that endangered ecosystem.
- But they're not interested in general environmental policy.
- For example, I helped to write the National Environmental Policy Act, and the main line conservation organization had practically no interest in it.
- And they don't really talk to people like me.
- I mean, when the National Wildlife Federation launched what I think was a very desirable effort...they had a couple of staff people that worked on that, and lobbied the Congress, and they spent a lot of money, and they got no place.
- In my judgment, what they should have done was to convene a workshop of some of the prominent people that write on environmental law...to work this, and help them get together.
- But then, you know, like the _____ that the National Wildlife Federation, he'd rather go it alone
- and they do,
- they to some extent are competitive for memberships
- I think the success in some ways has rather spoiled them.
- The headquarters in Washington often gets pretty far separated from the constituents out in the field.
- I wouldn't want to see them weakened in any way,
- but I think they would be strengthened if they were able to work together,
- but even more so if they would look beyond their own staffs in Washington and involve people who sympathize with them,
- but with whom they never talk.

CHART 8-4

The Core Narrative: "You know to me, people in balance, institutions in balance, personnel that indicate a balance within their structure are admirable, and the people that I like."

-
- But I would, from my observation, I would sort of almost echo John Muir, that the more the merrier.
 - I mean in this area where you're not quite sure whether everything is being done that needs to be done.
 - But the market sorts that out pretty quickly,
 - You know to me, people in balance, institutions in balance, personnel that indicate balance within their structure are admirable, and the people that I like.

CHART 8-5

The Core Narrative: "It's a massive lack of coordination"

- It's a massive lack of coordination
- You need to have a certain amount of coordination that has not yet been accomplished
- and it would be beneficial to have more coordination
- because those are called alliances
- Jerry McCarthy and his environmental endowment is giving him some money to do it.
- That helps
- But they fall apart on certain issues.
- I tried to get environmental people to come out and testify at public hearings so that the record would be balanced if you will.
- I had the hardest time with it
- So they have intense interest in a very narrow issue as a rule,
- and they don't tend to build coalitions well.

CHART 8-6

The Core Narrative: "I don't think there's a problem of coordination."

- Well, first of all, I don't think there's a problem of coordination.
- The large national environmental groups in fact work very closely together.
- there is, among the main line group, a considerable amount of collaboration and cooperation.
- I think that the pluralism along the environmental movement is probably inevitable.
- I think one of the biggest problems with the environmental movement is basically right now, is that I see that there is a kind of widening rift between the leadership of the main line group, and a lot of the rank and file of their membership among the environmental organizations generally,

TABLE 27
Key Sentence Response by Respondent Concerning
Coordination among Environmental Groups

H8: There is no lack of coordinated effort among environmental organizations in general.
Q8: Do you perceive there to be a lack of coordinated effort among environmental groups in general?
8-1: "These people are all protective of their service and they are all out there vying for that market."
8-2: "The internal obstacle is the sort of miserable nature of the environmental groups in the state."
8-3: "But they're not interested in general environmental policy."
8-4: "You know to me, people in balance, institutions in balance, personnel that indicate a balance within their structures are admirable, and the people that I like."
8-5: "It's a massive lack of coordination."
8-6: "I don't think there's a problem of coordination."

TABLE 28

Key Word Summary and Grand Synopsis of H8: There is no lack of coordinated effort among environmental organizations in general.

H8
Q8

vying
miserable
disinterest
unbalanced
uncoordinated
coordination

uncoordinated

Correspondence with Peers:

Charts 9-1 through 9-6 indicate the answers of the respondents to the question concerning the respondents' inclination to network with their peers and the degree of involvement.

H9 states: Successful environmental leaders do not meet or correspond regularly between their peers.

Question 9 asks: Do you meet or correspond regularly with your peers to discuss your efforts and issues pertinent to the future development of the environmental movement and major issues?

Staying in contact with one's peers seems to be prevalent among environmental leaders. Five of the six respondents attested to their active participation in networking activities. Respondent #6 does lament, however, his profession's lack of sharing between peers on issues.

Respondent #1, in describing his activities on a particular project, said:

"I called up all the people that I knew in the loop who headed up environmental organizations." (Chart 9-1)

Respondent #2, referring to her role as a stage manager among the players in the environmental scene, related:

"I stay in communication with a lot of people in the stage."
(Chart 9-2)

Respondent #3 recalling his many colleagues, friends and acquaintances over the years said:

"I have, over the years, built up what you might call a network, which is what anybody has to do that succeeds." (Chart 9-3)

Respondent #4 recalls his early days of forming an environmental organization which he reflects on by saying:

"...The major concerns and I would meet in the early days and sure, everybody we all, we were a pretty small group and there was a lot of contact." (chart 9-4)

Respondent #5 sees her current position as a unique opportunity to keep in touch with not only her peers, but current issues. She said:

"I have lots of opportunities to do that. And in the context of doing that, you just pick up ideas of what's going on..." (Chart 9-5)

Respondent #6 provided some insight into the academic community and his profession in particular. He stated:

"We, like most academics, tend to be very self-absorbed, and we often times do not work well or seek opportunities to work well together, and we tend to pursue somewhat disparate interests without much coordination." (Chart 9-6)

Results are summarized in Charts 9-1 through 9-6 and Table 31.

CHART 9-1

The Core Narrative: "I called up all the people that I knew in the loop who headed up environmental organizations..."

-
- They were getting ready to open a field office
 - It seems as though their field office director,...operated this place out of her home.
 - So I contacted Washington.
 - They gave me her number,
 - so I called her and asked her to have a meeting,
 - the next step was my getting involved with the Virginia Beach Clean Community Commission,
 - where you get civic league service organizations' citizens to come out,
 - Coming out of that, I was chairman of Stewardship and Finance and president of the Christian Men's Fellowship of my church
 - and I was chairman of Evangelism
 - so I began to get invitations to come to speak at church groups
 - So,...I began to question all those people out there that were concerned.
 - "Well do you belong to an organization?"
 - "Well, no."
 - "Well, why don't you?"
 - "Well who are they,
 - and where are they?"
 - I said, "Well, we have got to do something about this,
 - So, I sat down and had a meeting with a couple of people of organizing an umbrella environmental coalition for Hampton Roads.
 - So, out of that came the Green Breakfast of Hampton Roads.
 - In August of 1991,
 - I put together a breakfast, and
 - what I did,
 - I called up all the people that I knew in the loop who headed up environmental organizations,
 - and I said the Democratic party has a weekly breakfast,
 - the Republican party has a weekly breakfast,
 - we're all busy doing our own little thing
 - but we're not networking with each other
 - Well, it was just absolutely so successful.
 - I then started putting together a newsletter,

CHART 9-1 Con't.

The Core Narrative: "I called up all the people that I knew in the loop who headed up environmental organizations..."

- So I would notify people
- and out of that I said you know what we're doing and the reason for it
- is not for us.
- Out of that is now spread at least in Virginia Beach,
- we have just started the Virginia Beach Student Environmental Commission
- in addition to the elementary kids, what happened,
- was we started getting some kids from Tidewater Community College,
- some young cultivated minds from Virginia Wesleyan
- and out of that now,
- they have an environmental club
- So all of these things are tied together and believe it or not, people care.
- And out of that has come,
- I would say,
- quite a good structured movement.

CHART 9-2

The Core Narrative: "I stay in communication with a lot of people in the stage."

-
- I've always thought of myself more as the stage manager and director in trying to round up other people to do speaking parts
 - Well, I stay in communication with a lot of people in the stage
 - I mean everybody knows me.
 - Yes, it's very useful because you have ties everywhere
 - Information is power
 - and you get information from networks
 - that's another criticism I have of a lot of environmentalists,
 - is that they stay in their own little world.
 - I mean I work at staying networked through as many different sectors of the state as I possibly can.
 - my underlying strategy in life is to spend continuously expanded
 - I get on a new committee,
 - or I'm appointed to a Governor's task force for this, that or the other,
 - and I get to know, if there's somebody on it I didn't know,
 - I go sit next to them and get to know them.
 - and then they get elected to legislature and you still know them,
 - you know?
 - It's fun.

CHART 9-3

The Core Narrative: "I have, over the years, built up what you might call a network, which is what anybody has to do that succeeds."

- Oh quite frequently.
- Both on the telephone and in writing.
- No, I have over the years,
- built up what you might call a network,
- which is what anybody has to do that succeeds.
- I mean no one can go it alone.
- You just have to have, you have to have information coming out of Washington and other places.
- so that not only in this but abroad too,

CHART 9-4

The Core Narrative: "...the major concerns and I would meet in the early days and sure, everybody, we all, we were a pretty small group and there was a lot of contact."

- Oh sure.
- I have a lot of association
- Well, the major concerns of people and I would meet in the early days and sure, everybody, we all, we were a pretty small group, and there was a lot of contact.
- You know it was sort of like a trade association.
- I mean if you've got two manufacturers, I suppose they're competing,
- Well they are, they're competing with one another,
- but that doesn't mean that they're not going to go to the same trade association.

CHART 9-5

The Core Narrative: "I have lots of opportunities to do that. And in the context of doing that, you just pick up ideas of what's going on..."

- I do.
- And now in this position of course, I have a lot of opportunities to do that.
- And in the context of doing that, you just pick up ideas of what's going on
- Whenever we're considering a new program here, a new initiative, we will always look to our neighboring states certainly to see what they're doing,
- or other states around the country
- so there are a lot of contacts

CHART 9-6

The Core Narrative: "We, like most academics, tend to be very self absorbed, and we often times do not work well or seek opportunities to work well together, and we tend to pursue somewhat disparate interests without much coordination..."

-
- No, we don't
 - there are really only a relative handful of academicians who are doing this stuff.
 - The subfields tend to be fairly small,
 - and the people tend to know each other who are doing most of the work.
 - But we, like most academics, tend to be very self absorbed,
 - and we often times do not work well or seek out opportunities to work well together,
 - and we tend to pursue our somewhat disparate interests without very much coordination
 - and I think it is a real fault,
 - The American Political Science Association has oh, ten, twenty, thirty different special sections, special interest sections, in everything from feminist issues to political ethics, to comparative government,
 - but we don't have anything which is specifically committed to environmental issues.

TABLE 29
Key Sentence Response by Respondent Concerning
Correspondence among Peers

H9: Successful environmental leaders do not meet or correspond regularly between peers.
Q9: Do you meet or correspond regularly with your peers to discuss your efforts and issues pertinent to the future development of the environmental movement and major issues?
9-1: "I called up all the people that I knew in the loop who headed up environmental organizations."
9-2: "I stay in communication with a lot of people in the stage."
9-3: "I have, over the years, built up what you might call a network, which is what anybody has to do that succeeds."
9-4: "...The major concerns and I would meet in the early days and sure, everybody, we all, we were a pretty small group and there was a lot of contact."
9-5: "I have lots of opportunities to do that. And in the context of doing that, you just pick up ideas of what's going on..."
9-6: "We like most academics, tend to be very self absorbed, and we often times do not work well or seek opportunities to work together, and we tend to pursue somewhat disparate interests without much coordination."

TABLE 30

Key Word Summary and Grand Synopsis of H9:
 Successful environmental leaders do not meet or
 correspond regularly between peers.

H9
Q9

Yes
Yes
Yes
Yes
Yes
No

regular correspondence

Increasing the Effectiveness of the Environmental Movement:

Charts 10-1 through 10-6 indicate the answers of the respondents to the question concerning the respondents' perception concerning the future efforts needed to increase the effectiveness of the environmental movement.

H₁₀ states: The overall effectiveness (i.e., success) of the environmental movement cannot be increased.

Question 10 asks: What needs to be done to increase the overall effectiveness (i.e., success of the movement?)

Three themes appear to emerge from the respondents answers: (1) coalition building; (2) educational efforts; and (3) participating in the political process.

Respondents #1 and #5 present it quite succinctly:

Respondent #1 said:

"...the number one thing we need to do...as soon as you turn 18, you get down there and you register to vote." (Chart 10-1)

Respondent #5 remarked:

"So probably what you have going with the public, is you have to martial their numbers and interests into election returns." (Chart 10-5)

Respondent #3 sees a need to focus on bringing together various levels of organization to improve current effectiveness. He said:

"I think in the future, we need to look more at the integration of different levels of government." (Chart 10-3)

Respondents #2 and #6 perceive the need for emphasizing education.

Respondent #2 said:

"I mean teaching people. And there's far, far, far, far, far too little of that going on."

"You don't want a single leader. You want more people learning how to do leadership,..." (Chart 10-2)

Respondent #6 emphasized education by saying:

"I put so much emphasis on education because it seems to be that if we're going to make the kind of decisions and changes we have to make domestically and globally in the future, it has to begin with a kind of willingness on the part of people to accept the ideas that are implied."

(Chart 10-6)

Respondent #4 reflected on his most recent reading and offers his perspective by saying:

"...the environmental movement or environmentalists themselves, had better be careful not to become dis-associated from the problems of joblessness." (Chart 10-4)

CHART 10-1

The Core Narrative: "...the number one thing we need to do...as soon as you turn 18, you get down there and you register to vote..."

-
- I wanted to gather some people together,
 - And it just promotes public awareness in the involving community and so on and so forth.
 - I have never been territorial.
 - I have always been inclusive.
 - Why don't we get together and combine our efforts,
 - because when it comes to the environment, the environment does not know geographic boundaries
 - let's work together
 - What is desperately needed is a very cost effective, easy to produce, directory of all environmental organizations of Hampton Roads,
 - I talked to Sharon Adams and some other people, and out of that was the formulation of what is now called the Elizabeth River Project
 - My original intent of what I wanted to do was to do a river-keeper
 - you stalk ships
 - and take a video camera and you film them dumping things in the river,
 - or you take a point source pollution,
 - one of the shipyards,
 - they are dumping something.
 - Well, you film them
 - and then you take them to court.
 - Well, instead of that approach,
 - we decided to become an organization that was inclusive,
 - that pulled in all the river users,
 - and then out of that we put together an advisory board,
 - and they are now policing each other,
 - everybody's coming together on their project.
 - I think what we need to do,
 - we in the environmental community,
 - we need to get more people in our local government
 - And that's the only way we are going to change things,
 - and change is gonna come from the people
 - So the number one thing we need to do,
 - and I stress this with the kids in schools:
 - As soon as you turn 18,
 - you get down there and you register to vote
 - All I am trying to do is get good sound planning in government,
 - and it is going to take the change of policy of our city governments

CHART 10-2

The Core Narrative: "I mean teaching people. You don't want a single leader."

- There's been a lot of turf, people hanging on to turf and failing to build leadership,
- I mean together,
- you know?
- one of the things that I really had as a major goal,
- was building volunteers,
- building volunteers and finding committees,
- and finding, working with neighborhood groups.
- I mean if a group popped up somewhere, I would help them
- so helping people through the difficult technical part,
- giving them advice,
- you know, walking them through their first press conference,
- telling them they need to do a press conference,
- but not taking over the press conference
- I mean teaching people.
- And there is far, far, far, far, far too little of that going on.
- You don't want a single leader
- You want more people learning how to do leadership,
- because there isn't a single issue

CHART 10-3

The Core Narrative: "I think in the future, we need to look more at the integration of different levels of government..."

-
- I think in the future, we need to look more at the integration of different levels of government for one thing,
 - and I had that view way back in I think it was '73,
 - but you know when you're early, nobody much listens,
 - and then all of a sudden,
 - they get turned on that this is an important issue,
 - but by that time, somebody that wrote about it five to ten years earlier is considered old hat.
 - Many of us have discovered that the latest is not different than what it was 30 years ago.
 - I think, you see there's a lot more people in the act now for one thing.
 - And the second thing are those people...are to some extent lightening rods too.
 - I mean they attract a lot of adversity, as well as support.
 - And some of the particular, individual leaders foresee themselves as competitors, I think,

CHART 10-4

The Core Narrative: "...the environmental movement, or environmentalists themselves, had better be careful not to become dis-associated from the problems of joblessness."

-
- Well, times have changed,
 - needless to say,
 - and I happen to be on a train of thought which leads me to think that the environmental movement, or environmentalists themselves, had better be careful not to become dis-associated from the problems of joblessness.
 - There's been a very irreversible loss of jobs as we know them.
 - It's irreversible, and growth is not going to make those up,
 - so we all have to recognize that the one common interest that the human animal has with all other animals is that you must eat to live,
 - and in the human existence, that means having a job.
 - So the environmental movement had better be aware of that,
 - I mean that has got to be rethought and that is what Fourtoun says by the way,
 - he says , in my opinion, you've got to rethink the structure of our society, that if we don't do that, we're going to end up by being users.
 - I don't think so. I really don't, any more than in a very, very wide spread industrial world,
 - there's no one person who is a leader of industry.
 - today the environmental movement is too rich in institutions and people and what have you to expect one person.
 - It's too wide spread.
 - There's so much new thinking, new momentum, new energy that is going into it.
 - It's become a big, big concern,
 - very properly,

CHART 10-5

The Core Narrative: "So probably what you have going with the public, is you have to martial their numbers and interests into election returns."

-
- You have to be able to extend public opinion through public education,
 - then targeting that knowledge, that public interest on a particular decision so that the political system will respond.
 - Environmental interests throughout the public, I think, are broad in support,
 - but it's thin,
 - and it fades
 - You focus on a crises and then it fades
 - so by contrast,
 - the people who are paying the bills should be saying, the regulated community for the most part.
 - They have very intense interest,
 - very,
 - it may be very narrow,
 - but it's very deep,
 - and they have lobbyists,
 - and they have lawyers,
 - and they have a lot of money to go into this,
 - and they have the campaign contributions.
 - So probably what you have going with the public, is you have to martial their numbers
 - and interests
 - into election returns.
 - So, what the environmental community could do is help martial those, that public interest in the environmental into election returns,
 - and then that's when you really start getting people's attention over there.
 - A single individual can do something that's very much an important part of this public process,
 - and that is get people's attention,
 - focus on an issue,
 - be a Ross Perot of the environmental area.

CHART 10-6

The Core Narrative: "I put so much emphasis on education because it seems to me that if we're going to make the kind of decisions and changes we have to make domestically and globally in the future, it has to begin with a kind of willingness on the part of people to accept the ideas that are implied."

-
- The thing which we are having the greatest trouble with, are the institutional and social arrangements.
 - which is one reason why I put so much emphasis on education
 - because it seems to me that if we're going to make the kind of decisions and changes we have to make domestically and globally
 - in the future
 - it has to begin with a kind of willingness on the part of people to accept the ideas that are implied.
 - one of the events that might precipitate some kind of an increased cohesiveness among environmental groups would be some kind of perceived threat or crises between the environmental movement
 - which would cause a lot of these groups to feel that they need to sort of drop whatever their individual quarrels with each other might be and sort of write because they have a common enemy and because of the magnitude.
 - that is a very temporary kind of thing,
 - it's probably inevitable that you're going to have all these different organizations.

TABLE 31
Key Sentence Response by Respondent Concerning Improvement
of Current Environmental Movement's Effectiveness

H10: The overall effectiveness (i.e., success) of the environmental movement cannot be increased.
Q10: What needs to be done to increase the overall effectiveness (i.e. success) of the movement?
10-1: "...the number one thing we need to do...as soon as you turn 18, you get down there and you register to vote."
10-2: "I mean teaching people. You don't want a single leader."
10-3: "I think in the future, we need to look more at the integration of different levels of government."
10-4: "...the environmental movement, or environmentalists themselves, had better be careful not to become dis-associated from the problems of joblessness."
10-5: "So probably what you have going with the public, is you have to martial their numbers and interests into election returns."
10-6: "I put so much emphasis on education because it seems to me that if we're going to make the kind of decisions and changes we have to make domestically and globally in the future, it has to begin with a kind of willingness on the part of people to accept the ideas that are implied."

TABLE 32

Key Word Summary and Grand Synopsis of H₁₀: The overall effectiveness (i.e., success) of the environmental movement cannot be increased.

H10
Q10

vote
teach
integrate
economics
election
educate

education and election

CHAPTER 5

SUMMARY, CONCLUSIONS, RECOMMENDATIONS

This chapter will provide a review of the previous chapters, conclusions drawn from the data, a proposed strategic planning model based on the conclusions from the data, and recommendations for further research.

Review of the Preceding Chapters

The purpose of this study was to determine the personal and professional characteristics of successful individuals who have a positive influence on the development of public policy concerning the environment. Additionally, the characteristics which were most likely to enhance their success and determine which of these characteristics might contribute to efforts toward developing public environmental policy in the future were investigated. The social, economic and political environment in which the process of developing effective environmental public policy must operate is placing increasing demands on policy makers, environmental advocates and concerned private citizens to sharpen their wits as well as their pencils. The issues are not only complex but diverse. The challenge to any individual or organization is to clearly know who they are, where they are going and how they are going to get there. The development and implementation of public policy by definition is a public process. Therefore, positive, strong, steady leadership is crucial to guiding the general public through these critical times and the maze of information available.

Five basic assumptions were used as a framework to review the literature: (a) there is clearly a need to take action to protect the environment and ultimately the human race; (b) the requirement to proactively participate must be politically

and socially institutionalized; (c) the future of the environment is in the hands of individual citizens as they impact on public policy; (d) people do not participate in social action unless they clearly perceive a reason to become involved; and (e) without the support of the general public, any public policy is destined to ultimately fail.

In the two decades since the first Earth Day (April 22, 1970) and for all the concern expressed and various efforts made to address the diverse problems facing this nation, the end result is a mixed report card of improvement in some areas and sharp deterioration in others. According to the Council on Environmental Quality (CEQ), "The environmental changes that have occurred in this country over the past 20 years, do not suggest that a pollution free world is in sight."

It was clear that as Rowen (1974) suggested, policy decisions are made in organizations. The anecdotal data provided by the respondents further strongly supported this notion by suggesting that individuals and environmental organizations needed to get actively involved in the political process.

The role of the individual citizen was explored next. It was found that social and economic change always starts with individuals, even when it occurs within large organizations. The environmental movement today certainly must face both and embrace them in order to have any enduring effects. Certainly the process of individuals, communities, and organizations bannng together to strengthen their voice in the democratic process is happening and can have a positive influence in the policy making process.

Darley and Latané (1968) were found to have a model of human behavior which suggested that unless individuals or groups first perceived an emergent reason to act, no action was generally taken. The final step in taking action was

actually implementing our decision to act. The environmental movement stands on the threshold of an opportunity to influence an individual's decision to not only perceive a reason to act, but to follow through to implement that decision. The confidence to carry through is crucial and the perception of the possibility of success must be communicated loud and clear. Bardwell (1991) provided some insight through story telling of successes which offers hope.

The issue of public support was studied and it was found that there are conflicting reports. Too often, it is found that while the general public expresses great concern and support they rarely translate that concern into action, whether it be an act of individual behavior or as a member of an organization. Without the support of the general public, any public policy is destined to fail as Ingram and Mann (1980) pointed out.

Finally, the role of leadership was explored. Effective leadership behaviors fell into eleven categories. They were: (1) task orientation vs. consideration; (2) intuition/insight; (3) managing symbols/culture; (4) self-knowledge; (5) entrepreneurship/risk taking; (6) effective communication; (7) vision; (8) cognitive development; (9) empowerment; (10) charisma; and (11) effective organizational structure.

Consequently the researcher questioned whether a model of strategic planning of environmental leaders, based on identifiable characteristics of currently successful leaders in the development of environmental public policy, might be a useful tool for further study and implementation by individuals and organizations interested in effecting environmental public policy. The study informally posed 10 hypotheses which were developed and validated by the use of an expert panel who reviewed and commented on several iterations of the

instrument and ultimately approved its final form by consensus. The questionnaire addressed several areas of concern felt to be critical to the process of developing public policy. It explored personal as well as professional factors essential in leaders effecting environmental public policy. The information obtained from this questionnaire aided in the identification of goals, content and objectives for the development of the environmental strategic planning model.

A qualitative research design using Mischler's multi-step ethnographic process of narrative analysis for interviews was used to analyze the data. As stated earlier, no formal hypotheses were stated in advance. Data were collected by entering the territory of six selected individuals who facilitate the successful adoption of environmental public policy to listen to their experiences that resulted in their continued and publicly recognized success. Through the process prescribed by Mischler, whereby the interviewer allows the respondent to tell a story in the process of answering questions and by not interrupting their direction or stream of thought, the investigator was able to develop an extensive data base which provided a thorough description of their characteristics. It ultimately provided key data for the development of the planning model.

The sample population was comprised of six individuals, two female and four male, representing local, state and national level experience in both government and non-government organizations who were willing to participate in the study.

Findings

For the purpose of focusing the discussion, the 10 hypotheses will be used as a framework.

H₁ stated: Individuals are not motivated to become environmentalists by any events in particular. The data did not support this statement. To the contrary, all the respondents related a story of a significant event in their lives which altered the individual's life path toward eventual involvement in work related to environmentalism and effecting the development of environmental public policy.

H₂ stated: Establishing goals and objectives does not play a role in establishing a successful environmental program. The data did not support this statement. Goals and objectives were very clearly articulated by the respondents when asked what their goals and objectives were. They ranged from "to clean" the environment (Chart 2-1) to simply having a "very deep commitment to environmental protection" (Chart 2-5).

H₃ stated: Establishing a focused strategy of approach does not have an effect on achieving environmental goals. The data did not support this statement. All the respondents were clearly cognizant of, and focused on, their strategy of approach. Though some initially spoke in terms of a goal, e.g., "to popularize" or "to become a watch dog," the narrative eventually revealed their individual method or strategy of approach. The process of coalition building was particularly prevalent throughout most of the narratives. A sub-theme indicating an awareness of the importance of remaining steadfast and dedicated to the ultimate goals was also evident: e.g. respondent #5 said, "what really changes public policy is solid, day to day, working through the system, and implementation of whatever is adopted as public policy." (Chart 3-5)

H₄ stated: Training is not useful in achieving success in effecting environmental public policy. The data did not support this statement. The level and type of training, however, varied greatly from a liberal arts background of the

"renaissance men" and anthropology, to a Ph.D. in Political Science. When asked what areas of training (formal and informal) the respondents had and found the most useful, they all seemed to indicate that their informal life experiences that tempered or enhanced their varied educational backgrounds was of great value. A sub-theme reflecting their inclination to work with and through people was evident, as respondent #2 described her role as a stage manager and her love of building coalitions (Chart 4-2). Respondent #5 also emphasized how important it was to bring as many people along with you as possible (Chart 4-5). The influence of mentors was also mentioned several times and emerged as a sub-theme.

H₅ stated: Personal skills and attributes do not contribute to the effectiveness and success of individual environmental leaders. The data did not support this statement. This was perhaps one of the most revealing of the questions asked of the respondents. Several sub-themes emerged: strength, tenacity, humbleness, e.g. Respondent #4 remarked that his strength was "what I might style as an ordinariness" (Chart 5-4). A willingness, almost eagerness to work through and with others, was also evident.

H₆ stated: There are no readily identifiable elements which would improve an individual environmental leader's effectiveness. The data did not support this statement. The respondents very clearly were aware of weaknesses in their efforts. They quickly identified them as either personal, professional or systematic. In other words they saw their weaknesses as an artifact of the policy making process itself. For example, respondent #5 had remarked several times throughout her narrative about the difficulty of bringing the environmental organizations together on a focused issue as a show of political strength. Her

remark "the more folks I think you include and bring along in the process, the more effective you have a chance of becoming" is clearly indicative of a sense of the need to improve and where. The other respondents were equally as clear in their awareness as well as their responses.

H7 stated: There are not obstacles which individual environmental leaders face in effecting environmental public policy. The data did not support this statement. The obstacles that were mentioned were varied, and obviously reflective of the individual experiences of the respondents. Perhaps one exception was respondent #6, who reflected in his statement that "environmentalism is not simply another problem of public policy, but it really is a social revolution which is still incipient." (Chart 7-6) Not surprisingly, the political process emerged a major theme as an obstacle to the development of environmental public policy. This particular theme served to corroborate the findings in the literature.

H8 stated: There is no lack of coordinated effort among environmental organizations in general. The data did not support this statement. To the contrary, with one exception, five of the six respondents strongly indicated the opposite perception. Perhaps respondent #6, who was most succinct, said it best when she said, "It's a massive lack of coordination." (Chart 8-6)

H9 stated: Successful environmental leaders do not meet or correspond regularly between their peers. The data did not support this statement. Again five out of the six respondents responded strongly to the contrary on this issue. Respondent #3 reflects the feelings most clearly and perhaps addresses the essence of the question at the same time when he responded by saying: "I have over the years, built up what you might call a network, which is what anybody has to do that succeeds." (Chart 9-3)

H₁₀ stated: The overall effectiveness (i.e., success) of the environmental movement cannot be increased. The data did not support this statement. Though mixed in their perceptions of what needs to be done, the respondents clearly had a perception of the direction to head in. Two major themes and one sub theme emerged. Coalition building and ultimate participation in the political process emerged as major themes (i.e., get out the vote) and a need for an educational effort, clearly felt as necessary, emerged as a sub-theme.

The experiences that respondents related and information they provided was not significantly different from the literature. However, the study nonetheless, by providing an insight into the characteristics and strategies of successful individuals in the *environmental* policy process, adds new information into the behaviors of environmental policy leaders. It provides knowledge that educators and strategy planners can use to enhance their effectiveness in developing future leaders as well as to influence environmental public policy in general.

Themes

The "cultural path" of life's experiences was found to be complex. Seven major themes were found to exist among the respondents however. Each expressed the experience of an event sometime during his/her life that left an indelible mark on their perception of the environment and their role as both a person and a professional with respect to it. The development of some form of commitment to acting on behalf of the environment ensued. It took some form of advocacy, whether it was deeper involvement in the actual political process of policy formation, or forming an environmental organization to clean up and protect the environment, while working toward policy changes. Often there was mention of the existence of mentors which influenced the development of the

feelings of advocacy. Out of this new found sense of responsibility, or advocacy on behalf of the environment, emerged a visionary plan of action to address some aspect of environmental issues. In the process, a network was developed and selectively brought into the process as needed. This led to the formation of coalitions, a grouping of individuals or organizations to enhance the effectiveness of the plan. Several respondents mentioned as a sub-theme the enhancing quality of an educational effort to strengthen both the coalition building as well as the participation and success in the political process. Almost universally, it was recognized that to be influential in effecting environmental public policy, involvement in the political process is essential.

CONCLUSIONS

There are readily identifiable personal and professional characteristics of successful individuals who have a positive influence on the development of public policy (Appendix B); individuals who are successful in effecting environmental public policy seem to have had a personal life experience relating to the environment. This results in their reacting positively to the experience by generally developing a commitment to act as an advocate of the environment by acting on its behalf, i.e., cleaning, protecting, representing, being an advocate for, or engaging in educating others about environmental issues. Their goals and objectives, though different, reflecting various life's experiences, are definite and clear. Each individual does develop a clear strategy. Formal training does not appear to be confined to a specific discipline; to the contrary, strong feelings are expressed about the virtues of a broad, liberal arts and sciences background. The influence of mentors was mentioned several times and had an obvious and positive influence when experienced. Tenacity, determinedness, strength, all supportive characteristics to the central effort of the individuals to develop an action

plan to effect the public policy-making process were evident. Networking emerged as a must and a skill that would serve a successful individual better if learned and practiced early in career development. Coalition building appears to be the strategy of choice to strengthen the successful individual's efforts to effect the political process. Participation in the political process is universally accepted as necessary, whether it's on the local, state, or national level(s).

THE ENVIRONMENTAL STRATEGIC PLANNING MODEL

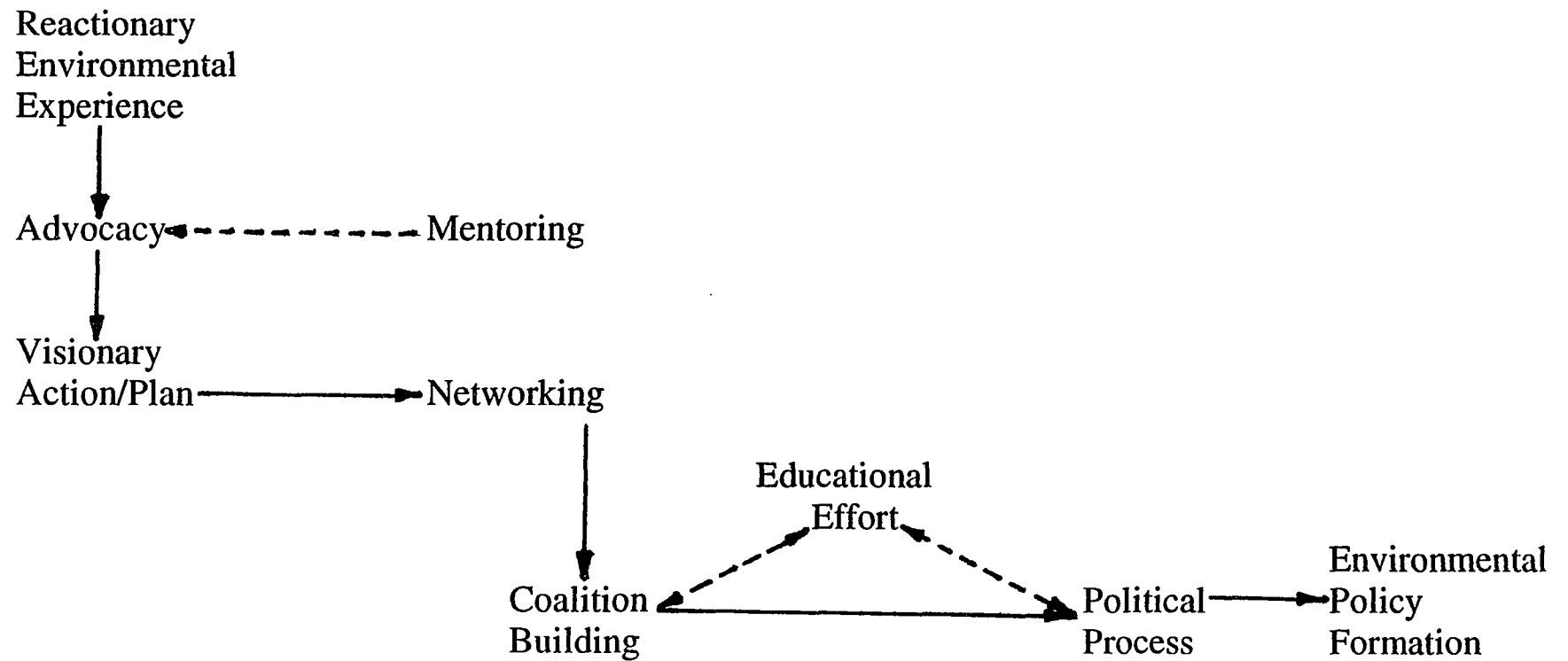
Based on the evidence presented in this study, a pattern of major themes or characteristics emerge which suggests the framework of a working model for environmental planning to be used by educators, environmental policy planners, environmental advocates, local, state and national environmental organizations, both government and non-government, to enhance their ability to effect the successful adoption of environmental public policy. The Environmental Strategic Planning Model is presented in Figure 2.

The model has six major elements plus two minor or sub components. The six major components are: (1) a reactionary environmental experience; (2) development of a feeling of advocacy for the environment; (3) the development of a visionary action plan; (4) establishing a method of networking; (5) coalition building; and (6) participation in the political process.

Reactionary Environmental Experience

The data indicated that all the respondents had a life experience which related to the environment in some way and which lead them to develop an interest in the desire to act on behalf of the environment. This phenomena seems to be supported by the literature (Darley & Latané, 1968), and suggested that without this experience, further action is generally not taken. Several examples of incidents resulting in major damage to the environment occurring within the last

FIGURE 2
ENVIRONMENTAL STRATEGIC PLANNING MODEL



ten years which held the general public's attention for a brief moment and only to be replaced by something unrelated over time can be cited, e.g., Prince William Sound and the *Exxon Valdez*; the Persian Gulf during the Persian Gulf war to name only two. If environmental advocates, in the broad sense, are to generate involvement and support by the general public, perhaps the creation of the opportunity to experience the environment (both good and bad) by the public would be worth considering.

Advocacy - The reactionary environmental experience seems to lead to a sense of desire to act on behalf of the environment; in the broad sense, to become an environmental advocate. This advocacy could logically take many forms: financial support to various organizations, volunteer work, career changes or new career development, founding of new environmental organization, etc. Mentoring emerges as a strong sub-theme or influence at this point, which seems to carry over throughout the process of continued involvement. Based on the study's findings, the development of a mentoring program seems to be a logical component of any successful program.

Visionary Action Plan - All of the respondents indicated they developed some form of strategy by which they participated in the process of effecting environmental public policy. Any goal worth pursuing is worth pursuing with a plan of action, if nothing else to give all those involved a sense of focus and a rallying point from which a clearly defined and agreed upon departure can be made. The process of developing this plan requires extensive data gathering and

logically leads one to develop a system or method by which to communicate with personal or professional peers who are knowledgeable about the goal. This process is commonly referred to as networking.

Networking - is simply the process by which a successful individual gathers desired information. As all but one respondent reported, networking is essential to be effective in any endeavor.

Coalition Building - Several respondents mentioned coalition building which lends strength to the inclusion of this component in the model. It has been clearly stated by the respondents that a perceived major weakness in environmental organizations today is their inability to work together. Secondly, it again has been clearly stated that one way to increase the environmental movement's effectiveness would be to get out the vote. Finally, by building coalitions the environmental organizations could greatly enhance their separate as well as collective access to pertinent information which would increase their ability to participate in the political process. A seemingly consistent sub-theme of developing an educational component to enhance both the coalition building process as well as the participation in the political process is supported by the literature and is included in the model.

Participation in the Political Process - In order to successfully effect environmental public policy, participation in the political process is mandatory. However, as clearly stated by a respondent, the study of political science and politics are not the same.

This model ultimately focuses on the goal of effecting the formation of environmental public policy and is expected to do so successfully.

LIMITATIONS AND RECOMMENDATIONS FOR FURTHER STUDY

From a methodological perspective, several limitations can be noted. Only six participants were used as respondents to gather data. Though highly qualified by virtue of their experience and their publicly acknowledged success, a larger population base could possibly have added to the quality of the data.

Only one interview was scheduled with each respondent. After careful review of the verbatim transcripts several additional or follow up questions could have been developed to refine the nature and specificity of the respondent's answers. One complicating factor, however, is the nature of the respondents availability of time for follow-up interviews. As public figures, the individual's time was often not his/her own. Each respondent was extremely cooperative and accessible however, with a little effort and accommodation. Perhaps a few preliminary interviews with unofficial participants as a trial or pilot would enhance this process.

Further ethnographic research is needed to expand knowledge concerning environmental leadership skills and strategy. Perhaps this could be expanded to examine specifically action planning, networking and the coalition building process within the environmental context.

From an educational perspective, further information is needed concerning education and training programs. Two aspects could be focused on relative to the strategic planning model: the mentoring process and how to develop and enhance it for environmental programs and leaders, and the nature and components

necessary for an educational program to enhance the coalition building process.

Further research is needed to corroborate the principles of the Environmental Strategic Planning Model and to enhance its applicability to current environmental advocacy planning.

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Appendix A

Panel of Experts Biographical Information

LYNTON KEITH CALDWELL

Lynton Keith Caldwell is the Arthur F. Bentley Professor Emeritus of Political Science and Professor of Public and Environmental Affairs at Indiana University, active in environmental and science policy research. His academic degrees are Ph.B. Honors in English (1934) and Ph.D. (1943) University of Chicago, M.A. (1938) Harvard University; and LLD (1977) Western Michigan University. He has served on faculties of the University of Chicago, the University of Oklahoma, Syracuse University, and the University of California at Berkeley with shorter appointments and lectures at more than 80 other collegiate institutions in the U.S. and abroad. Services to the public include the U.S. Senate, Departments of Commerce, Defense, and Interior, Office of Technology Assessment, National Institutes of Health, United Nations, and UNESCO. Scientific bodies in which he has participated include the National Research Council; National Commission on Materials Policy; Sea Grant Advisory Board; Science Advisory Board of the International Joint Commission; and the Pacific Science Congress. He has served on editorial boards of a number of scientific and professional journals and on the Board of Governors, The Nature Conservancy 1959-1965. He is noted as a principal architect of the National Environmental Policy Act of 1969 and the "inventor" of the environmental impact statement.

He has been Guest Scholar at the Woodrow Wilson International Center, Visiting Fellow at the East-West Center, recipient of the William E. Mosher Award (1964), the Laverne Burchfield Award (1972), and the Marshall E. Dimock Award (1981) of the American Society for Public Administration. In 1989 he received the IAIA-Rose-Hulman Award for Outstanding Achievement in the field of impact assessment and in 1991 was named one of the UNEP Global 500 for distinguished environmental services. He is the Fellow of the American Association for the Advancement of the Science; the Royal Society of Arts; and the International Association of Naturalists; recipient of the Most Noble Order of the Crown of Thailand; member of the National Society of Arts and Letters; U.S. National Academy of Public Administration, Honorary Life Member of the International Association for Impact Assessment, and corresponding member of the National Academy of Law, Cordoba, Argentina. He has published more than 200 articles and monographs and twelve books, (translations in 19 languages) of which the more recent are Science and the National Environmental Policy Act: (1982); International Environmental Policy (2nd rev. ed. 1990); Biocracy: Public Policy and the Life Sciences (1987); with others, Perspectives on Ecosystem Management for the Great Lakes (1988) and Between Two Worlds: Science, the Environment Movement, and Policy Choice. (1990): and with Dristin Shrader-Frechette, Policy for Land: Legal and Ethical Relationships (publication anticipated 1992). His first book, The Administrative Theories of Hamilton and Jefferson (1944) has been twice reprinted, most recently in 1988.

Biographical detail in Who's Who in America; Who's Who in Science and Engineering; American Men and Women of Science; Dictionary of International Biography; Contemporary Authors; and Men of Achievement: International Biographical Centre.

WALTER A. ROSENBAUM

Walter A. Rosenbaum currently serves as Professor, Political Science at the University of Florida.

Dr. Rosenbaum received his undergraduate degrees from the University of Redlands (Magna cum laude) (majoring in Political Science. He did his graduate work at Princeton University where he received both his Masters of Doctor of Philosophy in Political Science. Dr. Rosenbaum has held positions as Visiting Scholar, Environmental Studies Program, University of Oldenberg, Germany, Special Assistant to the Assistant Administrator, for Policy, Planning and Evaluation, U.S. Environmental Protection Agency, Washington, D.C., Policy Officer, U.S. Environmental Protection Agency. He has taught undergraduate and graduate courses at the University of Florida since 1962 and is a member of the American Political Science Association, Southern Political Science Association and is a fraternal member of Omicron Delta Kappa (National Men's Leadership Fraternity), Pi Kappa Delta (National Speech Honorary), Pi Gamma Mu (National Social Science Honorary), Pi Sigma Alpha (National Political Science Honorary) and Phi Beta Kappa. Dr. Rosenbaum's distinguished publications include articles on politics policy law and political behavior in such publications as the Journal of Politics, Law and Society Review, Midwest Journal of Political Science, Social Science Quarterly, Congressional Quarterly, and the Journal of Policy History. Dr. Rosenbaum is the author of the book Environmental Politics and Policy, 2nd Edition, Congressional Quarterly, 1991 among eight others. This book stands today as the standard university text in the study of environmental policy. He is the author of four monographs 28 articles, 28 papers, and reviews in addition to several awards including Woodrow Wilson National Fellowship, National Science Foundation Fellowship, is listed in American Men of Science, and the Dictionary of International Biography, and Who's Who in the Southeast.

MARK SAGOFF

Mark Sagoff currently serves as Director and Senior Research Scholar of the Institute for Philosophy and Public Policy at the University of Maryland.

Dr. Sagoff received his undergraduate degree from Harvard University majoring in History and Literature. He did his graduate work at Columbia University and the University of Rochester, from which he received his Ph.D. in Philosophy. Sagoff has held positions as Research Scholar, Acting Director and Director at the Institute for Philosophy and Public Policy since 1979. He has taught graduate and undergraduate courses in the history of modern philosophy, aesthetics, philosophy of law, Kant, environmental ethics, the philosophy of biology, political theory, and philosophy and public policy. His teaching positions have included appointments at University of Maryland Law School, Cornell University, Princeton University, the University of Pennsylvania and the University of Wisconsin.

Dr. Sagoff's distinguished publications include articles on aesthetics, land use, environmental and philosophical topics in such publications as the Yale Law Journal, the Journal of Philosophy, The Cornell Review, the Michigan Law Review, and the Land Use and Environmental Law Review, and the Columbia Journal of Environmental Law. He has recently published a book entitled The Economy of the Earth: Philosophy, Law, and the Environment (N.Y.: Cambridge University Press, 1988).

LESTER MILBRATH

Lester Milbrath currently serves as Professor, Department of Political Science, University of Buffalo, State University of New York, Amherst Campus, Buffalo, New York. Professor Milbrath has served in several distinguished faculty positions. Most recently he was Director and Professor Emeritus for the Research Program in Environment and Society in the Department of Sociology at the State University of New York at Buffalo.

Professor Milbrath's distinguished research and publications are several and varied, and include articles concerning public participation in the environmental movement and public perceptions as predictors for trade-offs and choices among environmental planning alternatives. Among his publications are The Politics of Environmental Policy (1975); Political Participation: How and Why Do People Get Involved In Politics (1977); and perhaps most notably, Environmentalists, Vanguard for a New Society (1984).

Appendix B

Personal and Professional Characteristics of Successful Individuals Underlying Development of Environmental Public Policy and Common Factors of Effective Leadership

**PERSONAL AND PROFESSIONAL CHARACTERISTICS
OF SUCCESSFUL INDIVIDUALS UNDERLYING
DEVELOPMENT OF ENVIRONMENTAL PUBLIC POLICY
AND COMMON FACTORS OF EFFECTIVE LEADERSHIP**

- **Personal exposure** to the environment
- **Environmental advocacy**
- Belief in value of coalition building and desire to **educate** the general public
- A diverse **liberal arts** background and influence by a **mentor**
- Sincerity and determination to make a difference
- Staying **steady and strong**, i.e., less emotional to increase personal effectiveness.
- Face **political process** as greatest obstacle to success
- Sees current state of cooperation between environmental groups as **uncoordinated**
- Correspond regularly with peers
- See the use of increased public **education** and influencing of public education and influencing of public **elections** as the key factors to increasing the overall effectiveness of the environmental movement

Appendix C

Correspondence

MR. JOHN H. AUSTIN
7414 Shirland Avenue
Norfolk, Virginia 23505
(804) 423-3020

Dear _____:

Thank you for agreeing to participate in the process of my doctoral research. I have enclosed a copy of my dissertation abstract for background information, and a set of interview questions which I would like for you to review for completeness and appropriateness. The questions will be used as the framework within which to interview six very highly selected individuals who represent successful efforts to influence public environmental policy. These individuals represent efforts at the local, state, and national level, both in and out of government service.

If you have any questions, I may be contacted at (804) 444-7575, extension 398 (work), or (804) 423-3020 (home). I would please like your comments and suggestions returned to me by 4:00 p.m. Wednesday, November 18, 1992. My fax number is (804) 444-7261.

Sincerely,

JOHN H. AUSTIN

MR. JOHN H. AUSTIN
7414 Shirland Avenue
Norfolk, Virginia 23505
(804) 423-3020

I am a Doctoral candidate at Old Dominion University in Norfolk, Virginia. My area of interest is Environmental Policy, and I am currently in the process of gathering data and writing my dissertation. I have been involved in the environmental field for over 20 years and my experience as well as my formal studies indicate to me that a gap of knowledge exists in our efforts to successfully affect public policy with respect to the environment. Research has shown that looking at success as opposed to failure provides a better foundation for changing behavior.

My specific purpose in writing to you is to recognize your personal efforts towards a better environment, and ask for the indulgence of a little of your time. Your efforts with regard to environmental issues represent not only a positive approach, but also a measurable degree of success. Too often researchers have focused on "Why Johnny fails" rather than "Why does _____ succeed?". My current research interest is to examine success stories of personal efforts to address environmental issues with the express purpose of determining possible common factors which may give some direction to future policy makers who must bear the burden of solving our nation's most critical problem.

In particular I would like to suggest a personal interview with you within the next 30 days, at which time we could explore your efforts on behalf of the environment. At the completion of my research I will provide you with a copy of my findings, conclusions, and recommendations. Prior to our meeting, I will send a proposed outline with questions with which you can focus your thoughts, and that I will use during the course of the interview.

If you have any questions about the study, please feel free to call me at my work, (804) 444-7575, extension 398, or at home at (804) 423-3020 after 4:30 p.m.

Of course your participation is very important to my doctoral research, but the value of your sharing your thoughts goes beyond that. You have personally chosen to take positive steps toward bringing fellow citizens into the battle to address and solve very critical social issues. Most importantly you have achieved a recognizable degree of success. Sharing your insights to the process will be invaluable to the process which must follow your lead. I look forward to your positive response.

JOHN H. AUSTIN

I have read the above information and agree to arrange a personal interview within the next 30 days.

Interviewees Signature

Date

Please return this form to me by _____.

Appendix D

Interview Questions and Verbatim Transcripts *

*** NOTE: In the case of all the verbatim transcripts, a blank line i.e., _____ is used to indicate an inaudible word or phrase on the interview tape.**

INTERVIEW QUESTIONS

1. Why did you get started in environmental work?
 - What lead you to become an advocate of environmental issues?
2. What were your goals and objectives when you started out? Have they changed? If so:
 - a. What are your goals and objectives today?
 - b. What should be our goals for the future?
3. Is there a particular strategy you use in order to reach your goals?
4. What areas of training (formal and informal) have you had and find most useful to be successful?
5. What personal attributes of yours do you believe contribute most to your effectiveness and success? (List at least three.)
6. What three things would help improve your effectiveness?
7. What are the most important obstacles you face in accomplishing your work?
8. Do you perceive there to be a lack of coordinated effort among environmental groups in general? If so, what would you do to bring them together?
9. Do you meet or correspond regularly with your peers to discuss your efforts and issues pertinent to the future development of the environmental movement and major issues?
10. What needs to be done to increase the overall effectiveness (i.e., success) of the movement? There is no single leader among leaders to focus the direction of the movement. Is this a problem?

RESPONDENT #1

RESPONDENT #1

I: Can you remember which articles were written about you in the [] in June, July 1992?

R: Yes

I: I thought that was interesting. It told a little story about [].

R: Especially the car and the justification and the rationale. It is true today.

I: Well, speaking of rationale tell me how you got into the environmental work.

R: Well back in 1981 I purchased a boat. I purchased a 26-foot cruiser and I began plying the waters of the Chesapeake Bay and as I would go in all these out of the area ways or off the beaten track, I would find inordinate amounts of garbage. I mean unbelievable trash. So I started thinking where is this stuff coming from. It's got to be coming from people. Well I started doing some research and then in 1988 I got hooked up with a group called the Center for Marine Conservation which was getting ready to open up a field office. They are headquartered out of Washington. They were getting ready to open up a field office in Hampton. It seems as though their field office director, a girl by the name of Kathy O'Hara, had married this young man who was studying to be a dentist, and he was doing his internship at the VA Hospital, so she operated this place out of her home. So I contacted Washington. They gave me her number, so I called her and asked her to have a meeting, and I told her what I wanted to do, that I wanted to gather some people together, and attempt to clean up the Chesapeake Bay, or at least a portion of it in Hampton Roads. Well she thought it was a marvelous idea. They had done a similar cleanup in Texas the year before, and apparently it was quite successful, so she was able to gather all that information, and we started having meetings. Well, in March of 1989, after a series of writing letters to everybody, making phone calls and that, a reporter came out and did an interview on me, on my boat, and it went into the newspaper, and I said in there that I was having this meeting which was probably the 29th of March. And out of this meeting I wanted to put together a core group to orchestrate this beach cleaning. Well, we had the meeting. We had it in the Yacht Club building where I was Commodore of the Lynnhaven Yacht Club at the time. So, out of that came a corps of twelve people, and what we did, we orchestrated the first Clean the Bay Day, which was that June 1st. So I actually had the month of April and May, to really put it together in 60 days. That first cleanup we had just a little

over 2,000 people. We cleaned up 52 miles, and picked up 30 tons. That has grown into this past June's effort. We cleaned up 233 miles, and picked up 77 tons of debris. And of course along with that, we have been able to educate, and help make through all the publicity associated with, I think we are making gigantic strides in societal changes, and how people regard their environment, primarily man's impact of littering on the marine environment, and knowing that that six pack of beer they just killed, and threw that plastic six pack ring, that plastic six pack ring kept on killing, after they killed their beer. So as a result of that, there was that public awareness that grew out of that. So that then led me into other things, and those other things, the next step was my getting involved with the Virginia Beach clean community commission, where I became chairman of civic organizations, which orchestrates all of the Clean the Highway, Adopt a Highway, Adopt a Beach, Adopt a Waterway; all of the "Adopt a" programs that we have in the city where you get civil league service organizations' citizens to come out, and they sign a contract with us that they will clean up a specified area four times a year for two years, and we have put up a little sign for them and all that. And it just promotes public awareness in the involving community and so on and so forth. Well then out of that, I saw that in this area, that whenever there was something to be done such as the Bottle Bill, which we have lost now for, this is the twelfth year. I'm not saying we have lost here, but it looks like we are ____ going to be successful this year. That because the industry had a concerned effort to force legislatures to oppose this bill, because of lobbying efforts, plus of course campaign contributions which are a matter of public records, in which it is an absolute sham for the citizens that I saw that there was a gigantic void in the way the environmental community was orchestrated, not just here in Hampton Roads, but across the entire United States. That some of the major cities had organized groups, but there was no network at all, and I really saw that in Virginia, in the Hampton Roads area. When you have people like the Cousteau Society which is headquartered, you know but they have got which is all over the world, Sierra Club which people are working out of their homes; Clean Water Action, they have this small Chesapeake Bay Foundation for years worked out of Richmond, and worked out of Annapolis, and the only contact you had with them down here, they had a recording, and they had a volunteer who went in there occasionally, and would take messages off the recorder, and that's hopefully, somebody would respond. As the Clean the Bay project went forward, it began to get a lot of not local, but national attention. We had won the Take Pride in America awards as first winner. We have won first place winner for Keep America Beautiful. Even President Bush had sent me a letter of commendation, endorsing the project. So there was a lot of good positive publicity out of this. As a result of that, and that being dove tailed with my role on the Clean Community Commission, I was

receiving a lot of invitations to speak in the schools, both elementary, secondary, and of course the colleges in the area on marine debris, trash, everything that had to do with these. Well as this broadened, when I would ask people "well what would you like for me to talk about", they would tell me, they'd say "well what about Global Warming, what about this, that, and the other thing. So, I then expanded my talks into a lot of other areas that were all interacted. It was sort of like a network; as you drive down one street, you are eventually going to cross another street, and so those things all interact. Coming out of that, at the same time, I was chairman of Howardship and Finance and president of the Christian Men's Fellowship of my church, and I was chairman of Evangelism. So as I began to get further and further into the scriptures, how power applied to stewardship; stewardship wasn't only the financial aspects of the church and tithes and everything, but it was stewardship of what God has given us. So it began to take on a spiritual meaning for me, and so that gave more basis for my penchant, for protecting the planet, not just the dollar and cents. You know it's like the _____; you either pay me now or pay me later. So this thing was God has given me a responsibility to take care of His home, and this is His home, and I am just a temporary visitor. So I began to get invitations to come to speak at church groups. So as this thing grew, I began to question all those people out there that were concerned. "Well do you belong to an organization?" "Well no." "Well why don't you?" "Well who are they, and where are they?" And if you go to the yellow pages, you just don't open it up and look for Audoban, Sierra Club. You don't find these places or at least because most of the time these are non-profit organizations, all handled out of volunteers, and working out of their homes. I said "Well we have got to do something about this, because the right hand doesn't know what the left hand is doing." We get a piece of legislature going before the General Assembly, and maybe just the people in Richmond know about it, or some people in _____. But what about all these other tens of thousands of people that these bills are going to affect, that never have the opportunity to get involved in it. To pick up the phone and call their State Senator, or their Member of the House _____, and say "Well listen, if you pass that bill, this is going to affect the Chesapeake Bay, or it's going to affect the Elizabeth River, or something. So, I sat down and had a meeting with a couple of people of organizing an umbrella environmental coalition for Hampton Roads. So I start calling all the people who were associated, that I knew in the league, and we had our first meeting. And that meeting was held right here at the Central Public Library in the auditorium. We had at our very first meeting, we had 251 people show up. Boy there is a group. Because the capacity in here is like 253, so we were to capacity. And out of that, came what is now called "S.A.V.E." for the Southeastern Association for Virginian Environment, and which came together, I was one of the co-founders,

and I was designated as the first chairman, or president, of the organization, and of course we later became a 50/c tax exempt non-profit, which of course Clean the Bay was also. So out of that came an environmental coalition that in fact serves Hampton Roads very well. It covers Virginia Beach, Norfolk, Portsmouth, Chesapeake, Suffolk, Isle of Wight, and Surry, and one of the first things that propelled S.A.V.E. into the limelight of the environment, on behalf of the environmental community, was a battle with the Norfolk Southern Corporation on their proposal to locate a cold storage facility in the middle of Isle of Wight and _____ over about sixteen hundred acres, uplands and wetlands. So I orchestrated with the adjacent homeowners, which happened to be farmers over in Isle of Wight, a public protest on a very cold and blustery Saturday morning, with all of the newspapers, all of the TV cameras, we picketed Norfolk Southern's corporate headquarters, in downtown Norfolk. I followed the law of the land, and called the City Attorney, and all that, and everything was well orchestrated, so out of that came a critical and analytical eye by the U.S. Fish and Wildlife and Army Corps of Engineers, and of course the EPA. That project is still being held up, and it is a little over two years later. And so I would dare say that the citizens, if they had not got together on that project, that would have been a done deal, because they would have probably been under construction. But I think more and more what the environmental community has done in addition to taking on the responsibility of protecting the environment for our future generations, we have had to become a watch dog of government. And no longer do you oppose things, but you expose them. And that is a critical thing. It gives you the credibility, because if you give good sound scientific rationale for the opposition, well people say these aren't just a bunch of wacko tree huggers or to quote Rush Limbaugh, a femi Nazi's or wacko environmentalists, but these are people who had done their homework, and now what we are trying to do is place the dollars and cents on it. When you look at the capital outlay for expenditures of tax payers dollars now for all these superfund sites, and all that our military and other facilities that we now have to go back and clean up, one of the big problems we are facing just here in Virginia Beach is the amount of contaminated soil in lands from buried fuel tanks that were put in years ago, that of course now rusted, and all of this is going underground. And all of this has the potential to contaminate our ground water for all those areas in the city that live off well water. And as you well know, if you take an aquifer, it doesn't take but a couple of decades to contaminate it, but it takes millenniums for that water to cleanse itself because it flows so slowly underground. So maybe not millenniums, but I would say probably about a thousand years. So what now has occurred, we have come together, and the big thing here, just like any groups that get together, any service clubs, The Optimists, The Lions, these people are all protective of their service, and they are all out there vying for that marketplace,

just like the churches. Churches are very good at proselytizing and moving in and saying "Well you know you shouldn't be a Methodist, you should be a Presbyterian". Instead of going at what they should go after is their own church. So one thing I have found out, and I have been very very guarded, and I think it has helped my personal success of trying to get people involved and motivated and exploring their own capabilities is the fact that I have never been territorial. I have always been inclusive. We as a society, historically have gone through a period of coming back from the thirties, to coming out of the depression, of a society of "we-ism" to a society of "me-ism". Back during the depression, if you had a loaf of bread and your next door neighbor had nothing, you would break it in half, offer him half. Today, if you have a loaf and he has a half of loaf, you want his too. That's the way we have become, or the way we have digressed as this society. So always make sure that this umbrella coalition, that it would be just that, it would be bringing people together, and they would still have their territory, there was four, just in Virginia Beach, there was four hundred and ten thousand people. For the entire Hampton Roads area there is a little over 1.4 million people. There is plenty out there for everybody. And so, you alienate groups if you try to restructure them or their mind set. So what I try to do is just remain aloof from all of that and say listen we all have a goal and objective; we can achieve it together, but if we start fighting amongst ourselves where we become fragmented, then we are going to lose the battle and there is no question about that. So, out of that came the Green breakfast of Hampton Roads. In August of 1991, I put together a breakfast, and what I wanted to do, what I did, I called up all the people that I knew in the loop who headed up environmental organizations, and I said the democratic party has a weekly breakfast, the republican party has a weekly breakfast, all these PAC's, they get together, they plan, they connive, they do all their things, I said, we're all busy doing our own little thing, our own little organization, but we're not networking with each other. The left hand doesn't know what the left hand is doing. So I called everybody and we met in this restaurant. Well it was just absolutely so successful. We didn't have the room so I moved it because people were coming from Hampton, Newport News, Suffolk, Chesapeake and Portsmouth, so I wanted to make it more, and I wanted to get it away from Virginia Beach because there is a perception out there that Virginia Beach has everything, so I moved it to Morrison's Cafeteria at Military Circle. It's right off of 64 and it's a good central location, and out of the first meeting that we had, we had 41 people. That grew into our largest meeting yet for Saturday morning, we started getting there around 8:30; the food line opens up at 9:00. The largest meeting we had had was 122 people. I then started putting together a newsletter, and putting together a mailing list which at the time I was funding out of my own pocket and I would make these free will offerings, and I would have

someone else pass the hat to help defer some of the cost which never drew enough money, but that's part of doing business. So I would notify people and out of that I said you know what we're doing and the reason for it is not for us. I'm 52 years old so I'm on the twilight side of life but I'm doing it for my daughter, and I'm doing it for your daughter and your son, and our children that haven't even come on this earth yet. So what we need to do is so often we talk about children as a third party, but we never include them, so I started putting out this little notice, "Please bring children", and when I would have these talks at the schools I would tell the teachers precisely, "If you have an environmental club in your school, bring your kids, invite them, if you have to go by and pick them up, bring them here, because they are why we exist and we need to make them feel like they are important". Out of that we had an old donation school for the gifted and the talented, a group of five children, one child wrote a play on the death of the Chesapeake Bay and she had four other classmates come in and one of them was a marine scientist, one of them was a crab, one was a fish, one of them was an oyster, and each one of these kids portrayed the death cycle that they were going through and the decline of their species because of man's impact. It was absolutely terrific. The television was there and everything. Out of that is now spread at least in Virginia Beach, we have just started the Virginia Beach Student Environmental Commission. We have five students from our area nine high schools in Virginia Beach, and we have now flung this commission, and have included the students in it. As a matter of fact, last night we did our earth day meeting. We have a representative from that group, and all of those students are now going to be working on earth day. I understand the potential for children, I mean I really do, I am not going to brush them aside. They have got some of the greatest minds in the world. We had a little girl by the name of Katherine Austin. Katherine came to the environmental breakfast. She had a hard time finding the material, resource material. Well through the various organizations we were able to channel to her and furnish her a lot of in-depth scientific studies which just aren't out there in your libraries. Out of that she won a reward in her school, she also set down, because of President Bush's stance, so called stance, on the environment. He was trying to undermine the Clean Water Act and the definition of wetlands when we were going through all those delineations. She set down and wrote him a scientific letter based on this work plan study. As a result she's sitting home one evening with her parents, she's doing her homework, and the phone rings, and they say "Katherine, telephone is for you", and she is talking, I later get the story from her father, and her parents say "Katherine, who was that?", and she said "Well it was ah well, I almost forgot his name for a second, it was Vice President Quayle". He had called her from his home, he had, the letter had passed on from Bush down to him, about this 13 year old girl, she had written this letter,

and he wanted to call her and tell her how he felt. Well as a result, President Bush and Vice President Quayle had visited CBN The Founders Inn during the campaign, Qualye called her up and asked her and her parents to meet them at the airport when they came, because he wanted to see her. So of course this went out through the whole school system, so now we are getting all these kids, and in addition to the elementary kids, what happened, was we started getting some kids from the Tidewater Community College, because in the various colleges, I had the contacts for zone captains, for Clean the Bay Day, because we have a lot of kids that are studying environmental sciences, we've got oceanography and all this, so these kids have taken on extra projects, so they need to become zone captains for Clean the Bay Day. Well out of that, for instance, I had some children, excuse me, some young cultivated minds from Virginia Wesleyan, and they started coming to the green breakfast. Well then we had the episode with the beach forest over at Virginia Wesleyan. They wanted to go in and cut down all the forest, well I went over that and spoke to some of their protest demonstrations and so these kids were so overwhelmed and over powered by their bureaucracy, they were becoming rather despondent so at the green breakfast we would make special attention, we would keep them uplifted, we'd tell them "you need to point out this permit and this permit", and of course they in a way failed in their endeavor, because they cut the trees down for these new things, but what happened was it was the first protest demonstration that had been held at Virginia Wesleyan, and out of that now, they have a young democrats club, a young republican club, but more importantly for me, they have an environmental club, which now is addressing, and it's going on year to year, the seniors are passing on to the juniors coming up, so we've got this whole thing, and they are now part of the loop. So all of these things are tied in together and believe it or not, people care. It's just they have never had the lines of communication to tell others. They may tell their student friends or whatever, well what can we do, oh I don't know what we can do. Well we've been able to show them through trial and error that here is some successful things you can do. Getting back to Norfolk Southern pipeline, one of the things we use, we've got the outflow of the Lake Gaston pipeline dumping into Lake Prince, which is adjacent to the wetlands, it's like a half of mile from it. Well coal dust, everybody knows, puts off lead in the dust, lead, mercury, arsenic and selenium; all heavy metals. And we're saying if this dust carries out and it goes into the water supply, it's going to cost our Virginia initiative, who does all of our, excuse me, our water purification plants, so much more money, to remove those heavy metals, so it's going to cost more money to the consumer, so that plant shouldn't be there. It shouldn't have the opportunity to contaminate the ground water. So, we were trying to do everything on a cost benefit ratio, and show them how much in the argument. And out of that has come, I would say, quite a good,

structured movement. In 1990, we had an opportunity here to celebrate and join in the twentieth anniversary of Earth Day, which was April 22, 1970. So in addition to being chairman of the Clean Community Commission civic organizations, I was also chairman of April Environmental Awareness Month for the city. So I figured, well, why don't we put on something spectacular here for Earth Day. Well we did. I planned Earth Day for 1990 to celebrate the 20th anniversary, and part of the celebration was the spelling of Earth Day 1990 on the side of Mt. Trashmore with human beings and letters 85-feet tall. Everybody said "Ah you can't do that!", and I said "We can do that!". Well as a result, TV 10 photographed it from the air and well it went on their nightly news and on that night, NBC World News opened and closed their program, they had covered the whole world, everything going on around the world with Earth Day, they opened and closed the show with Earth Day 1990 spelled out on the side of Mt. Trashmore. Well then that led to this past year, I had this, another really stupid idea, what I wanted to do is take people holding card board over their head, and outline the planet earth on the side of Mt. Trashmore, with the northern and southern hemispheres, I mean continents, and then we had an art contest in the school system. I wanted to really let children know that extinct really is forever, and that once something is gone, it's gone, you can never bring it back, and if you take like an American bald eagle and irradiate it from the face of the earth, you may be able to hand carve one and paint it, and make it just look like it's alive, but it will never breathe and it will never fly. And they have the responsibility of making sure that the loss of species on this planet, unless it's due to natural phenomena, human beings don't have the right to do that, because you are then denying future generations the pleasure of that existence flora or fauna, it doesn't matter. So I said "Why don't we have this big art contest, and have oversized replicas made of recycled products of extinct and endangered animals, species". Well what we did, we took the planet earth, and it with card board, we recycled everything, we got a grid pattern and I gave it to the Environmental Health Club of Old Dominion University, Jim English over there, and so I said "Jim, here's what I'd like for your students to do", and he said "Oh what have you got me into now?". Well as a result, they agreed to do it, and they worked in concert with the local radio station, The Coast, and we laid out the grid with how many people, it was just under twelve hundred people, and we took and half-circled around the perimeter of half this gigantic circle and did it the same way I did the letters, and took this fluorescent surveyor tape and laid out the circumference. I think it was about 120 feet in circumference. And then at the rounded edges, we stacked card board, and we had people line up and then as we got ready to orchestrate this at 3 o'clock, we had everyone lined up. As they walked across to the other side of the planet so to speak, or the other side of the circle, they would pick up the card board. Well all the card board was laid out

whether it was blue or green. The green represented North American and South America, so it was laid out in a pattern. Everybody thinks things are so difficult, until you get them down in it, and then they say "Oh yeah, that make sense. That's easy to do.". So then we took all these sculptures from the schools, and we ringed it around the planet, the outside of the planet, then we had all these children holding hands around the outside. And I was trying to get the symbolism there that the future generations of these little children, our future leaders, they have the destiny. Where we've made the mistakes, they can correct. They are holding the destiny of this planet and all living things in their hands. So you can either have that great American bald eagle as a living representative of the symbol of this country, or it could be a symbol that you could only be able to see in a science museum stuffed somewhere. That's what we did. This year, this is another one, in 1991, I invited, excuse me, in 1992, I invited the City of Norfolk to take part. What I was finding going on is that we were pretty well orchestrated in Virginia Beach on our Earth Day, and we had almost 90 exhibitors, I think it was 87 exhibitor at Mt. Trashmore. Well because the weather for so many years for Earth Day in April was so bad, I went ahead and moved it into May to take better advantage, that first weekend in May. To me it's just like Christmas, you hear people calendarize the Bible or the scriptures and say "Well we know that there wasn't people tending fields because it was cold at that time.". That doesn't matter. The thing that matters is that you celebrated. You keep that in your mind. So it didn't matter if it was on April 22nd or on May 3rd, just like the Presidents Birthdays. It's when we celebrate it, and to make sure we celebrate it. So I said "What we're doing is, we're taking all of these environmental organizations and state agencies, federal agencies, and we're making demands on them because all these cities have their Earth Days, and these agencies only have so many people, and especially on a weekend. These people most of the time are going to be either volunteers or they are going to be requiring comp time, because somebody is going to get paid. So I said to the City of Norfolk "Well as soon as ya'll have it or we have it, why don't we get together and combine our efforts, because when it comes to the environment, the environment does not know geographic boundaries, and most of the boundaries between the cities are political anyhow, let's work together, because like the Elizabeth River, it not only flows in Norfolk, it flows in Virginia Beach, and Chesapeake, and Suffolk.". So Norfolk agreed to it with the caveat of okay let's do it that way but let's do it alternating years, so I said "fine". So this coming year, 1993, it is going to be in Town Point Park in Norfolk, and the theme this year is going to be focused on water. So the way Norfolk, Town Point Park, can figure, with all the trees and all the hills and everything, you don't have that large open space that you can visually see the side of the mountain. So what I'm working on is going to be the living river and we're going to be using poster

board once again, and like you see in all these Superbowl games, the people get up and they do the wave, I'm trying to, and I'm working on and don't have all the answers for this one yet, but I'll get it down to like where I ask a three year old kid how to do it, he'll probably tell me how to do it, and we're going to get this pulsating wave, winding through all the walkways, downtown at Town Point Park with thousands of people holding different colors of poster board. We are probably going to use white and blues and greens, to get the various colors of the ocean and the waves, and then periodically, we are going to have little dolphins and porpoises, going through those waters. I haven't figured it out yet, and when we met last night everybody said "Well how are you going to do it?", and I said "I'm not sure yet, but we'll get it.". Well Jimmy Blanks has agreed to do it again this year; the poor guy, I feel sorry for him. So The Coast radio station said sure they'll help us. Well I also have these environmental students to come on board to help orchestrate this so it's gonna be interesting. But, I have also invited Vice President Gore to be the keynote speaker and the letter has been hand carried, was hand carried to him two weeks ago through Owen Pickett's office, and Owen Pickett has also followed up with another letter, because Owen back in 1990, Congressman Pickett was my keynote speaker, and he delivered it so he is very familiar, and he comes to the thing every year. And in 1991, I wanted to focus on the native American, so the theme for 1991 was Earth Day - Our Chief Concern. So our whole logo and everything was the American Indian and the Native American head band so out of that has come more focus on the native Americans. They are now part of the Earth Day every year, and that community is getting much more exposure. So we're going to, we have also invited Jimmy Buffet to come down. They are bringing this ship that they use for water exploration. I'm going to have a ship from NOAA, I'm going to have a ship from the Coast Guard because the Coast Guard is who is responsible of enforcing all the degradation of the waterways, and NOAA tracks all of it and monitors all of it. So the whole thing Earth Day is another way of bringing people together because we are going to have probably close to 100 exhibitors, and all of these organizations touch things. We have all of these things that kids can get into so then we are also exposing these people at this Happening of all these _____ organizations that exist, that it's like a menu when you go into a restaurant. You can pick and choose what you want. And you go by there and you get the information and you say "Okay, where do ya'll meet and what do you do?", so it's almost like a living directory of all the organizations. Now directory, that segways into another thing I've been working on, but I just don't have the time. What is desperately needed is a very cost effective, easy to produce, directory of all environmental organizations of Hampton Roads, because right now I am working with the Virginia Environmental Network in Richmond, and they are calling me every day, mail me

this for this, mail me this for that, so all these bills that are being introduced we need to react on and it is very difficult, so we've got to have somebody to go out there and put this mailing together. You can do it without any funding because you can put advertisings in it from various companies, engineering firms, or whatever, and we can put this directory together, which will have to be updated every year. Give one full page to each, it could be a small book, 8 1/2 X 11, folded in half, done with very cheap recycled paper, and to tell who that contact person is, what that organization is all about, so if anybody who is in the area, they pick up the phone they call the city, "well, I want to join the Sierra Club" they say "Well we'll mail you out a copy.", and they do it through the city's PIO, or through the Hampton Roads Information office, downtown Norfolk, and just mail them out copies, and put them in all the libraries for reference material, so people can go to one place. Make things simple. So that's where we go on Earth Day, and that's, we're hoping, that Vice President Gore will be able to come down here, and perhaps he will bring some of his newly appointed people from the Department of the Interior, the EPA, you know they are 45 minutes away. Out of this has come a new prospect and a whole new horizon for Clean the Bay Day. Back in the early part of 1992 when I was on the campaign trail, I got elected to City Council, so back during then, I was talking about all of the things on my platform. One thing I had mentioned that the military is really trying, they _____ effort to clean up their act. They have been blemished for many many years, and rightly so. So I had suggested that as we go through the transition of turning swords into plough shares, on worldwide basis, that the military is an incredible arena of players with brilliant minds, infrastructure, that could be used for peace time efforts, and that I felt that while we are redefining the role of the military, well not redefining, but in not down sizing, but right sizing the military, that in the meantime, to give them more public exposure of doing good things with public monies, let's take that infrastructure and use it into our local communities. One area that I've been trying to focus on is cleaning up the Elizabeth River. That's another project that I'm involved in but, we've been able to remove every year some _____ wrecks, through the Army Corps of Engineers. We use their barge, and their big crane, and I get salvage divers to volunteer, and we pull all the stuff out of the water. Well it seemed to me that the military, they also have salvage divers, they use them all the time. They have barges. They have cranes. These people have to be trained, and as the Government down sizes, and we make use of our facilities infrastructure in some of these key places like Norfolk, why not have a training session on the same day as Clean the Bay Day, put the Navy salvage people together with the Army Corps of Engineers, find out ahead of time from the Coast Guard on the plot, where all these dangers to navigate, and why these old barges, they contain stuff, that we don't even know what's in their holds and they are

eventually going to leach out into the waterways. Let's bring these two organizations together, let's focus on it as a public service. It builds a better image for the military, and we've rid the waterways of blight. Well the Navy I think is very interested in this, in talking to their environmental management staff, and also I mentioned it to Admiral Tobin, at a meeting I attended a couple of weeks ago with Admiral Mauz, and so it looks like this is coming together. And out of that thing working with the Army Corps of Engineers, about two and a half years ago, I made the statement to a reporter, _____, we were talking about putting together SAVE, I made a statement "Well when people tell me that the Elizabeth River can't be cleaned up, when people tell me I can't do something, that's what caused the _____, I mean I want to do it, although, you have to approach it like when you go to a health clinic or a one of these weight loss places, or Nauticus, that you want to get your body back in shape, you go in there and you tell the trainer "Well I'm out of shape, I've put on too much weight, I want to get my body back in shape, and I'd like to do it by summer time." He says to you "Well how many years did it take you to put the weight on, and it's going to take you that same amount of time to take it off, you know you've allowed your body to disintegrate for so many years, you just can't do it overnight.". So the 200 or so years that we've allowed the Elizabeth River to become more a human sewage treatment dump, or human sewage dump, you are not going to change it around over night. We have major problems that we are going to have to look at like dredging, all the sedimentation, all the major problems you know, we're going to have to look at the chromosome deficiencies, all the genetic disorders that are caused by that marine life, the cataracts, the fish rots, the open cancerous lesions on all these fish. We've got to look at the cause and is the cost benefit worth it. So I started talking to some people. One person which was Mike Ken____, the new Chesapeake Bay representative, they in the meantime, Chesapeake Bay, came down here with a representative, and finally got _____ which has been a blessing to the area, and I talked to Sharon Adams and some other people, and out of that was the formulation of what is now called the Elizabeth River project. My original intent of what I wanted to do was do a river keeper type like John _____ that you stalk ships and tugs and all that and you take a video camera and you film them dumping things in the river, or you take a point source pollution, one of the shipyards, they are dumping something. Well, you film them and then you take them to court. You sue it, and you win the money as a citizen in standing for that whatever it would be and then those monies would then fund the organization to keep the thing going. Well, instead of that approach, we decided to become an organization that was inclusive, that pulled in all the river users from the private sector, recreation fishermen, all and everybody that worked the Elizabeth River, and we went out and interviewed them, and then out of that we put together an

advisory board, a governing board, and we now have people who have businesses, CEOs, and out of Norshipco, and all the others, and they are now serving on this board, and they are now policing each other, and they are saying to the other people "Now if you pollute this river, we are all going to get blamed for it. You are going to tarnish it." So now we also, Virginians to marine scientists _____ everybody's coming together on this project. Now we are working major, well in order to get the project off the ground, we have to have some seed money, so I went to my board on the Clean the Bay Day, and we did an environmental grant where we started off. Out of that we were able to go to the Virginia Environmental Endowment Fund in Richmond, who got their original funding from the kepone thing years ago. So we got a small mini grant from them. Well to embellish that program, we have now run out of money so I have gone before Clean the Bay for an additional grant because we are now poised to come up with good _____ amounts of grant money from EPA, and we are looking at some major things there to clean up the river because it is one of the most polluted rivers in North America. So that is going to be part of our thing, and we're going to have a booth there and all that. So we are going to attempt to make, in non-legal terms, the river fishable and swimmable by about the year 2020, and it's going to cost us. It is going to cost the country. It's going to cost the people here, but is it worth the price. Well we seem to think it will be. That maybe we won't have people swimming in the river, but we feel that we can bring back marine life that would be suitable for human consumption. Right now, I will not eat anything that comes out of the Elizabeth River - nothing. And that's wrong. That is absolutely wrong because what you have is the classic case of a tragedy of the commons where the affluent who have the monies to purchase and use the natural resources, those natural resources belong to everybody, but because you have purchased, you are then the buffer to those resources. You cannot go down there right now and walk across the property of anybody that's on the river, and walk right up to the edge and start fishing in there. You are trespassing. So we've denied the general population of the Hampton Roads Area who own it. That's who the river belongs to. We're denying them public access, and once they would get access, those users have contaminated it so bad, it's not even usable. So we are trying to get the river cleaned up. So there is a lot of exciting things happening, and I always quote, and I'm a big believer in women in politics, because traditionally women have not been part of corporate America. They're not part of that orchestrated back room deals, and I don't think women as a species are as corruptible as men. I think they have those intrinsic values of how and why we should raise children a certain way, more so than men, and as a result, I think they care more about the earth, and what happens to their children and their grandchildren than men do. I mean that is a broad generalization. Don't take it out of context, but getting back to the women,

Margaret Mead, and I keep it in my planner, never doubt that a small group of thoughtful committed citizens can change the world. In deed it is the only thing that every ha_____, and I firmly believe that. Getting back to my Christianity upbringing, Christ started out with 12 and he changed the entire world, I mean, I'm not trying a correlation of Christ, but there is strength in numbers, and if you believe in something, you can achieve it. And it gets back to we all want to have this little thing inside of ourselves, where if it is to be, let it begin with me. And if we would carry that through our lives, you don't sit around and wait for somebody else to do it. I just believe that the same drive and capabilities that took man to explore regions of outer space, that we can surely clean up our planet, and we can protect species. I have a real problem when you take a living animal, and you lock him down on a laboratory table, like a pig, and then you take a blow torch, and you run that blow torch over that animal to see what happens to his skin, or if you take a rabbit, that belongs to God, and you lock it down on a table, and you tie it down, and then you take a pair of surgical tools and pry his eye open, and then you take droppers of various caustic things like lye and bleach, and you drop it in there to see the reaction on the animal or what causes, I have problems with that, and I think the technology that is in place today, that we no longer have to exploit animals in that way. That's just a personal thing. Yeah, I believe in saving human lives and everything, but I think with the technology we have available, that I have a real problem with the pain and the anguish and the suffering we are putting all the animals through. So I guess it boils down to this: We are at the very beginning. We have just knocked on the door of the environmental movement for Hampton Roads. We have seen in our cities and towns that the vast amount of transportation we currently using is the automobile. We no longer walk. We are the minority on the face of the earth. Man is needless to say the number one polluter. And as the number one polluter, he drives a vehicle that pollutes. It's funny, the largest city and state of Virginia, you cannot take a bus to your own city hall. I find that unconscionable, that we have allowed this city, just Virginia Beach, to come to this. And our only mind set is we keep adding more and more layers of asphalt and concrete, to allow more and more automobiles, to allow more and more consumption of fossil fuels, and all the drippings from those cars, go on to those roads, all of that tire tread that wears off go onto those roads. The first rain storm to come it goes where? Into our storm water system, into our rivers, and it's polluting and contaminating everything. So we are currently on this globe about 5.4 people. The latest projections are by the year 2040, that's going to double to 11 billion people. Since 1970, we have had a rise in population, world global population of 66 percent ____ our 5.4. If we double that to 11, and the majority of those folks are living in our coastal areas, I question number 1, it's the old _____ theory of _____, how are we going to feed all these people. It

may get to the point that we may have to start digging up asphalt and planting crops in those areas. I mean we are covering everything. Where are we going to put all those people. The effects of those people are the environment. You know, what happens in Russia, affects me, and what happens here affects Russia. As the ocean currents, as the the world air cards take all these things, we didn't even realize until the end of the cold war, the wall was taken down, that 70 percent of the water in Eastern Europe was not suitable for industrial uses. They only treated 40 percent of their human sewage; 40 percent. The other 60 percent was dumped into the rivers and their bays and into the ocean. You know it's just like it's like if you go out and call everybody over to your home for a big party, and you only have one bathroom, and in that bathroom, you had a commode, and that was it, and you said, you can use my commode, but you can't flush it, eventually, you are going to put so much human waste in there that it is going to overflow, out of the bathroom, onto your _____, and it's going to overflow into your living room, and quite honestly, I don't think that I want human fecal coliform, floating in my living room, but that's what we're having when we contaminate our waters. And we're not making any more water as you well know. So I think my charge as a, I like to think of myself as a stewardship of the earth's natural resources, and God's planet, that when you are tagged an environmentalist, whether you're an environmental wacko, or whatever, it is something very proud, and what we've got to do is, we've got to change that image of the tree hugger, into people who really care about the quality of life, and if you don't care about it today, it's going to cost you a bundle tomorrow. To give you a real concise example, I've been trying to get the City of Virginia Beach and this whole region to pass an ordinance that we retrofit all of our fixtures in our homes with water efficient shower heads, make sure every faucet in our city has an air raider, and every commode is either a low flush commode, or we retrofit it with water dam__s, and I the way I have proposed that we do this is we inventory, send out an inventory sheet to the citizens, they write us back and let us know what they don't have, or what they do have. From that we order, we have say, 100,000 commodes that are old 6-7 gallon flush commodes, we order water dams, we order new shower heads, and then we buy them as a city at cost. There won't be any mark up along the way. Then with that person that goes out to the home to read the meter, when these things come in, they deliver them to the home in a plastic bag, they put them on their door. Those people then in turn install these things. Every time you flush that commode, and you have reduced your consumption, you are reducing also your sewage bill, because your water consumption, your sewage bill is predicated on how much water you use. It is the only way they have to track it. With a shower, efficient shower, you not only reduce the amount of water you are using, but you reduce the amount of hot water you are using. As you reduce the hot water consumption,

your electric bill goes down. So when you have reduced your water bill, your sewage bill, and your electric bill, you have more money for disposable income. So it only makes since its a _____ when you save all this money, you've got more money to go out there and spend elsewhere. But not only that, the city would bill you for that. It would bill you prorated over a six month period, so you would in fact be saving. But once you install these things, they continue to save forever. So if you project this out over the next thirty or forty years, not only you are saving, but look at the whole region. You are adding more money to all the consumerable things out there. You can go out and have more money to spend for your food, for your clothing, for all these other things that you would need. So it would seem to me that that should be the directions. But the down side of this, and they thought of this, and I think that's why they've somewhat opposed me on this, when you lower your water consumption, you've lowered the revenues into the city. So in order for them to keep those revenues at the same level, they would have to go up on their water rates, and we have got them up so high now, the public is outraged at it. So we have got to think beyond that. We've got to think in terms of how much can I save, how much electric can I save? We don't even have a comprehensive national energy package. I remember during 1973, when we had the energy crises, we cut back our shopping center hours, retailing was cut back to 40 hours a week. You had every, you could go into every building that had any savvy about them and you would find little signs beside their light switches, CUE (cut unnecessary expense). That was tied into a controllable expense at that time. It wasn't a fixed expense because you can control your energy consumption. We cut back, but yet retailing in the business sector continued to flourish. We had all new industry being developed. We had the new industry of solar which then died away. I mean all those companies have gone by the wayside because we did away with the taxing centers, the taxing centers of wind generators. All this new innovative technology was gone because we didn't like the tax _____. So we have got to change things, and I think with the new administration in place, if the country gets together and really gets behind this new administration, gives them a chance,

I: O.K. []. Obviously you've done a lot, and you've over a fairly extensive period of time in one context, and perhaps in a very short period of time in another, have done a lot in the environmental area. Let's go back to the beginning and see if in a few words or less, focus quickly on why did you get started, what were your goals when you first were in that sailboat out on the bay, what your goals and objectives are today as Robert Dean, or in the context as the City Councilman for Virginia Beach, and having environmental interests. And then what would you say would be our goals in the environmental area for the future. Let's start there.

R: O.K.

I: First, what were your goals when you first started out?

R: I, well needless to say, started out as a child, and at that time I spoke as a child, and I thought as a child, and then I saw, things were going awry, and it almost looked like this gigantic cancerous tumor was taking over this country, and my schooling would have never led me into giving in the environment, and if you had asked me thirty years ago, who is Rachel Carlson, _____, but I think where my thoughts were lying, I had once upon a time considered myself as one of the renaissance men because I was a musician, that's where I started out, and I painted, I wrote, I did sculpturing, and I was always adapted to exploring new regions as a jazz musician, and then of course I went off into classical music, and that's where my life has been focused. So I had a high regard to the more elevated things of life than the material world, and those things rust and they decay, but like if I think back like it was 1985 I think where you had George Frederick Handel, Mozart, but I can't remember the other, there was a t_____ there of great composers, and we celebrated their 350th anniversary. Well, there are things that are done on this earth that will like go on forever, and we all are trying to find that imitation or the imitation of the immortality, whether it's through a child, or whether it's through building a building, or doing a sculpture, or whatever. But there are certain things in life that are inherently more long term and some of things are, well, are those things which contribute to the quality of life, to future generations, and I saw us running out of time. I saw the decadence of the 80s, and that mentality, that if it was going to continue, it was going to destroy us as a civilization. We are a very young civilization here in America as compared to the others, the Orientals. So the main thing we have to do in coming out of retailing and I spent 17 years with J. C. Penney's and 2 1/2 years with Sears management, and I merchandised and managed big ticket areas. And these were all commission sales, furniture, carpeting, major appliances, all those areas, and I dealt with people who were extroverts, or if they weren't I cultivated them, and brought out their capabilities and made them extroverts, and along the way they made an awful lot of money. And I always had the mind set that I would never ever be fearful of another person's success who worked for me, because I would always judge my success by how successful I made other people. And so I was able to recognize over the years, when working with so many people, in the different stores that I worked on things, that those capabilities, and those qualities of people, they just need, that little door needed to be opened, and out flowed all of this creativity. So I was able to recognize it, and that's what I have been able to do in a very short period of time, is to bring together a small band of people, who

may not realize their own capabilities, help them to realize, and out of that is flowing this gigantic network and this upheaval, and this awareness of not only their capabilities, but other people's capability, and respect them for it. Out of that came my goal and objectives for that were, I'm not going to be here much longer, and also, when I was with Penney's, as I moved from store to store, I had to train somebody to take my place, and that's what I'm doing right now. I'm trying to help develop tomorrow's leadership, with today's clay, in helping to shape and mold that clay into something that's going to carry on my basic philosophy of life. Whether it's right or wrong, I don't know, but that's what I'm trying to do. And, that's one direction I'm trying to focus with the youth, and I visit two schools a week since I have come on Virginia Beach City Council. And I want to get through all 73 schools, and it takes me about 2 1/2 to 3 hours. I'm in the schools also reading, I give environmental talks. Last week I was at Glenwood Elementary and spoke to 581 kids, and they were just, I mean, this is what I saw of the future leaders of the world.

I: In that regard [], and I don't mean to close you off...

R: Yeah, go ahead.

I: Do you think your, or may be I should ask, what was your formal training, before you got in, you spoke of your music background, your retail sales background, and _____ have anything to do with the environment?

R: Nothing. Absolutely nothing.

I: So what do you suppose, if you were to look at [], himself, as a person, has brought to, as a matter of personal attribute, has brought to your efforts, that might have contributed to your being so effective in organizing the South Hampton Roads Area on environmental issues? Anything in particular stick out in your mind?

R: I would say, I believe in what I am doing. And I am doing it without any remuneration. Profitability, usually pays a big factor for monetary remuneration plays a big factor in a lot of things. Well I've been able to, I have had the fortunate ability, to be somewhat independent financially, and as a result, I have not had to go groveling to anybody for anything, and I can't be bought by the establishment. As a result, when it was time for me to run for council, I had a lot of support from the community because of my work in the community, and they saw that most of my motivation was altruistic in nature, because I was working

with organizations which like the physically disabled, the mentally retarded, and all these other organizations, that there is no public recognition, or I wasn't getting paid for anything, but I was trying to bring people together, give people the opportunities. I am still working with the disabled community, I mean, to me the mental retardation is in place with those people who cannot see the problems that they are causing today, that are going to be major problems tomorrow. Every time a person goes before the Wetland Board, or the Chesapeake Bay Wetlands Review Board, and they put an application in to build a bulk head, or they want to fill in wetlands, or drain wetlands, they don't realize that those wetlands and all those marsh grasses, act as filters, sort of like follicles in our nose, that it's to block all that air before it gets to our lungs to contaminate it. As the ocean tides change, it brings it in, those grasses grab the garbage, they cleanse it and hold it for the tide to go out. Well what's happening in this area and elsewhere, as we continue to bulkhead all of our areas, all of the garbage that goes into the oceans, then will be coming in, as we bulkhead the whole area, it will hit the bulkheads, and then it's going to back out, six hours later it's going to come back in, and we're going to have a major dumping ground, because people don't understand what it's all about, and they don't understand the purpose of wetlands, we've filled in so many wetlands in this area, wetlands cleanse those surface waters. We have a major problem in this city right now with flooding. We've changed our flood zones, and our planes because all of the water, I mean all of the area in the city that was pervious to all the rain, we have now covered with all these homes and shopping centers, and roads everywhere, in order to get the water off, we had to build storm water systems, to get the water off of ____, to get it off as fast as possible, so it doesn't flood when we put everything into our little streams and that. As a result, the flood planes of 100 years ago now have become so broad that we've not updated, so we now have built, we have built in these areas that were not 50 years ago flood zones, now we have major rain storms, so they are all flooding, so one of the big problems we have in this city is flooding when we have big rains. So we are not planning our cities, nor are we, have ever planned our cities with scientific data in mind, and we've got to change that. So the mind set is historically ____ let's open up the city, let the developers come in, do what they want, however they want to do it, and let somebody else take care of it tomorrow, or the problem is tomorrow is today. We are having to pay the price for yesterday's stupidity,

I: Given what you have mentioned as the lack of awareness, perhaps opportunity, kind of a part of the local citizens, to become involved in environmental issues; the lack of vision, perhaps through the lack of information that's been provided to our local politicians, for how they can best address environmental issues, as part of

the problem of your bringing a heightened awareness of environmental issues to the surrounding community, is there in your mind a conscious strategy for how to go about achieving that increased awareness? If so, can you verbalize it?

R: I have now found that the only way to change those things which affect the citizenry of a particular municipality, is through changing city government, and although our form of local city government in most cities, is the City Manager government, former government, which means the city council, what they do, they do not give him the day to day running of the business, or personnel matters, they establish policy, and then you as a governing body, give that City Manager his direction by establishing policy and the ordinance, and writing ordinances. I think what we need to do, we in the environmental community, we need to get more people in our local government, which are believers in planned growth, people who cannot be bought and sold as it were, cannot be put on there and governed by the outside by campaign contributions. And that's the only way we are going to change things, and change is gonna come from the people, and the _____ point, and at the last lecture we had a council member who got elected by spending \$89,000. I spent \$14,000, and we're talking about \$5.00 here and \$10.00 here. But I also won because people wanted me on there because they knew my basic philosophy, and what my ideals were. And one thing that worked against the other, against my other opponents, they said that Robert Dean, one of their adds said that [] wants to re_____ the entire city of Virginia Beach and it was perfect for me because people loved trees. Trees buffer you against the cold winds of the winter and they provide a cooling for your home, so they have a direct economic benefit, and they add to the beautification of the city. They knew I was against billboards, because billboards are not part of what makes Virginia Beach a beautiful place. Environmentalists also know that when the CEO or a Director of Personnel or Economic Development for a major _____ 500 corporation is looking to relocate. They'll come to an area. They look at the quality of schools, the quality of life, the recreational amenities, and whether or not the environment is conducive to the quality of life for their children, and their employees. And that's what they base their moves on. And Virginia Beach has in fact an opportunity in this whole area to be the greatest region in the whole United States, and we have to show with good sound planning that we in fact can't be cut back, but we can't do it with the historical garbage that we have allowed to happen, the way we've built our cities, with no plans, no rhyme nor reason. So the number one thing we need to do, and I stress this with the kids in schools: As soon as you turn 18, you get down there and you register to vote, and don't listen to what your neighbor tells you on how to vote. You go talk to the candidates, you find out, and fortunately for me, in all the _____ that were done in the schools and

colleges, I won because those kids were sensitive. They know that they are going to be the leaders and they are inheriting all the problems, all the debt, and all the catastrophe that has happened. They're saying, well this guy is thinking like we do. He is concerned about me; and I was. And whether or not I won the campaign, I was going to continue with my penchant. The only difference is before I was serving from the outside; now I'm serving from the inside. And if I am removed from office in 1996, I'm going to go right back to it. I'm going to continue to serve, and that's why my life has been helter skelter because I have not given up my commitment to the handicapped. I am still working with the mentally retarded and the environment while I'm in office. All I am trying to do is get good sound planning in government, and it is going to take the change of policy of our city governments and unfortunately in our city we have the seven-four split. We have four people for good sound planning growth, and seven people for, that are orchestrated by the special interest packs and groups that they are for urban _____, helter skelter development and could care less as long as they could put the money in their pocket.

I: One last question in retrospect and perhaps it's a difficult one to answer. But at this point, do you think you have been effective, in effecting environmental awareness and environmental issues in the Hampton Roads area?

R: O.K. I live by what you might call a categorical paradigm. When I get up in the morning I brush my teeth and I take a shower and shave and everything and I walk out that door. I have this thing inside of me that says everybody that sees you today and everybody that listens to you today is going to turn around and do exactly what you just did. So I try to live by example, and when I see kids out there on a Saturday morning when it's play time, cleaning up streets, planting trees and bushes, or saw grass along some canal, I say to myself, somebody has made an impact. And it's just like Swiss cheese. I do it one hole at a time. If I can take one kid, it's like your basic philosophy of Christianity. If I can bring one person, just one person in my life to the Lord, and that he will then convert and believe in Jesus Christ, and God, and the Holy Spirit, and something after this life, then I'm ready for the Lord to take me cause I've fulfilled my _____ that he has given me, and that's the way I do it, and it's like that thing, the King, that old premise, that the King said "I need to have an answer." and this guy says "Well here's your answer to it.", and the King said "Well you've done such a wonderful thing for me, you've cured my son." or whatever, he said "What do you want?", and the King said "Well this take this checker board, and you just give me one grain of wheat the first day, the second day double it, and right on through and so on and so forth, and you double that.". Well what happened, if you tried doing that, the numbers

are so astronomical, that the King went broke and his whole kingdom went to this guy. My opinion is, if I could get one child, and that child gets two, then what does he do? Well he gets his parents, and he tells his parents "Well this is what you should be doing. This is how it is changing.", and then those parents are talking at a civic organization. So then the parents tell parents, and pretty soon we have a whole movement, and it is a movement of building and not destroying. I mean this is what is, I know it sounds rather _____ and grandiose, but to me it's like hand shaking an ideology and never letting go, and then that pulse just passes from one person to another, and we become a full circle, and we're not going to allow that circle to be broken, until we all have this basic philosophy that I, the first thing, the two commandments, "Love the Lord thy God with all thy heart, and all thy sole and all thy mind", but the second one is so great "Love thy neighbor as thyself". And if you don't love people, you don't care for them. Oh I care for _____, I love people and I want children because they are people and I love this planet and I love God and he gave me something wonderful, and I just feel I've got the responsibility of taking care of itself.

I: Is there anything that you think you could have done, or could do now to be any more effective than you have been up till now Bob?

R: Yes. I get emotional and I become rather vociferous at times, both out at public display. I get emotional in public meetings trying to motivate people. I want to draw them into this quest, but unfortunately for me, during political meetings at City Council, when I believe that something is wrong and the people are being taken advantage of, especially when it comes to my fiscal responsibility to the tax payers. When I see government bureaucracy dipping the hands further and further and further into the tax payer's wallet, I want to reach out and I want to grab it, and when all the projects that happen, I either want to go after them with a scalpel or a sledge hammer and it all depends on how I am tied to that particular issue. If the citizens have drawn me into an issue and I see the back room deals being done, and I want to take that sledge hammer, and I want to smash it, and like I said, I don't want to just oppose it, but I want to expose it for what it really is. So, one big thing that is going on right now that I abhor is the imminent domain that is trying to be passed right now in the General Assembly, sponsored by Clancy Holland, giving the City of Virginia Beach the power to condemn private land for private use, and we have always had the power of imminent domain. If you take away private property and remunerate them, but it has to be for public use, and normally that's big for roads, or a school. But if I turn around and I go to condemn someone's private property, say like at Burton's Station or Seatack, and then turn around and sell it to a developer for private gain, then that

is wrong. It's a violation of the constitution. It's a violation of our human respect for another human being. I have a real problem with human exploitation. So, you'll have to excuse me but my mind is running faster than my mouth is able to respond. No. I don't feel that I have been successful. I think that if I every considered that then I would become complaisant, and I am trying to reach and claw my way up and it just seems like every rung that I grab on to, the ladder keeps building longer. The ones that I have already put behind me, seem to be shifting ahead of me, and so it doesn't stop, because to me all these things that are intertwined in my personal life and, it's not just the environment; it's the quality of life. I mean I fought for years through the American Disabilities Act, that how in the world could you expect a person who is a quadriplegic to come down and visit your local government if he can't get in the building. Why can't he get in the building? Cause we haven't planned it properly. And because we haven't planned it properly, we can't, we don't even have, we're facing a major problem with our social service department, that is located on Virginia Beach Boulevard. It's an old retail store. It's called Millers. We converted it for social services. It's horrible, but we can't even move our Department of Social Services to our own City Hall. Do you know why? Because the people who are served by social services, most of them ride a bus, and we don't even have bus service to our own city hall. That's called very poor planning. And that's not concerning yourself with the rights of people, and those inherited rights of dignity, because our philosophy in Virginia Beach is, if you don't have an automobile, we don't even want you in the city.

I: So do think that for all of the problems that you see, and the emotion, and the commitment that you bring to it, are you suggesting that at times that might get in your way, and that you need to be a little more surgical, than bludgeoning, with respect to the analogy you were using between the scalpel and the hammer, in the sense of trying to again, prove your effectiveness. Is that a fair statement? Is that how you're feeling or not?

R: Ah, since I won council, I no longer attend my own church. Every Sunday I go to a different church, and I usually decide where I am going on Sunday morning. I don't have a planned schedule. And what I find and what I do in between Sunday school and the church service, you usually have this period of social time. So I stand around and I talk to people. I don't tell people who I am unless I'm recognized. But I listen. I talk to people. And through that I'm able to draw out of all of these meanderings through the town churches, the pulse of the city, the concern, the inherent things that are important to people, what they are willing to pay for, what they're not willing to pay for, and there's a lot of real needs out there. And so in order for me to make great justifiable decisions on

financial resources and spending and revenues and that, say for instance with schools, how in the world can I assess or address school issues if I ever go into a school. That's why I want to hit all 73 schools in the city and I mean spend time with them. I sit down with the teachers. I talk to the kids. I have to be educated on the problems and the subject matter before I could ever vote on it. And unfortunately that's not happening in our city government. People are told how to vote.

RESPONDENT #2

RESPONDENT #2

I: Let me start by first inviting you [] to maybe tell me why you started in the environmental work, how you got started perhaps, and when that occurred, what your goals were, and will you maybe bring us up to where you are today, and perhaps reflect on whether or not your goals have changed in any way or so.

R: Sure. O.K. Let me go back. One of the things I'd like to do is kind of reflect on advocacy. I suppose to go back, I ought to explain. Let's see, well first of all I'm 62, and I come from a family that's been involved in various kinds of advocacy for several generations, and I perceive environmental advocacy to be a continual with an American tradition of advocacy. I talked to a university class, and they said "Talk about the environmental movement". And I said "Let's talk a little bit about the American tradition of advocacy.", and I said "How do you think it is?", and someone said you know "61". I said "You mean 1830s with Dorothy Dix?", and then they looked at me like, none of them said "Were you alive in 1830?", but it's really all of a piece to me and in fact a lot of people at the grass roots level that I know are people who were involved in other kinds of advocacy. You know they show up in the Unitarian church, and they show up involved in immigration issues here. I mean it's the same people on my old funding list. I got involved first in it, and I like to do advocacy. Advocacy is something I enjoy. It is work I like. So that more than an issue, I got involved initially in advocacy for planned parenthood, and I was the person in the late 60's, I was the state legislative representative, so I was the lady who went dragging up to the legislature trying to get the legislature to repeal our terrible oppressive abortion law, and then got linked with environmentalists because of the population issue. So I was running around Earth Day making a little Paul Erhlick population speech, and had ties to some of more radical students, because it was the more radical part of the students of the environmental movement kind of students who were involved in abortion, and then a group formed, there was a formed, kind of environmental council, that was sort of an umbrella council that was funded and had a board and everything, and it was funded by the junior league, and I was the first president because I am a sustainer in the junior league, with the most radical fringe of the environmental students who were the ones who were pro abortion knew that I was the person who would go up there and stand up in the legislature 1969 and talk about abortion, which not too many people were willing to do. So you'll understand I'm kind of a compromise person. Then after a while, I knew I wanted a job. So this is all volunteer, O.K. This is all volunteer. And then I knew I wanted to go to work and got a lobbying job, and then Family Foundation started out a group called Southwest Environmental Service and I became Director

of that in 75, and I was Director of that from 75 to 88, for thirteen years, and we were involved in a variety of issues, land use issues initially, and then had some reverses there, and then I figured out that since I decided that I was paid then, this was paid, and we had a little office, and I had enough money to hire some part time people. I hired a series of part time people, went off and did different stuff, and then actually moved into all kinds of careers. I figured out that in fact if you're paid, you really ought to assume responsibility for some of the stuff that's tough, where you have to sit down and sort out regs, and I got into the federal laws, the air quality, and water quality laws, probably in the late 70s, and they were being written, and they of course had citizens' supervisions and various things, and so we looked at ways to use those laws, to accomplish goals. The two main campaigns, and did a variety of things. There were all kinds of different stuff, but the main things we locked onto as a goal closing the Douglas Smelter, which was the largest single source of sulfur dioxide west of the 100th meridian in about 79, and it closed in the summer of 85. So that was a long campaign and about the same time a goal of adopting groundwater quality protection for the state and I think for my notes and things I think that was about 79 or 80, really that became a focus, a major focus, and that law was adopted in 86 - an important law. So, but those were the goals that were doable, now to say something about goals, how do you choose goals? I'm a very goal oriented person, but I decide, I don't want to just reduce sulfur dioxide in the West, I want to shut the Douglas Smelter. I like goals that you know when you've got there so you can have a victory party. One of the most damaging things you can do to yourself is to set a goal, a kind of goal that you can never tell if you get there, so you never get to have a victory party. So you are just, you're just always, so you set yourself up to fail. I like the strategy. I like to set a goal, work out a strategy, go implement the strategy. I don't like to do the same thing over again. I like to go find a different strategy. I've done a variety of different kind of approaches, which of course is determined by the circumstances in which you find yourself in what you have. So my goals and objectives when I started I think were to do um, to do, to work for environmental improvement, and this was as Director of Southwest Environmental Service. I mean for my goal when I worked for Planned Parenthood was get rid of the abortion law. Um, working for Southwest Environmental Service was to work for environmental improvement, particularly things that would have a long term future, kind of like building block kind of goals, so that you stick something in place like a law that's still there, or preserving a piece of ground that's still there that appeals to me. And actually what I really do like is the strategy. I mean I like doing it. Let's see, what else? There's one, there's only one environmental issue floating around this state that interests me, and that's protection for riparian in areas. I suppose I would have, in the meantime, I'm involved in other, in other, in

a variety of other issues. I mean I'm working for clients as well, and it isn't my work for clients is not really full time, so I have time to take eight weeks vacation a year, and still do other volunteer, other stuff that I don't get paid for, that I like to mess around in for fun, because I'm just a kind of a congenital trouble maker. Goals, goals, goals need to be defined. They need to be doable. You need to, I would say the most important thing in any, in any campaign, is the way you define a goal. So you know what the heck you're doing, and when you go coalition building, everybody else you're involved with knows what you're doing, and where you're headed, and you don't run into those endless meetings where people say "Well I didn't think that was overdoing it, and what are we suppose to be doing here?". That awful stuff. And I don't have any tolerance for that any more. If they start that, I go home, and that's it. Is there a particular strategy. No. Is there a particular strategy? No. There is no particular strategy.

I: You were saying earlier that you kind of carved your strategy according to what the project demanded at the time. Is that right?

R: When I talk about this, when I go to lecture about this, I say first of all you've got to know what you've got to do. Secondly try to know what you're trying to do. Secondly, line up, look at all the resources. What do you have. What resources do you have? Do you have money? Do you have people? Do you have, does your issue have a dramatic or touching poster child? Do you have, what have you got, how big is your goal? What have you got. So then, where is the decision made? Let's say you're going to close a smelter. Do you get EPA to close it? Is the decision going to be made in a court. Is the decision made in the legislature in the bureaucracy, by the governor, by the President of the United States, by the interaction by those three, what arena are you playing in, I mean do you play in the Federal court, the State court, the press? Where is the decision going to be made? O.K. What is it you are trying to get? You're trying to get the legislature to pass a law. You're trying to get EPA to order a smelter close. You are trying to, you know, what is it you're trying to stop construction of a highway, and where are you going to do that? Are you going to do that administratively? Are you going to do that in court? Whatever you know. Then look at resources that you've got. I mean you're going to court. Do you have lawyers? I mean, you know, all this kind of thing. Do you have writing skills? What have you got? And then what I usually tell people is that when you've looked at those things, you know what it is you are going to do, because it comes to you, which not a very satisfying thing to say to people but that's what worked for me, and if you don't know what to do, it's because you lack information. If you can't see what you're suppose to do next, then you need more information, either about the issue, about the laws, about

the, just how the decision is made, who are the decision makers that you're trying to reach, who you're trying to influence, and all that kind of stuff. I mean you just don't know what to do, you need to know more, and when you know enough, you'll know what to do. I mean that isn't very satisfying, but I just wake up in the morning and think ah well O.K. this is what we need to do. We need to have a press conference, and we need to do this up, and that will create pressure on the City Council, and we need to get this person to do that, and this person to do that. The thing you do in advocacy, or any public relations or lobbying, or anything, is move pieces of information from here to there. You get assembled pieces of information, you put them together in a pattern, and you transfer that information to where you want it to be, which is a person, which is the press, which is the EPA, which is the decision maker, which is the court, which is the whatever. O.K.? That is the action. It's the assembling of information, putting it together, moving it. The skill is knowing how to configure, knowing where you want to put that, who, you know where do you put that information to create the effect that you want, and how to configure that information to have that affect. O.K.? That's actually what you do. Let's see, how far down are we?

I: Well to revisit, and maybe to close off that one...

R: I'll stop.

I: Yeah. In the strategizing concept. So would it be fair to say that as opposed to an educational effort at the grass roots level per say, that I might have a little earlier, had I stopped you sooner, suggested that maybe you were focused on getting the attention of decision makers?

R: I like to make something happen.

I: That you really are looking at wherever or whoever the pressure point would be in order to accomplish your goal.

R: Well I like to make something happen. O.K.? I like to make something happen. I like to make something happen and have it be different when I'm done. O.K.? And I like it to be different in a measurable way. So I really don't like education programs. Oh let's go raise the public consciousness of recycling. I mean somebody else can go do that thank you very much. I mean I just don't do those things. And I find it unsatisfying. I mean six months later they are saying "Well we just able to... I just talked to someone in the grocery store and they have never heard of recycling. And I mean, it's just sort of a set up for failure. You know?

I: No party.

R: Right. Never party. You're never done. You can't go do something new. You can't start a new campaign which I always love to do, and because I have more ideas at the front part. And I like the idea part better than the implementation part. And so I really don't like things that you can't, all that worry stuff that you can't measure. I'll tell you something else. I don't believe that, the other thing that makes me run screaming, is when we're going to get it all into some general thing, where we're going to improve the human race first. O.K.? We can't really do it until people improve their relationships and come to love each other, and come to love the earth. And so before we can get this part, before the close of the smelter, before we can do groundwater protection, before we can do anything, we've got to teach people to love each other. O.K.? Well that's, I mean there's a 4,000 year history of that stuff, and I'm not interested in waiting another 4,000 years to get my Park. Those things. Oh but first we must all learn to improve, we must improve the human race. We must all learn to love each other first. You know. I'm out the door.

I: In that respect, do you feel that, and I'm not presuming here, but do you feel that your goals have necessarily changed then, from when you first got into the field to today.

R: No. Not really. No. I mean I like to do advocacy. I'd probably still be out there working on the abortion law if it weren't for Roe V. Wade. Well that's another thing. I don't ever give up. O.K.? I gave that up because of Roe V. Wade, right?

I: I suppose again to close off that thought about goals, and looking both to the past, as well as to the present, can you turn and look to the future, and suggest that for the environmental movement as a whole, or for those interested in environmental advocacy that you will, that we can stay in that context. What do suppose is something to look to the future to try to do? To try to accomplish?

R: What we need to do, well, I think my thoughts have been more or less formed by the participation in this world wildlife fund on the national commission on the environment. Are you aware of that?

I: Yes

R: Yes. You've done on that. Spent two years at that. And after thinking of all of this, I think I was kind of there to begin with, but I think we need to integrate, I mean in spite of what I'm saying about improving the human race, we really need to structurally integrate environmental considerations, need to quit being a separate thing, and it needs to be integrated into the way we do things, and into our social and economic system and structures. Um, kind of its more engineering concepts rather than an environmental movement out here. I think that's run its course. And I think that the birds and stock and back pack and organic gardener people are, I mean, that's over. I mean what we need is new technology because that's what we know how to do. You know? But the anthropologist in me, which is what my background is, I mean our culture is what it is and we, it changes, but it has to change within the scope, within you know, we used to call the ethos of our culture, which is technologically oriented. That's what we know how to do. That's how we know how to solve problems. And the real future is the next generation of environmental policy I think is going to have to happen in the Department of Energy. I was not very thrilled with the DOE appointment. But that's where I'd start. The focus isn't really EPA. The focus needs to be DOE to move forward into new ideas. And there has to be more of a fitting together of long term goals for efficiency, and sustainability, with the business, that are incorporated in the business community, and in the economic system, and in the whole industrial sector. I am now a consultant to a mining company, and that's really very exciting because there is much more opportunity for change. Then there is just pattering away out there.

I: Because there is so much to be done?

R: There is so much to be done. And they are changing rapidly, and that's just an exciting place to be. Much more exciting place to be than the environmental movement. I mean they're still just sitting back here saying what they were saying 15 years ago and it's just boring. It's a boomer characteristic. Pardon me.

I: Interesting observation. You know you mentioned your anthropology background. What other formal or informal training did you bring to the...

R: That's really it.

I: to your experience.

R: That's really it. I really don't. Everything I've had to learn, I like to learn. I have a kind of a broad general, I come from a family of scientists. I have a broad,

extremely broad and extremely shallow background in science. I can sort of get the hang of this and that, and I wanted to be a geologist, so that's why I have fun with the mining guy. But the, so I can figure things out, figure out technical issues, one of the things I learned to do actually in my job, was to take technical issues and write them in ordinary language, and that's one thing I'm doing for the mining company. But anyway, that's sort of general science background.

I: Is there any one particular area you've found to be more helpful or useful than any other as far as your background is concerned, to be as effective as you have been?

R: I think the background in anthropology is extremely useful, but it's in a kind of a subtle way.

I: Because it addresses the ethnic or cultural...

R: You recognize that everybody around you is basically a carrier of their own culture. It keeps you from, I guess the most useful thing, it helps you understand the connection between their language. You know language and culture, and everybody we live in looking out my window across from the _____, looking across Tucson. I mean I'm looking across a half of a dozen sub-cultures that have a different language, and people who don't understand each other, and one of the things I was trained to do was to listen to that language and recognize and respect the internal integrity of a sub-culture. And it's a very useful thought to have if you're dealing with minors who have a sub-culture, and so instead of deciding that they're ignorant and greedy, and they're slobs, you think, wait a minute, they belong to the mining sub-culture, and that's a valid. It's valid. Their world view is valid.

I: True.

R: O.K. So you start with that premise, and it helps you, so you, when you begin to make judgments about other peoples behavior, you make mistakes, because you're always wrong.

I: I understand.

R: O.K.?

I: Sure. Do you find that with your background, including your anthropology, do you consider yourself to be a good listener?

R: No. Not really. Not a natural listener. I'm a, it's in a mode. I'm not a natural listener. I learned to do it. I was trained to do it in the field work. If I hadn't been trained to do it, I probably wouldn't have learned it at all.

I: Do you think, had you not learned it, you would have been as effective as you have been?

R: Oh no. Oh heavens no. Oh heavens no. The field work training was invaluable. It's also an approach to people and to situations and to extraordinary teachers and to be endlessly curious about why people do what they do. Curious, not deciding that, you know I listen to people saying "these people are good and this is why and when they are bad then they do this". And I think that's not what I want to do. I want to get inside their skins. I mean, you know.

I: Looking at those kinds of personal attributes if you will of yourself, if you could be introspective at this point. Do you see other qualities within yourself, other attributes that have helped you be as effective as you have?

R: Oh yeah. I never give up. I almost never give up. I hate to quit. My mind just does, I mean I come to a dead end and I think it's a stop, and I get kind of depressed, and then a week later I wake up and I'll be standing in the shower, and I'll think hey I know what I can do. Something, my mind, if it gets locked on a problem, I'll get up in the morning, I'll be standing in the shower, a total blank, and I'll think hey this isn't the end of the string, wait a minute, I can think of three moves here on this. And the whole kind of chess board of the situation comes up, and I think ah huh, ah huh. O.K., well let's try this and see if we can get around, over, under, through. I also am willing so I guess that's one thing. Also, I'm willing to use everything. People say "well do you use this, do you use that?". You say "If it isn't nailed down, you use it.". You know? Whatever you can find. And I have more than I usually bring to a situation a broader reach. I like unusual coalitions. I like to think uh huh. The Douglas Smelter case in point, I got more help from the other mining companies, that Smelter belonged to Phelps-Dodge. I got more subrosa help from the other mining companies than I got from the national environmental groups. That's why I'm working for a mining company. Now I've got to know them and then they helped me. And I like, you know, you think who are your real allies. How many, who can you think of out there, not just

you know, the Sierra Club, but go out and find allies from non-traditional. I love to show up with somebody, arm and arm, with somebody that no one expected you to show up with.

I: Anything else?

R: Oh, let's see. Well I'm more of a, I'm not very good at detail, but I'm kind of a synthetic thinker I think.

I: Explain that.

R: Put things together. Pieces from here, and pieces from there, and think in patterns.

I: Is there anything at this point that you think, again being introspective, that you could do personally, to be any more effective than you have been? Have you thought about that much?

R: Not any more.

I: So you pretty much feel like you've got the pattern down now?

R: Yeah.

I: Kind of how to approach these things.

R: Oh yes I think _____ that tempered. I suppose I'd be more effective if I were to not have a tendency to get, you know, bad tempered and sharp tongued.

I: So do you see value in that, in the sense of not being quite _____ that you lose your focus, but rather.... So we were looking at things that you thought might help to improve you know what you're doing at this point.

R: Yeah, see I'm not really, a lot of what I'm doing _____ about, is reflecting on things that I think I learned from what I did, more than, I'm not somebody who's smack in the middle of things. You see there's this _____ protection issue I'm kind of in, but I'm not willing to assume a leadership role, so, and I'd be more effective there if I were, for various reasons. One is I'm not well positioned to. And the other is I don't want to. Lazy! Trying to find a little time, always on a talent search.

I: Well so, did that sense of laziness if you will, become an obstacle? I mean do you find that at times you just get burned out? Does that become an obstacle?

R: Well, I'm not really burned out. I wouldn't say that I'm really burned out. It's just that there other things that I don't want to be, well for one thing I'm working, so I have another chunk of stuff. I mean advocacy isn't my full time occupation anymore exactly. I can't imagine that I will ever not want to do it to some extent. Incidentally, one of the notes I made is that, when looking at other people, when I was most successful, and when I'm not so successful, is advocacy doesn't combine very well with other personal goals. Such as, trying to work up a career ladder, or making money. I mean I know people who say I want to do this and do that you know and then pretty soon they've got some kind of a job over here and they're gone. I mean, if you leave there because of personal circumstances, have to, or because of personal, whether economic or personal ambition or whatever, want to work up a career ladder, or if you really need to make money and you want to make more money all the time. You just are never really going to be more than a bit player on a, in the grand theater of advocacy. If you want to be a major player, you can't worry about advancing in a career sense, the typical career sense, or making more money. Now I had a job. I was paid something, but it didn't ever grow, you know. If I'd gone to work some place, I could have got to where I was making serious money. Maybe I would have, or maybe I wouldn't. I don't know. But, it doesn't mix very well if you're really going to be a central player.

I: Effective?

R: Well, you can be effective you know. It's like theater. But if you're really going to be the director or stage manager or producer, or I've always thought of myself more as the stage manager and director in trying to round up other people to do speaking parts. And then you have to have ___ parts, and you have to have a chorus, and you have to have a lot of stuff, and an audience that pays money. And the, actually the analogy is fairly apt. Um, there are all those other parts you know, and you can play one of those parts and do something else, and do lots of other things. I mean, if you go off and make money, then you can write big checks. But if you're going to be, if you're going to be a director, producer, writer, stage manager, star, you really, that has to be the main focus of what you're doing. It doesn't mix very well. Any way let's see, obstacles.

I: Yeah, when you're in the midst of that, and let's assume that you're playing the role of, either the stage manager or the star as it were, and we can readdress that issue, I'd like to a little bit later, about the role of the star and so on, but for now, if

you're doing what you're doing in the sense of while you are trying to achieve your goals, you're trying to shut down that smelter, or what have you, have you found there to be any identifiable, perhaps recurrent obstacles that you've run into that you can clearly identify?

R: Well of course that's what makes it fun. If it were easy, I wouldn't have wanted to bother. I mean if it were easy, somebody else would have done it. I mean it was a very difficult thing to do. The smelter was a very interesting and fun thing because it was so complicated that it involved federal legislation, amendments to the Clean Air Act. It involved litigation. It involved press. It involved national press. It involved grass roots group, which I, thank God, didn't have to do. It involved lobbying the congressional delegation. It involved the Governor. It involved the international secretary of the steel workers. It involved eventually, you know, we were in a lot of arenas at once; three of us. Three of us really did it as a _____. But there was an attorney with environmental defense _____, and a person who was um in, who lived near, and organized the folks down there, and also contributed a lot of other things, and me here, doing kind of basically responsible for press media, for media and politics and political strategy, and then the lawyer did the legal strategy, which was enormously complicated. But, yeah, I mean we had, we had lots of obstacles. But on the other hand, the thing that I was, and it was technically interesting, technically complex, legally complex, but that's what made it fun. And it was fun.

I: In doing that, and I'm sure that, and you had mentioned earlier, that you liked to build coalitions, often times coalitions of strange bed fellows. Have you found in that effort, in working with them, as well as trying to put them together, that there's either a lack of coordinating; how do you find the environmental groups in terms of their coordination? Is there a lack of coordination between them?

R: Yeah. Actually the seven, the main obstacle in this _____ effort, the main obstacle, well the obstacle, the thing we have to get over of course is opposition of the legislature, the usual stuff, but the obstacle, the internal obstacle, is the sort of miserable nature of the environmental groups in the state, just you know, the lack of coordinated effort only begins to explain. Two things: lack of coordinated effort, and lack of, there's been a lot of turf, people hanging on to turf and failing to build leadership, I mean together, you know. I mean we stake this out and then don't do it, and oh I don't know, and a real failure to build leadership, which just stresses me, and I'm not well positioned to do anything about it, except to kind of noodle around and push a little here, and push a little there. And what can you do about it? In Question 8; what I wrote down, my first reaction was just wait until

the dynamics change. People come and people go you know, I mean situations change, something will bubble up, and sometimes leaders do, leaders do emerge. One of the things that, by the way, that I felt very strongly when I was paid, is that there's a kind of _____ Law in advocacy where paid people can drive out volunteers, and I worked very hard not to allow, not to do that. You have to work not to do that. If you don't think about it, it simply happens. And so one of things that I really had as a major goal, going back up to the top to goals, was building volunteers, building volunteers and finding committees, and finding working with neighborhood groups. I mean if a group popped up somewhere, I would help them, by let's see, kind of with whatever they needed. Sometimes it was technical, sometimes find the rule, sometimes find the publications. I mean I had an office and files right. A bunch of people pop up and they want to know about this discharge, and they don't know anything about the Clean Water Act or NPDES, or who the lawyers are, or anything. And so helping people through the difficult technical part, giving them advice, you know, walking them through their first press conference, telling them they need to do a press conference, but not taking over the press conference. O.K.? Helping them write their press release, but make damn sure they're the one standing in front of the camera. So you go, stand back there, and smile and say "you're doing great Susie, I mean, terrific, right on, wonderful". Call them up the next day and say "now wasn't that easy? The next time you could do it yourself.". I mean teaching people. And there is far far far far far too little of that going on. There's too much of people who have skills, want to keep their skills, and want to do it, and I don't know. That seems to me, I feel, is just a major major problem.

I: So in your mind, do you think by improving that sense of ability, number one, and perhaps the skills of leaders, number two, that would contribute to perhaps increasing the effectiveness of the movement?

R: Well it might. But you know what they want to do then, is go have a two-day workshop and bore everybody to death, and sit there and line everybody up in chairs theater style, and draw on and on and on, which is really stupid. I mean, it's much better to identify somebody you're working with who needs the press conference and walk them through their press conference, so at the end they've actually done it you know. I won't even be a speaker at leadership conferences any more, because there's a notion that you've accomplished something, and it's really a nothing.

I: Do you find staying on...

R: See I'm getting cranky. I get all cranky after...

I: Not meaning to extend that feeling of crankiness, but as long as folks have leaders, you know there hasn't been a single leader identified in the environmental movement. Is that important to you?

R: No. You don't want a single leader. You want more people learning how to do leadership, because there isn't a single issue. I also am not much of a fan of coalitions that have a whole lot of issues really. I think what _____ has done with the mineral policy _____ was very smart. Which is to set that up free standing with a single goal you know, I mean this is a man after my own heart. Go after the mining _____, not fooling around, don't mess around _____ far, the big _____ have these huge agendas and they all run around. I mean they just turn in to little bureaucrats really, and _____ not burdened with all that stuff. I mean he is driving toward a single goal, using the usual array of good stuff, and rather skillfully integrated campaign. The trouble with the national groups is that they've become bureaucrats to the extent that they don't do campaigns. They don't think campaign. By thinking campaign, I mean you got your goal out there, and all campaigns have _____, fund raising, media, politics, lobbying, news letter writing, research, da te da te da, but that's all part of the coordinated integrated campaign, and that's what Hocker is doing, and that's why that's probably going to get out there, as compared to say the model of the national clean air coalition which had those fifteen people, and that disastrous steering group.

I: Are you suggesting that the national organizations, contrary to something like what Phil Hocker is involved in doing, have lost their focus for specific issues, and are just caught up in fund raising?

R: They are concentrating, and of course they are fund raising like mad. I mean the sky is falling, and if you don't send \$20.00, it's going to land on your head you know. But they have a big agenda. Their agenda is far too broad. They have too many people. They have too many committees. They have too damn much democracy, which is part of the worst aspect of the legacy of the 60s. And you know it's just not very workable.

I: And yet they're players in the game so how do we get them together, or do we?

R: Well, I think that Hocker's approach is very good. I mean he gets out there and they'll all fall in behind him you know, but he's going to get to cut the deal. I mean he's going to get to make it happen, and I would think cut the deal. Well the

other guys will have to get in and they'll probably get pieces of it too but I don't know. A lot of those people have just plain been there too long. I mean they got those jobs and some of those people have been there since the early 70s, and you shouldn't stay in the same job for 25 years you know. I mean you just shouldn't do it.

I: In light of that, of course that's a very, I'll say, popular view these days, very prevalent that the national leadership has kind of lost touch of what's going on in the "real world", and yet I go back and beg the question of do you think it's going the other way, and becoming more issue oriented, and perhaps even single issue oriented as Phil Hocker is, do you perceive a danger in becoming uh diversified, or fractionated if you will, if that's a word, and so losing our collective.

R: Well no, but it disturbs me when Sierra Club just wants to say that Green Peace and the _____, you know the clearinghouse people are just radical fringe out there, because in fact they can mobilize to be very effective, as they did in the state here, and, well on a haz waste law. We have a haz waste law we wouldn't have if it weren't for a bunch of people who had big rallies and green peace showed up with kind of a grass roots people and the Sierra Club people just fled, and I thought this leadership solo was kind of neat you know. I talk to them every other day. In fact I walked _____ through their first press conference. Well Sierra Club is out there saying "Oh my, oh my, oh my", and on the other hand I mean I'm the junior league sustainer, as a consultant to the mine. But I thought hey this is going to work right? And in truth it did.

I: I guess that leads me to I suppose the last question.

R: _____

I: Well you touched on your communication with others, in trying to accomplish what you're doing. Do you, in what you consider to be your peer group, do you stay in pretty close communication and contact with them to discuss major issues?

R: You mean with the environmental group?

I: Yeah, or anyone else.

R: Well I stay in communication with a lot of people in the stage. I had a very good time the the _____ administration and the business community, and my mining client, and the business community leaders, and I serve on the economic development council for _____ county. I mean everybody knows me.

I: Is that important?

R: Yes. It's very useful because you have ties everywhere. I have ties everywhere. I mean I can call up, I can call up the President of the Valley Bank, and say "George, what's going on with whatever? Tell me about this.". I mean yes. Information is power and you get information from networks. Oh that's another criticism I have of a lot of environmentalists, is that they stay in their own little world, just like the miners do, and I don't do that. I know all kinds of people. I mean the congressional delegation and their staffs and everybody. I mean I work at staying networked through as many different sectors of the state as I possible can. In fact I would say, I hadn't really thought of that, I would say that is really my underlying strategy in life is to spend continuously expanded, I get on a new committee, or I'm appointed to a Governor's task force for this, that or the other, and I get to know, if there's somebody on it I didn't know, I go sit next to them and get to know them. _____, City Council Member from Flag Staff, and then they get elected to legislature and you still know them, you know.

I: You sound as if it's what gives you life.

R: Yes. It's fun.

I: [], you have given me so much good information, and I really appreciate you sharing it with me.

RESPONDENT #3

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I: [], let's start perhaps by giving you an opportunity to reflect on why it is and how you got started in the environmental work, and perhaps what led you to become an advocate of environmental issues, and then we'll go from there.

R: Well my actual _____ beginning as a scholar researching environmental work can definitely be dated from 1962, and I can in fact tell you the time and the place, at least when I decided that I was going to make a change in my professional life. When you ask the sub question, "what led you to become an advocate of environmental interests?", that indeed really as you say is a sub question of the first one. I had had a long interest in what you might call conservation issues, and I had been associated every since my, well under graduate days at University of Chicago, in various conservation organizations such as the Isaac Walton League, the National _____ Society, and later the Nature Conservancy. What led me to how I got started was, had a slight story, and slightly complicated. Beginning in 1943, I completed my doctorate at the University of Chicago in Public Administration. My career in 43, 53, really till 63, for 20 years had been in the academic field of Public Administration and the later part of that was an emphasis on training for the public service. I, however, in my first book which was called The Administrative Theories of Hamilton and Jefferson, has been reprinted twice. I think most recently was in I think in 1946, I believe it was. Any way, it was 20 years after it had been, well, more than that, it was published in 1944, so it would be really 43 years. So that, but I had been on the council of the American Society for Public Administration and I was probably the most frequently published contributor to the public administration review, and I had received the William E. Moser Award, and the Bridgefield Award, and so on, from the Society in connection with the articles I had written. But I had increasingly felt that I was not on the cutting edge, that after these years, I felt that I just wanted to move towards something that I felt would have a more continuing value, and I didn't see that any more of that studies in the administrative theory organization management on public personnel administration or, they just weren't interesting me much any more, the way they had earlier years, and I decided I needed to make a change, but that _____ realization came to me in 1962 and I was engaged in what was actually, what turned out to be, probably the last of my public administration missions in the field of training. I had a contract with the AID organization to look at training to the public service in oh 6 or 8 countries, including a number in the Far East, and I was between planes in Hong Kong on New Years Day, well on Chinese New Years, not our New Years, the New Year which was in February in 1962, and in as much as during the Chinese New Year, nothing much is happening in Hong Kong. It is a very poor time to be there because restaurants close, and theaters close, and Chinese customarily go home to visit their parents or their grandparents and so on, in other words, it's a very strongly engraved practice in China to do that. So there wasn't much going on, and in the evening I took the tram up to Victoria Peak, which overlooks Hong Kong

harbor, and then across the harbor is the new territories, and then beyond that, main land China. And it was a very mild evening in January, and Hong Kong can be quite mild in January, and there is a tea house there, so I was just sitting out on the, it was kind of a patio which overlooks the harbor, and it was a very reflective time of day, and I was just in one of those situations where, I was just moved to think about myself and the future, and the whole setting was rather romantic with the little lights flashing down in Hong Kong City with the fire crackers going off and some grass fires on the mountains over in China where _____ were apparently burning fields and so on. And then it came to me, that this was the beginning of the year of the tiger. And in the Chinese cosmology, the year of the tiger is the right time to make any big change, or start anything new; any old or initiative, if you're going to take one, it's best to do it in the year of the tiger. And I then really came to the realization that I definitely wanted to make a change, but I needed to make a change in the way that _____, that I could build on. In other words, it wasn't like a person who has spent all of his life being a lawyer, and then he decided he really wanted to be a doctor and go to medical school. I needed to build on what I already knew, or I'd already had. And so when I came back to the states later that summer, I talked to my wife, about the direction that I thought I ought to take, and we agreed that this interest of what we now call the environment, which didn't have a name in 1962, was the right course. And we had The Silent Spring, that came out that year, Rachel Carson's book and Steward Udall, the Secretary of the Interior, wrote a book called The Quiet Places. There was just a lot of beginning ferment which later became the environment movement. So I was on administrative leave and I went to the University of Michigan at Ann Arbor where I knew I had friends. I needed to talk to someone that would understand what I was trying to do, what I was thinking about, and I did find some people there that did. So I came back and I wrote an article and you know I sent it off to a couple of friends and had them look at it, and the title was called Environment: A New Focus For Public Policy?, because it was a question mark. I mean Lyndon Johnson later talked about the new conservation and we didn't have a word at that time _____ for the environment. A great many people thought that you couldn't do anything with the term at all; it was just things in general is what one economist said, and people weren't even very polite about disagreeing. So at any rate, I sent the article off to Public Administration Review, and they actually accepted it. Well the Moser Award, well you know Moser was one of the founders of the American Society for Public Administration, and actually was the first head of _____ Schools in Syracuse University. At any rate, this award is given to the best article written by a university faculty member and published in the review on any given year. So that was the beginning. And that tells you then when I got started in 62 and 63, and that I became an advocate of environmental issues because I felt that this was going to be a very important thing. I thought so not only because of what I saw in the United States, what was coming out of the conservation movement, and the concern over the soil, and forest management, and water and wildlife and so on. But what I was more particularly, what I saw abroad, because I had by this time had assignments in Columbia, and had been in Guatemala. I had been with the United Nations in the Middle

East, in Turkey, and United States, with the University of Michigan, in the Philippines, and later with the ____ University in Thailand, and Indonesia, and then this AID contract, I was a good many different places including Tripoli, Turkey, what we would now call Sri Lanka, was then _____, Thailand, Taiwan, Korea, and so on. And so all of those things added up to my willingness to not exactly break with the past, but I left, in other words, I departed from main line public administration to focus on the environment. But I should just add one other thing, and that is that the, I was not able, for some time, to get any significant amount of funding. In fact, I never did, for my work in the environment, yet really for environmental studies, it was, I discovered very early that I had to pursue a _____ root, and that is through public policy for science and technology, and then focus on the environment, and you could get support, and I did, to the extent of 21 grants from the National Science Foundation for science policy studies, but I couldn't get money from anybody except I did get a little _____ from the Conservation Foundation for environmental work. So that's the answer to the first question.

I: You know you mentioned coming from early days of interests in conservation and the fact that you felt in subsequent years that the environment would be a very important area to become involved in, particularly through your writings and your research, and of course your experiences abroad. When you started out your efforts now to re-focus after that experience at Victoria Peak, did you have any particular goals or objectives at that time when you first started out that you were interested in doing? And if so, have they changed since then?

R: Well they've broadened. They, I think they did not change. I think the general approach that I had, talk about goals and objectives, they were, I think they're trying to make people see that my writing was directed toward what I would call a literate public, or a public that was already sufficiently aware of conservation issues or environmental issues, to understand. In other words, I wasn't in position at that point to be a popularizer. Now popularizers came along not very long there after, cause I was just at the beginning, though I didn't know it, of this great explosion of public opinion, so that people like Barry Commoner and Paul Erhlick, later became very effective spokesman for the environmental movement, and they wrote in ways that appeal to the general public, but very early, my, I discovered that there were people that, in organizations like the Conservation Foundation, and some of the other environmental organizations that were very sympathetic with what I was trying to do, and I was practically unique. I was also, became involved with the International Union for Conservation of Nature and Natural Resources, which is now called The World Conservation Union, and I later was asked to form a new commission in that union, which I joined, and on environmental policy law and administration, but I thought that my particular focus would be on, essentially on, the administrative aspects, so I at least was credited with _____ of The National Science Fund, or rather the Ford Foundation, for inventing the term that

later we call environmental administration. But there was no such thing as environmental administration in 1962 or 63. It just didn't exist, and the word didn't, the concept didn't exist.

I: Did you chose that direction to play off of a statement that you made earlier about funding problems? Did you chose to take that direction because it was supported by funding or because you felt that truly that that was perhaps the most effective way to get the word out to the literate public as you say to focus their attention on environmental issues through public administration?

R: I thought the latter. There were several factors here. One of them was the fact that, although I was trained, I mean I had worked at the doctorate level in public law and international law. I never had gone to law school which was very unfortunate in a way, in retrospect I wish I had, and I could have so easily, but I didn't, but I was trying to build on the field of public administration, and I had identified from the very beginning, what later turned out to be very much the case, and very evident, that the biggest offender in the whole environmental deterioration, was the government itself, and more particularly, the government of the United States. What I was dealing with was among the _____. I mean the big land managing agency, the big environmental agencies in country, were organizations like The Corps of Engineers, The Forest Service, The Bureau of Mines, The National Park Service, The Fish and Wildlife Service, The _____ Conservation Service. There's a whole range of agencies at the federal level. At that time of course The Environmental Protection Agency didn't exist, and these various pollution programs, or _____ pollution programs were just beginning to take hold, and some of them actually yet hadn't yet appeared. I mean the whole business of pesticides and rodenticides and so on, that came later. But there was concern. Rachel Carson figured a concern there, so I apparently, was really apparently tuned into the growing concern of the times. So when so of us began to publish, then we began to find other people you see that reacted to it. But my objective from the very beginning was to have some impact upon public policy, and I think that leading up to the drafting of The National Environmental Policy Act, and subsequently on various boards and commissions, I was able to make these, so others say, some significant difference.

I: In that regard, if again, initially you started out with the focus to talk to the literate public in your words, and in particular to have an impact on public policy, do those continue to be your goals today?

R: Oh they do, because this is the avenue that I myself am best prepared to take. In other words, although I publish the extensive law reviews and working in the administration, the public administration environmental policy, one has to take into account the law, both national law and international law. So as I said, I've published rather extensively and I've lectured often in law schools, much more so than in political

science. I actually have not been particularly well received in the community of political scientist, although I've on various years been on the program for the American Political Science Association but by in large, the political scientists were neutral to negative on this subject, and still are pretty neutral. The political scientists' discipline has not been the lead position of the law. Environmental law has been far and away, ahead of anything that has taken place in political science.

I: In terms of looking to the future, what would you say would be the goals, from your perspective? What do you believe should be the goal of individuals now focusing on effecting public policy in the environment?

R: I see, I have several goals at the present time, but I would say in recent years a sort of overriding goal, the largest one has been to move an understanding the environmental issue to its really global dimensions. That's what we do at the local level and the national level any more, and has to take into account the international level, and in deed the global affects of that action. And so many of my more successful books, the book called National Environmental Policy, which is now in its second printing, and I had one earlier than that in 72 called In Defense of Earth, and I have written rather extensive articles that dealt also with international and global environmental change, and environmental issues. I think in the future, we need to look more at the integration of different levels of government for one thing, and I had that view way back in I think it was 73, when I was asked to do a paper for the United Nations on this whole business of policy at different levels. So I was into that early, but you know when you're early, nobody much listens, and then all of a sudden, they get turned on that this is an important issue, but by that time, somebody that wrote about it five to ten years earlier is considered old hat. In other words, we want to get the latest on something. So many of us have discovered that the latest is not different than what it was 30 years ago. Just as a point, I was at a meeting last week, most of last week and Saturday, and it was an international meeting, and there was a representative from the European community. He was from Brussels, but he had a copy of the National Geographic book; a book that was published in 1970, and then he went through and read parts of the book, and cited chapters of the book, and he shook his head and said "You know that book could be published today. All of these things that we are no so highly concerned about were matters of concern then.". And I couldn't agree more. I wrote an article for the Indiana Law Review in 1970 on a national policy for energy. We still don't have a national policy, and I don't think we're about to get one, so what you really have to do I think is to try to, from my view, the kind of thing I do best, is to try to keep hammering away at it and publish as widely as I can, and just contribute to the stream, I mean others are now doing it, many more are now doing it. I was sort of a lone pioneer at first, but now many people are in the act, and I don't know of any other way that we are going to change things, other than having people sobered by catastrophe, but what we're trying to do is like _____ and some others, Herman Daily, trying to head off catastrophe.

I: Gee, I'd love to revisit that question later, but I'll move on to follow on the area you were beginning to get into and as you were discussing your efforts now to try to continue to get the word out, keep it out there, and of course to move it to a the understanding to at least environmental issues to a global level. Do you have, or can you articulate a particular strategy that you are using in order to achieve your goals?

R: Well I think its a, it's sort of been a three-fold strategy. First is the matter of publication. You know which involves writing, trying to articulate these concepts, put them in ways that people will understand, but I'm not the popularizer particularly. I mean I would like to be able to write for the slick ____ of things, but I think, my style, if you are at all familiar with it, is not the style that's popular with _____ magazine. I mean it just isn't a breezy style, and I'm not dealing with breezy subjects. I mean nobody ever said that administration was terribly exciting I think unless you're doing something about scandals, and there is plenty of them, but that isn't what I wanted to focus on, so that I do continue to do a very heavy amount of writing. Secondly, through the role of advisory capacities, I have been involved in a number of at least one international commissions, and quite a few federal commissions and committees, well two internationals, _____. Well then for seven years I was on the Science Advisory Board to the International Joint Commission, which is counted in the United States, on border issues. And so that, in other words becoming involved in advisory boards and committees, through the Corps of Engineers and the _____ Program, the National Commission on materials policy, and that sort of things in my bio data which I think you have. And the third element was essentially lecturing. And I have done quite a bit of that. I mean I'm not what you'd call one of the hot ticket items that goes around having big fees. I guess the largest one I ever had was \$3,000 for a lecture at Houston, and that was supported by a Special Distinguished Lectureship, ____ by the Tenneco Corporation at the University of Houston. So that is the third element of the strategy. Now along with that of course goes the fact that I, part of the lecturing is in class is on the campus here, and other universities, for example, on the 8th of March I'll be addressing a class at Duke University and I, here I usually have lectured in law school, and of course I continue to give lectures in other classes in the school of public environmental affairs. Up until this year, I taught at least one seminar, and national environmental policy each year, although I've been retired for eight years. This year I am team teaching of course in ethics in the public service which focuses mostly on environmental matters. So that goes with this sort of lecturing thing. Also with the consulting and advisory thing, for example, I have had during the last year or so, a contract with the Army Environmental Policy Institute, and I've been preparing some papers for them that Army installed in the cumbersome federal budget process so that I have to, have all this work done, but it can't move any place until the Army Environmental Policy Institute gets it O.K.'d for the funds, for the first part of this year. So those are the three strategies.

I: You know you touched on some areas of your background and training, and _____ a little bit about the fact that perhaps you missed out and certainly would have had more law training, legal training, perhaps even a law degree. Could you reflect briefly on some of the areas of your training, both formal and informal, and give me a feeling for what you felt were perhaps most useful that lent the most support to your, or value to your being able to be involved and be as successful as you've been?

R: Well I can go back to 1932 I guess and 33 which is a long time ago. I entered the University of Chicago as a freshman, but they had an invitational course which was called The Nature of the World and Man, and it was a sort of select course and I applied for it, but I didn't really, I doubted that I would get into it because I didn't have the most ____, I had a good record in high school, but not you know, not a phi beta kappa type record. But I did get invited, and that course was a broad survey of the sciences and it was taught by a really top scientist, at the University of Chicago and they had co-authored a book called The Nature of the World and Man, and that was an enormously impressive experience because some of these people were Nobel prize winners and I really, I was handicapped because in a way when I would enter the field of a science, I would have had to have had a feel for mathematics I just never had unfortunately, and so my undergraduate degree was in English, but I met the requirements for science, and in particular the natural sciences continued, and I developed friendships, for example, down at the Field museum, because my interest in nature and the natural world were certainly there, and there was a Chicago, what they call the conservation, I guess they called it The Conservation Club, in Chicago. And I used to go down there; they had ____ meetings and ____ who was later a librarian of Congress and so on was one of the people that got involved in that, but I was involved not only in, you see, in the natural world, but in the natural world including the human world. So that included, I mean in the nature of the course we had, there were courses in anthropology and paleontology and the, that was very exciting and I became acquainted with some of the, both people in geology and paleontology and anthropology down at the Field museum in Chicago. So that was all in the background. You see none of that really during those years tied into my professional life which is main line public administration. That was what you may call an _____, but that was a two quarter course at Chicago. I still have the book, but it left an _____ impression upon me and all this was sort of subliminal, but eventually pieces came together. Chicago incidentally at that time was one of the principle centers of studies in a new and rather exotic discipline called ecology, and one of the phases that these ecologists worked was the Indiana dunes and I lived at that time, just across the state line in Indiana and I spent many many hours and days in the Indiana dunes, which I have this rather deep love of nature, so you see that was another motivating factor, but I was also into certain things like city planning and my work in Chicago outside of the field of English and History, English History. A lot of it was taken in relation to, and some of these courses I simply would drop in and audit and sociology. I could often give you names of people who were very prominent in various ways, but part of the problem

with what I'm doing with you, is my interests have been so broad and diverse, that sometimes people have referred to me as the renaissance type because I have this fundamental interest in the natural world but I have this other interest also which was a historical interest, and a cultural interest so I mean one of the things that very early on fascinated me was the whole business of anthropology and then particularly of China, and there was a great _____ in the _____ museum called _____. He was actually German I think by background, but he built quite an important collection. This is primarily an anthropological equation at the _____ museum, and so I had, my elective, I had a course in history of art from Dr. John _____ there at Chicago. And then when I was at Harvard as a masters student, I had worked with Jonathan Fairbanks, who was the great, and continues to be the real great guru of history of the Far East, and I could have a fellowship to continue in the field when I finished my masters, but it was just at the time of the, we were just a little before the beginning of the McCarthy period and most anybody that went into that field was practically ruined, and they couldn't get jobs and so fortunately I decided to go back to the University of Chicago which I immediately found more exciting than Harvard, and _____ work in public administration. So you see I didn't have formal training in these other fields but I had this _____ of interest which later on proved to be very helpful because I think anyone, I think I sent you my bibliography, and be just turning through it you would see that the scope of the things about which I had written finally have had, there's been several different areas of concentration, but within those areas there's been quite a breadth of coverage so that I can write about say the cities and ecological systems on part, because there was this urban ecology which came out of people like Park and Bridges, sociology at the University of Chicago, but then later on I became involved in the ecological society of America, so I would go to their meetings in order to learn their language, and that got me involved in something later on called the Institute of Ecology which had about a rather promising 10 year history. It finally failed and I failed for reasons that I tried to help the ecologists understand in the beginning, but they were natural scientists, and they were sort of innocent when it came to knowledge of how things were done politically. I think I could have helped them, but they were determined to go it alone, so to speak, to the Washington scene, and it just didn't, in the long run, it didn't work.

I: To continue on with that thought, but to move into another area that I'm interested in, looking at both your successes and failures as you've seen them and described them yourself, if you could in an introspective moment, look at perhaps some of your own personal attributes if you will, are there any you look at that you feel that have contributed to you being effective or successful in _____?

R: Well I think that probably there are two, maybe three. One is that I think there are a lot of people that are smarter than I am, but I do have one particular, I think, mind set, or quality, that has been somewhat, it's not unique, but it's just unusual, and that is I have, and I've been told by others, that I do have a remarkable capacity for synthesis, that is to

say for seeing the common denominator among things. And much of my work is that way, especially my next and my last book called Between Two Worlds, Science, the environment, and policy choice which I think is a very good example of that, but Henry Olson who was, for a long time, a dean of one of the, the Public Administration at the University of Southern California, would bring me out there and he, because he thought that my ability to synthesize things was so extraordinary. So I think, but, that means that I had to have a very broad scope of information, of knowledge, even though it may not have been as deep as specialists would be, never the less I seemed to be able to be accepted by the specialists because I did my homework and I knew, in the case of the ecologist, I mean I joined them, I went to their meetings, I read their papers, I heard their talks, I listened to their debates, and so they began to accept me really as sort of one of them. So I think that was a capacity that was good. The other thing is I suppose, although I must say people differ in connection with my writing, I would say it is about an 85%/15% ratio. The 85% _____ I get the, you know very good reports, very good vibrations and comments, but there's a 15% that do not like the way I write and don't think I can write at all. They tend to be rather critical. I don't know how you deal with that because the people that object to the way I write, don't agree among themselves about what it is they don't like, and so you really can't please everybody. I mean whether you were a composer of music, or drama, or anything else, I find it hard to find if you go back into the records as I did when I used to, was a student of English, when you're looking at the report of how people react to various authors, there's no one that gets "A" in everything. There's always a few people that are the decenterers, but at least I think I write in the style that's appropriate to my message, but it is not appropriate to, by enlarge, I think, well I get, I've had some very good reviews, and very poor, and very rarely do I get a poor review. Mostly at many times I don't get any reviews because the stuff that I produce isn't all that sexy, you see its, somebody will grab something and that like the whole _____ theory and so on and they consider that something that's going to attract leadership, but the kinds of things that I write about are, or may be more sophisticated, but they just don't seem to turn on for the most part, book review editors. And the other problem that I face is, that, in as much as it a synthesis, it doesn't fit any particular discipline, which is the problem I have with the political scientist. I mean some of them say "well you know that's some friend of _____", and _____ say "oh yeah we read your stuff, but it really isn't political science.". Well if you look at what's really political science, you practically know when the public is going to read it, except you know the only people that are going to read it are other political scientists. But I have lectured at Harvard, but then again, the people there, not everybody there, is such a honest to God, pure political scientist that they operate in very narrow dimensions, but at any rate, I think that apparently I speak well, but again I'm not a _____, but I've been told, and I get real good reports, but I am able to send a message that people regard as thoughtful _____, _____, creative. In think that I, but actually what I've done you see is what I thought I was best equipped to do. So it's not surprising that the things that seem to have worked for me have fitted the things I do. I mean it follows that if you

discover what you're good for, then you follow that route or you're much more likely to be successful, then if you try to do things that you're not prepared to do. For example, I've been in and out of Washington over a long period of time and I've certainly had opportunities to have moved in the Washington scene had I wanted to do so. But I did not think that a public office or should I say a political assignment was one that I was really equipped to do.

I: Continuing on then, is there anything looking back on those things that you felt were particularly valuable, in terms of your effectiveness, are there any things in reflecting on those, are there any things you think you could have improved to be any more effective? You mentioned your writing for instance.

R: Well yes. I think there are things that I could have acquired along the way had I had this revelation you might say in Hong Kong come much earlier, but the difficulty in it coming earlier was that there might not have been any receptor for it. That's the difficulty. When I finished my Ph.D., I could write easily because there was a period there where I could have very easily got a law degree. I could have either stayed on at Chicago, or when I then was offered a position in South _____ to head up an IU center in South _____ and in those years I could very well have gone to Notre Dame because I was classified in connection with the war; World War II. I was not eligible for military service because I was suppose to have a heart condition. Apparently later on it was discovered that I really did, but I didn't know that I really did then but at least the Navy thought so. But the principle advantage with the law degree would be credibility. If anyone wants a career in Washington, then I would say they really ought to somehow along the line whatever else they do, they should get a law degree. I didn't do that. The other thing I wished I would have done, primarily because of where I put some of my emphasis, is to pay a greater, take more seriously, the study of languages, particularly Spanish, and I didn't do anything with Spanish until recent years and it would have been very helpful to me in my work had I, I would have enlarged the scope of my effectiveness if I had had both the law degree and the ability to handle a language, so at least with Mexico, with Latin Americans, and South Americans who have lectured in Spanish, and I have to read the lecture, and I can pronounce the words right and that sort of thing and have the right grammar, but I can't carry on a conversation. I can't, having to give and take, and questions and so on with the Spanish. Those two things I think in particular, but I don't know if I would change any of the others. It's just the biggest thing, if I could have got out of what I was doing and made this change even five years earlier, but that's the problem. I wasn't ready. It wasn't until I really felt I'd come, got to the end of the road, in conventional public administration, that I really was almost forced to look for another avenue, and found an avenue that turned out to be one that was already at the beginning of an explosion and so in that respect, I lucked out, but if I'd started five years earlier, I would have had, I might have really got discouraged, and maybe given up because it was tough enough during the years of, prior to 1965 and 66, but by that time, I

think the White House Conference on natural beauty that Lady Byrd had, that again was one of those trigger events, and after that an environmental movement got going. They called it the White House Conference on Natural Beauty. It really was a White House conference on the environment, but nobody, nobody at that point in Washington had been quite aware of that concept.

I: To revisit one of your thoughts about areas that you might have used to perhaps improve your effectiveness I found interesting and curious, so I'll explore it just briefly, and that was your interest in the study of languages, and Spanish in particular. Is that because you were involved in Latin America at that time, or because you think it would have offered a body of literature and knowledge that would have been helpful?

R: Not _____. It would be the former because a couple of years ago I did become involved, or directly in Latin America and I did write in Buenos Aires and Argentina and also in Chile and Paraguay. I had earlier worked in Columbia and I had hoped to get started on Spanish then but it turned out that for various reasons I did not. No I think the same would be true of French. If I had to French and Germans _____ student a couple of times it was a reading knowledge. It was required. But when I was with the United Nations then I had to preside over meetings that were conducted in French, but my French was so weak that I found it difficult to follow. _____ time I can read French but rather _____. The same with Spanish, but when it comes to using it in conversation or, but I think there is a real future now and working with people in Latin America, particularly in Mexico. I have just come back from a meeting on the trans border, Mexican/United States relationships in connection with the free trade agreement. Well with Mexicans, they all speak English. You gain quite a little mileage. You can also speak Spanish and I just. Those have not, I mean I would have to at _____ that off against something else. The other thing was that I did, they had to make quite an adjustment in, really in public policy for science and technology in a broad sense, quite _____ from the environmental aspect of it, where as that didn't hurt and it was helpful in many ways, at the same time, if I had been able to focus more, more completely on the environment, I probably could have enlarged my contributions there, where as my contribution to science policy was, had some value at the time, is the thing that I think has ever had any lasting significance. But that was the only thing I could get funded for, and I had to get funding in order to carry on the environmental work. But in order to make that credible, I also had to work in the area of science policy in a broader sense, and that took me into one other field, which is related, I should mention. That's the whole field of politics in the _____ of sciences of what we now call bio politics. That has been a sort of second field when I worked in science policies, and I, you know, you can't work in all aspects of science policy. You know a lot of people working in nuclear things and that sort of business, but I did focus on the environment. But the other was public policy of the _____ sciences, and I have a number of articles and, that attracted quite a bit of

attention, and then one book called Biocracy. Public Policy for the Sciences, and that's important because that deals with things like population, biotechnology, genetics, and then it feeds right into the whole environmental question.

I: Let's go back to, you were mentioning, and you mentioned twice actually, this issue of funding, and do you consider that to be an obstacle that you particularly had to face when you were starting out?

R: Yes. It was definitely an obstacle?

I: Still to this day?

R: Yes. Oh about eight months ago or something, the Wall Street Journal had run an article, I don't know that I clipped it. I should have, but I don't think I have it. Anyway, it was raising a question, why is it so many people say environment give a high priority, oh this is very important, but on the other hand, why is there so little money for it, except on technical things? To many people, the environment means pollution, and also, the environment means hard science. In other words my colleagues that worked on atmospheric chemistry and water quality and all that have no trouble getting big funding, but if you're dealing with policy, in the broader sense, there just isn't support out there. It just really isn't.

I: Is the greatest obstacle in your mind?

R: Well it's been a great obstacle, yeah, there's no question about that. I've had to do other things, in other words it's slowed down, and somewhat diffused my efforts because I couldn't get, I simply couldn't get funded. I mean it was suggested that I go to the twentieth century fund very early by, and I had a letter from _____ who was in _____, the twentieth century fund and very encouraging you see. So I was working with _____ by the name of George Kimball, who had been funded by the, very heavily by the twentieth century fund for big studies in Africa, and so I, I was sort of mislead because I probably asked for a little more money than I should have, but they didn't even negotiate. I got, in spite of all this encouragement from this man _____, I got back a very nasty letter from him. I was just turned down flat. And that was very discouraging. That was my first effort to get any money. That was from a private foundation and later on I discovered that none of the private foundations were willing to give any money to this. I knew of people at the Ford Foundation and Resources for the Future. They'd always pat me on the back and say "You're just doing find, but don't come to us for money.". And the Ford Foundation position was _____ on the environment why we'd give the money to economist. So I mean that continues pretty much down to the present time. It's been very hard to get anything for, for dealing with the issues of public policy.

I: It seems that, and is currently discussed fairly frequently in the literature that the main stream or the main line if you will, environmental groups, are all experiencing that need for funding, and they're focused on that. Do you, from your perspective, perceive that there's a particular lack of coordinated effort among environmental groups as a result, or how do you perceive how the main line environmental groups are interacting these days?

R: Well I think, I have talked to a number of people who are _____ for example who was, for a long time with National Wildlife Federation. One time outside the _____ college, I _____. He gave us quite a good rundown on what he thought the problems were. And there was something in the literature about it, but although I have been involved with various organizations, it's more or less just as a member. The good thing they do of course is to focus on specific, various specific issues. You know like save this endangered species, save that endangered ecosystem. But they're not interested in general environmental policy. For example, I helped to write the National Environmental Policy Act, and the main line conservation organization had practically no interest in it. The only one that showed up for the public hearing on it was the Sierra Club, but they're brush fire fighters. That's what they do. They're a membership organization. They have fairly high priced executives, and they have to keep the money coming up, but they need some devils to rally the cohorts against whether it's _____, or whether it's the timber industry, or whatever. And they don't really talk to people like me. I mean when the National Wildlife Federation launched what I think was a very desirable effort to raise the question of _____ of the environment, they had a couple of staff people that worked on that, and lobbied the Congress, and they spent a lot of money, and they got no place. In my judgment, what they should have done was to convene a workshop, of which would have cost them much less, of some of the prominent people that write on environmental law, like James _____ for example, or missionary, Joe Sacks in California, people like myself, and others, to work through this, and help them get together. But then, you know like the _____ that the National Wildlife Federation, he'd rather go it alone and they do, they to some extent are competitive for memberships, and then they, there is something I guess called the Conservation Club in Washington, and on certain issues they get together as they did in opposition to what they thought Ronald Reagan was doing. But, I see them as a mixed thing. They to some extent, I think the success in some ways has rather spoiled them. The headquarters in Washington often gets pretty far separated from the constituents out in the field. Now that has not been true for the Nature Conservancy, but it's a different kind of organization. It doesn't lobby, but I do think that these large conservation organizations do play an important role. I wouldn't want to see them weakened in any way, but I think they might be strengthened if they were able to work together, but even more so if they would look beyond their own staffs in Washington and involve people who sympathize with them, or are with them, certainly in spirit and objective, but with whom they never talk.

I: You mentioned the consortium of individuals such as yourself, and others whom you mentioned that could be useful perhaps in bringing them into a focus. Do you have any other thoughts about how perhaps to bring these environmental groups with their diverse interests together?

R: I have occasionally talked to various people in foundations and organizations saying "well why don't you convene a group like this?". And a number of us, a man by the name of Marshall M_____ is connected with the Friends Organization and he's been quite active. He lives in Denver, and he's put out from time to time, a bulletin on this issue, and he's been following it. Another by the name of Carolyn _____ in California who has come up with a proposal for a constitutional amendment, and there's more reason today than ever before for something like that being examined. As far out as it may seem to people that haven't looked at the present legal system. And maybe it will be done, but I don't know when it will be done or by whom. Somebody has got to be willing to sponsor it, but you see that's the problem that I find with these main line conservation organizations. They'd rather do it themselves. They really don't want to talk to very many of us, or they don't think that we have anything much to contribute to them apparently. So there isn't much we can do about them. They have plenty of money and they're very self sufficient, but they're primarily engaged in _____ their memberships.

I: You know in your discussion this evening, you mentioned of course several individuals, and all of whom it seems you have frequent contact with, but to beg the perhaps the question none the less, as a matter of course, let me ask if you in the process of doing what you're doing, what you have done over the years, do you correspond regularly with your peers and discuss your efforts?

R: Oh quite frequently. Both on the telephone and in writing. No I have over the years, built up what you might call a network, which is what anybody has to do that succeeds. I mean no one can go it alone. You just have to have, you have to have information coming out of Washington and other places. I've spent a lot of time on long distance calls and on correspondence, and followed through on things, so that not only in this country but abroad too, but especially in the United States and in Canada.

I: You know you mentioned this idea of again to revisit this idea of this consortium of individuals. Just as a matter of fact, there doesn't seem to be any particular single individual, or single leader among leaders that is focusing the direction of the movement. You mentioned earlier individuals like Paul Erhlick, Barry Commoner who had come to the surface, but today there doesn't seem to be any one who's singularly leading the focus. Is that a problem?

R: Well it may be. I don't know. I think you see there's a lot more people in the act now for one thing. And the second thing are those people whose names rarely come to mind,

are to some extent lightening rods too. I mean they attract a lot of adversity, as well as support. Like Barry Commoner was quite, I thought, make very positive contributions in the early part of this movement, but then he became sort of carried away by the politics of it, and then began to move off into different directions, and attack people like _____ and so on. And some of the particular individual leaders foresee themselves as competitors I think, and I just think there is something called an environmental movement, but it is a very broad spectrum thing, with a whole lot of diversity in it, and quite a wide range of approaches. But I have not found anyone, for example, the idea of a national statute, something like the National Environmental Policy Act, was just a very improbable thing until it actually occurred. In fact, when I was invited to come down with Jackson's committee on drafting the legislation, our first thought was, at least mine was that the best you could probably get was a joint resolution of the Congress. But Jackson wanted a statute and he got one. He got a very good one, but it's now going to be probably taken apart by the Clinton people. But as long as Jackson lived and it survived two Republican administrations, it was only when the Democrats got back in, and there's no great, in other words, this legislation does not have any, any highly distinguished champion in Congress, like Jackson was, or _____ was, or _____ was, back in the 70s, 60s and 70s. I can't think of anybody in Congress today that you would say is a real leader and promotion of environmental legislation.

I: How about the Vice President. It's _____ and obvious question I suppose, but what are your thoughts on that?

R: I've read his book, and I am generally have been, earlier on, was, I think he is one of the best informed, one of the best informed Senators. If you read what he says in the book, you would think really that he was someone that was very strongly committed, but as of the present time, I just don't know. I'm in neutral on Gore, and I think a lot of other people are too. We don't know how real he really is; whether his book was written in a period of an emotional reaction to the near death of his son, injury of his son, and so on, and now that he's in a different political situation, I don't know, for example, he seems to be endorsing things like the space station, Freedom, and some of the high tech, I would say, multi billion dollar programs that I think we could put off for another five or ten years, until we get our fiscal house in order. I don't know why he's supporting those. Also the proposal over the Clinton administration.

RESPONDENT #4

RESPONDENT #4

I: Mr. [] I have a feeling that you would, I hope, recognize that picture.

R: I do. I wish that I was that young now.

I: Don't we all. Perhaps that would take you back a bit to when you got started with the Chesapeake Bay Foundation, and perhaps that's a good place to get started. Giving you an opportunity to talk about what brought you to the Chesapeake Bay Foundation, what your background was, what you're, when you first started what were your initial goals? And we'll go from there. A little bit about your background, what brought you to the Chesapeake Bay Foundation?

R: Well I would say that a very strong influence in my background, or at least not just childhood, but in my younger days, was a long exposure both in school, and then in college, and even in a minimal way in law school, to what we traditionally call the liberal arts education. That is the building block on which I feel that my life absolutely depends. I went to Kenyon college as an English major, and through that certainly had the wide exposure to the various important, streams of thought that have helped to mold civilization in the Western world, and I just think that you can't find any substitute for that. Those that aren't oriented to books as you can see from this room, I mean, books are major importance to me. I feel that in terms of the direct question, how or why did I get involved with the Chesapeake Bay Foundation, well I'd go right back to people like Aldo Leopold and George Perkins Marsh, and of course John Muir, and Rachel Carson, and of course Thoreau. These people I mean are immense impact on my thinking, and my understanding of the importance of an environmental thought, and then specifically in terms of Muir of course, what people have done about it. I mean plenty knew about the Chesapeake Bay Foundation. We're copy cats. I was a copy cat. I mean John Muir and his friends I mean, did for the great Sierra environment, that ecosystem, what we wanted to do here, and that was to represent an unrepresented ecosystem. And there's the, I can't think of anything that was more, well yes I can think of one other thing which would, well maybe possibly two, that were of equal influence. One would be the environment itself, just as you've talked about your exposure to the Chesapeake and all that. It's a very very heavy interest. You get into the marshes, and to the waterways, and the river sailing, and the birds, and the fish, and the quiet, the quiet, the quiet of the Chesapeake Bay. It's a very very influential experience, and I had that from the moment I was born. I literally was on a boat, a sail boat, from the moment I was born. 1927 was when my family launched their first boat. I had Seawitch I and now I have Seawitch IV so that exposure certainly had an impact. That plus the readings I've just mentioned. The reading, environmental reading, which I did over a long period of years, I mean more

obviously through college and even after college. I mean, because we're dealing with the start of the foundation in 1965 really. I mean that's the real beginning for me, and yet I was born in 1927, so I mean, we're talking about a big time there. But that time was filled in with exposure to the bay, exposure to great thinkers of the environment; Leopold and Marsh, and all the rest of them, and then finally I would certainly be remiss not to mention the good fortune I had to be exposed to what we are now calling interesting, older mentors. I had a lot of older people in my life, most particularly a man named William Henderson, Chief Judge of the Court of Appeals of Maryland, who knew that the bay thoroughly was a great sailor. But more than that, really, a great deal more than that, simply a great mind in his recontourship and his sense of balance, and his great sense of humor is understanding of things. You simply are very first rate mind that knew and loved the bay. Not that it was the passive concern of his life because he was, in those days, as far as he was concerned, it was more of a recreational thing. But his philosophical approach to life, the wisdom that he had, and as I said the sense of humor, the sense of fun, and the balance of that man. Balance is an important word. It was definitely a big influence. So those are the things that rise to the top of my mind. I'm afraid that I haven't been a good student in other things, but to review these questions, and I did look at the questions early, but I didn't really try to compose. But those are the influences, if you ask the question right now, those are the influences that I think of unless you can prick my memory on, in other areas, but I would say that those are certainly the general, the general, big, powerful influences in my life. The reading, was absolutely significant which I had to put under the liberal arts education kind of approach. The environment itself is extremely infectious environment that you've gotten to know and so you don't need any details on that. It happens to you. And then the people in my life, and not only, not exclusively the mentor level, but my young contempower. There were many of them that used the bay with me that I think were important. Some of these are dead now. My most telling friendships, at my age you begin to have that happen and I regret it, but it's true. But those are the three areas I think that come to my mind.

I: When you first had thoughts of doing something formal in the form of what has become the Chesapeake Bay Foundation, what brought you to that point, and what was your initial interest and goals?

R: I think that other than the background that I've just told you, particularly the background of specific people, I mean as I say, what is new about the foundation? Nothing. Absolutely nothing. I mean it was new here, but it wasn't new in the world. I mean there were Peter Scotts and John Muir's and what have you, but I would say specifically was having contact with some of the political leaders of this area. I was involved with politics myself. As a young man I ran for Congress in 1954 as a

Republican candidate, and later in 1967 for Mayor of Baltimore. I think that that exposure to public light and particularly one of the Congressmen of Maryland who became Secretary of the Interior, was a man that I got to know pretty well, Roger C. B. Morton. He lived on the Wye River, he loved the bay and one time, right here in Baltimore, he really laid it on to a group of us who were there. I was certainly in the young, one of the younger ones of them, but he said "You know, you keep giving me hell, and I don't blame you, I mean you keep giving me hell for the deterioration of the bay that you use", basically the sailors, that's who he was talking to, these people that sail and fish and what have you, and he said "Yes it's happening, I mean it's not a pretty picture, and I probably know more about it than you do in terms of how bad it is, but believe me gentlemen, believe me, you can castigate me, and I can take the responsibility and do what I can, but I will assure you that the bay is not gonna be saved by the government. That was, you know he was a republican and a conservative, obviously with some suspicion for what government could do, and I don't think there's any doubt about it that, if there was a spark you know that lit into the hay, I mean that would be something, and I would say it was a specific, very, very, specific contact or thought process that perhaps, more than any other led me to think that, good God, I mean if that's true then what is here that isn't government? What are we doing? And the answer was nothing. Basically nothing. So, and no mystery, no miracle, no originality really. I mean it was just simply sort of a person walking down the street and wanting to get in out of the rain, and finding a door that was open and could step inside and get out of the rain.

I: Was the intent to focus on the bay specifically because of the _____?

R: I don't think there's any hesitation on my part to simplify that by saying it was always my idea, and this is again not original. That I keep emphasizing, because good God if it was then I'd be a genius, but I mean there's no originality to this. It's just simply picking up on your education and what you read about. I mean anybody that knew anything about John Muir would not have a hard time recognizing the Chesapeake Bay, this great ecosystem, needed representing. I mean the environment need representing. Forget the people. The environment: the fish, the oysters, the crabs, the whatever. They needed representing. They weren't being represented. That's what I wanted to do. I wanted to, as a lawyer, and I'm a lawyer, my idea was representation. It was to represent a mute incommunicable, (that's not the right word), an organization that could not communicate, to represent it.

I: Where do you think, given that as your entr'e as it were into the environmental business, and the focus at that time, where do you suppose the environment, where in your mind is the environment today, and where should we look in the future toward things to focus on, to deal with?

R: Of course there's been immense improvement. First of all, in terms of Leopold's ecological conscience, the conscience of the country, is so much more developed now, environmentally, than it was when I was a young man. I remember sitting and dinner one time with a very distinguished engineer, Ellis Elliott, he is now dead. He was a very distinguished man, and a good friend of mine and a very good friend of the family. He ____ to my father, and when I began talking about my disgust at the amount of exhaust that was coming out of buses, you know I'd have to walk the wrong way or the reverse way down the street to avoid the exhaust. You know he said, "Oh Arthur come on. Don't be one of those environmental nuts. Don't be one of those odd balls. I mean that's not doing anything to the environment." This would not be heard of today. I mean, nobody would come close to that. And this was on the educated level, you see. So that's what made the beginning of the foundation very tough, because while there was nothing particularly original about it, it was still something that was so unpopular or so misunderstood that you really had to fight for every member, or every dollar, and every member, you really did.

I: Not to leap ahead in our train of thought, our framework here, but did you perceive, and do you still perceive that to be an obstacle if you will of any organization that's trying to gain a foot hold, an identity, and try and get established, and get going? Is that mind set of the public let alone a business decision.

R: If you are doing something that is not popular at the time, very definitely. I mean there's no question about it. With this, I mean there are members of a lot of organizations that came along not long after the Chesapeake Bay Foundation, are no longer in existence. And the answer to that is basically lack, not lack of good people, it's a lack of money. There's a lack of keeping things within reasonable balance so that they can keep going.

I: When you started, was there a particular strategy if you will that you followed in order to get the Chesapeake Bay Foundation started?

R: I would say the only strategy that I had in mind was to popularize the beauty, the beauty and the vulnerability of the Bay. To popularize that. Not in our way really, but in an educational, legal, biological, land conservancy way. That those things, that were subject to programs, it would tend to focus people's attention, to focus the public's attention, to focus potential members', attention on both the beauty, which I always felt was the, let's say the carrot you might say of the thing. The vulnerability would be the stick. I mean you hear of something that was simply dying. To use a dramatic term, I mean there was something that was suffering, and if you didn't do something about it. But I never felt that the just talking about the ills, the woes, the degrading aspects of the

bay would be enough. And so the strategy that I had to the extent that I was able to influence it, was to popularize it as a, a thing of great beauty and of pleasure. Something that people should want to protect. Not out of a duty, but out of their own love of the environment, love of the outdoors.

I: Is there any one first project that brings to mind some of that effort that you thought was particularly successful?

R: Well right from the beginning, you know, the first program of the foundation, and I guess its, well its initial program, obviously because of my legal law background would have it, but it was the representational, as I've just mentioned, the attempt to use lawyers, and biologists, and in those days I'm talking about some kid and me, and maybe one other biologist in the very beginning. But to use that approach to represent the bay's interest. I mean against for instance oil, the approach of oil companies to put oil refineries on the bay and everything, we successfully did combat that. I would say that was the beginning program, but the one that I think did more to help the foundation to grow than any other, was our decision to incorporate education. The educational program. I mean less controversial, no basic enemies, tying in with everyone's idea that experiential education has value, of being able to dramatize with your own boats and canoes, and very simple low cost things. I mean the canoes were an immense step forward. We developed a canoe where John Williams had young John Page Williams from Richmond who we brought on to the foundation earlier on and is still with the foundation by the way, and he had already developed a mobile canoe where again it jived perfectly with what I wanted to do on a regional basis. And so that was incorporated in the program very quickly. And then all the young people that we brought on in the educational program were ideal, ideally suited for representing the bay as a popular place. They were young, vigorous, full of energy, full of get up and go; people like Don Vaughan and Don Jackson, and John Williams, and what have you, and they were just very good salesmen. It took time. I mean don't let me minimize the agony and anguish of the beginning days, because they were, well _____, maybe a diversion right now for your benefit would be. You know when I founded the Chesapeake Bay Foundation, it was the idea of doing from the board standpoint. I mean where there would be a staff, but I would never be part of it. Well, we ran into such bitterly disappointing times in the first few years, even though I had a corral through close friends and what have you, some substantial endowment money that was beginning to come in. And any way, it was so bad that our director, our first director, just said that it's not going any place, we're dying, we're not succeeding. And you know I'd go down and talk to him and I would say "What's up?", and he would say "Nothing.". And finally that got to me and basically he was let go, and then who was gonna do it? We really didn't have the money to hire anybody in any big way, and so I did it and I changed my life. Fortunately by that time I

had had a good number of years profitably practicing law and in some respect, very profitably, and with my family background I was able to take, I don't know what the salary was. It was something pathetic salary that people would now consider not enough to keep a janitor going. But any way, that door opened and I felt that it was necessary to do it. But it was that tough in the beginning. I mean it really was. There was no, nobody was there saying "Gee aren't you wonderful to be doing this.". Quite to the contrary I mean, many of my contemporaries and friends are sort of saying, "what kind of nonsense is this?". Strange isn't it? It's hard to believe now. There's the great difference. There's the great movement of our times which is very encouraging.

I: When you first started out, did you target? I mean you talked about educational programs. Did you target young people?

R: Oh yeah.

I: Was it the community in general?

R: No. Young people. I tried with students.

I: School age?

R: School age students. Right. I mean always others involved. I mean they're always welcome, but I took the position that I guess the old cliché, you can't teach an old dog new tricks, it's better to take the pups and teach them something. And they were much more willing and it was more fun for them, and they had the time for it. They were part of an educational process and you could get them and all that. And then we, step by step, we started out with the simplest kind of program and then we got our own properties, and we got our own properties, and we had some centers, we could have overnight stays, and our own boats, and we kept on with the canoes though. We still had, nothing has really changed any of that. We have more centers, and more canoes, and more work boats, but it's all the same pattern and more sophisticated, and more you know, better off _____ in the sense of the people that were licensed skippers and that sort of thing. I mean we cut a lot of corners with lack, I said the hell with insurance. I couldn't afford it. I said just screw it. I mean if we worried about insurance we wouldn't move. So we did take, I guess you'd say, a lot of chances, and I will say that for young groups. You know you can't act like General Motors I think to get started. I mean you've gotta do things in a different way. You've gotta be willing to take some chances.

I: In your training, in your background, you mentioned your attorney, obviously other areas of interest have been in your background with reading interests and so forth. Is there anything in your formal, or your informal educational experience, that you thought was particularly useful for

R: I've already touched on, and I'll just keep beating on this like and important point. I just cannot conceive of my kind of life or any kind of life that is comparable to this, that isn't deeply rooted in the great thinkers of, particularly the great thinkers of environmental concerns like Marsh, or _____, or Leopold, or _____, or any of these. I mean, I could stand alone, apart from those, not to be connected with them. It would be like trying to talk without ever hearing anybody else talk. So I think that was of a major influence. I mean my interest in the world of people that I had that said "You're not gonna get an education until you turn to the books. I mean you're gonna get some experience or education. You get education of your contemporaries, and of other people and everything, but there's no way that you'll really do that without being tied to books, tied to great ideas, tied to the thinking that's put into those labors of love." Now that's specifically on the environmental thing, but think on a broader scale, the next level on that is just simply the great thinkers of the world. I mean my fascination with Samuel Johnson for instance. I mean my fascination with Leo _____. I mean these are things that I don't think could possibly have not had a tremendous influence on me. I mean it would be like saying that you could put a big _____ of chocolate in milk with that coloring in it. I mean it's no way that I think that that wasn't a very big influence. And as I say people, I'm going over the same thing again and again, but that, that's what impresses me, what went into why one does things like this, and how, and whatever.

I: You talked about in your past experience, you got involved in politics, you had mentors along the way, equally as important in your informal education in that sense in your experience?

R: Not political mentors, no. I would say more people like Bill Henderson, William Henderson, who I grew up with, who related so well with young people, who just simply were stimulating in their ability to talk in an interesting way, to picture our world, so that it showed pictures of interest, a sense of humor that made things fun, not taking things too serious, which by the way I might touch on, because anything like founding an organization or working in an area that has its critics, you take yourself too seriously and I think you're soon gonna be out in left field, awfully lonely. I mean no matter what the situation is, you've got to realize that other people are doing things that are very good, that some of your ideas may be wrong, and that human nature is certainly a material thing that you can't just grab hold of and assure that you've got it outright. And I think that the good fortune of having wise people in your life, would be a very important thing.

I: Having had all those influences as you became an adult, along that line of development, is there anything within Arthur Sherwood that you think maybe was developed along the way that particularly contributed to your ability to be successful in putting together something like the foundation?

R: Actually I am one of the last, worst persons, I sort of hate introspection. I think it's dangerous. I mean we begin thinking about ourselves and we're so disappointed that we get disillusioned and you say to hell with it. But I mean to try and be somewhat helpful in that, I would say that one of the characteristics I think I represent is what I might style as an ordinariness. I mean I'm an ordinary man. I'm not a genius. I'm not a great this or a great that. I'm an ordinary, very ordinary type of person, and I think that's helped other people identify with me. They have been comfortable. I haven't put them off. I'm rather open and warm, and interested in them, and it's of an ordinary way, and I think that's made people want to join my efforts and go along with me. I think that's one thing as far as the foundation and everything. I think very definitely my enthusiasm for the outdoors. I mean I really do. I'm not a very religious person in an orthodox sense, but I'm very enthusiastic about the awesome qualities of the natural world, and I think that my enthusiasm towards beauty and towards usability, and for the fun that one can have with it, rather it's fishing, or swimming, or walking, or hunting, or whatever, that that was infectious to a certain extent, and that's helped. And let's see. I would say, well I can't really think of other things about myself personally that were of major, major influence. As I said, my general appreciation for how many sources there are to tap, as far as getting information and what have you, my belief in the reasonable approach, that it takes time and patience, and a certain amount of humility, to try to _____ that out. I mean those are the things about me that I feel may have been helpful.

I: Not to beg the obvious, but do you think you have been effective in what you were doing, now looking back at what has transpired?

R: Well that's an easy question, I mean if the success of the foundation is a measure of that, then I think the answer is clearly yes.

I: Do you think that's the direct _____?

R: Well, oh oh for that, I mean whether I personally in my world have made the most of my abilities and everything. I'm no judge of that, but we're talking largely about the Chesapeake Bay Foundation, and it certainly did survive. It didn't need to. It could have easily gone belly up, but it didn't. And it grew very slowly in the beginning, and then picked up, and for the time I left it to operating thing, it was a very well respected organization. So I mean I'd be, that's just kind of false modesty to say that I wasn't

effective. I mean I think that I was reasonably effective because otherwise we might not have a foundation to be _____. I mean some other foundation maybe, but it wouldn't be that one. So I think reasonably effective, yes. And as for the reasons I just told you, not because of originality particularly, but because of conviction. If you had had greater, higher expectations possibly, that's another thing that may have got you into trouble. It never bothered me that we were going ____ year to year, and all that, and building piece by piece. People ask me now and say that obviously when I started out there was one member and you're looking at him. Now there may be 90,000 or something like that.

_____. But whatever, whether it was 90 or 100, but that's a huge increase in the budget, now billions of dollars endowment, and millions of dollars staff which is the best measure of all of very, very, fine professionals that are certainly over 100, maybe 150 people. I mean those are all in _____ of growth, and so I would say that there was, certainly was effective, anybody that had anything to do with that growth at any time was being relatively effective. If it had it's down turns, and it did, then people weren't being effective. But very fortunately, in the last ten years for instance let's say, or maybe the young man that I was fortunate enough to have sent to me by one of the trustees, Tommy S_____, and old friend of mine, turned out to be Will Baker, who is now the, I think we now call him President, and he has been just superb. I mean he was made for it. Well you know organizations don't always get you know succession of people that are right. Colleges don't. Universities don't. Governments don't. I mean nothing does. So you really have to take your lumps, and you've got to weather those bad times.

I: Have anything you in retrospect again as you look back on and could have done to be any more effective?

R: Oh well I, sure, that's easy for me to say. I mean someone, other than me that was involved who was more effective I mean I'm the kind of person who would have loved to have had a better mind for instance. I mean if I'd had a mind like ____ or Churchill, or Sam Johnson, I'd be, in my mind, a more effective person. And there are people around that are more effective than I am, and I would love to, you know it would be nice if they'd been there, but that's just wishful thinking. I would like to have had more energy, and to have a better mind, to be more insightful, to be a better writer, to be a better thinker, to be a better speaker. I mean any number of areas in which you want to be the best you can and the best isn't good enough. I mean you want to be absolutely good, and that's something. But you do have to be obviously, with your own limitation, and if you can build outside of that with other people who fill in gaps, or if you're as lucky as I was I think, and again with the liberal arts background as a lawyer who liked to write, I mean that was a pretty interesting combination. I mean I would write our annual reports, and I enjoyed that. I gave a lot of speeches where I wrote the speeches and I didn't need somebody to do that for me. And I have a legal background so I was able to help the young lawyers that we have. And all those things were certainly an asset for me.

I: When you first started out, were there any particular obstacles that you found any more tenacious than others in order to get over the hump and to clear?

R: Most of all, it was parting people from their money for a cause that at that time was not popular. That would certainly be the biggest. I mean, people you could talk to people and they'd be interested, but that was a tough one; parting people from their money. It still is. It still is. I mean it always will be. It is a tough one, and a lot of people ____ at that aspect of it, and I think that there's another, that's another example of what it takes for any organization to any non-profit organization to succeed, is the ability that somebody has to part people from their money for that particular cause in competition with all the others. And there are plenty of them out there.

I: To fall under that thought of them being plenty of them out there, do you find that there is a particular lack of coordination between environmental groups these days?

R: I would maybe be as close in touch with that as say Bill Baker would. I mean who's there on the firing line or what have you. But I would, from my observation, I would sort of almost echo John Muir that the more the merrier. I mean in this area where you're not quite sure whether everything is being done that needs to be done. I mean there will be somebody else that comes along. I think that what we have to face, and I'll be very honest about this, I mean in the early days, I was more interested in the Chesapeake Bay Foundation succeeding than in another organization. I mean I couldn't work for the other organization and work for me for the Chesapeake Bay Foundation. So certainly you do tend to have that push. But the market sorts that out pretty quickly, and I think you'll find on the bay, not a proliferation of these organizations. There are relatively few. There's now a move among what's called the new conservatives, or the conservative group that feel that the environmental movement is going too far, and they used to be backers of the environment. They could be very, very effective critics, because they are clever, and you know they're not wild. They're talking about property rights. They're talking about doing things in a moderate way, rather than in an extreme way and all that. It can be, any opposition like that, can be tough. And in my day, or in the early days that the city was just simply selling the idea that this is worth supporting with money, and it was also overcoming the very real opposition that you had from many people to anything that stepped on their toes. I mean obviously the oil companies didn't like it. I mean Henry Rosenberg one time came right out and he was reporting to the press, and he didn't even say Chesapeake Bay Foundation. He said tried to label me. He tried to put it right on me. He said "Arthur Sherwood had prevented a fine refinery for coming on this bay.". What he was saying is he is against progress. He's against the things that are going to make things right.

I: How did you overcome that?

R: Well as I say, the environmental movement that I think has succeeded, has succeeded because there is, out of all human efforts, there is a relatively reasonable approach. We always try to adhere to that. So at times, we would even seem to be operating for development, for instances, we joined with the governor and a number of others, in developing a _____ as _____ ground. Well there are lots of individuals who use environmental concerns to prevent that, but we felt that that was the best way to contain toxics _____ that had to be dredged from the bay. And there's the point. _____ that bay has to be dredged. As a matter of fact, not only is dredged for the obvious reasons of shipping, but I've always been under the influence of the great oceanographer, Don _____ who made, pointed out if you didn't dredge J _____ the bay, you'd soon end up with a _____. You wouldn't even have a bay. So I mean this is one place where humans intrude for the good of the bay.

I: You used the word balance before. Is that what you are searching for? Is there that balance or do you think that.....?

R: I like the word. I really do. You know to me, people in balance, institutions in balance, personnel that indicate a balance within their structure are admirable, and the people that I like. Bill Henderson would be a perfect example of that. I mean remarkable balanced, with not taking himself too seriously, and having a very fine mind, and a sense of humor balance with a philosophical touch and all that. We all know people like that, and we know people that aren't balanced, and I happen to. I mean the people that aren't balanced, still might make a great contribution. I mean for instance in the art world, I think you almost have to be out of balance to be a creative artist. But in dealing with the more hum drum concerns of life, the balanced man, I think is a very important contributor.

I: I suspect that to you that that might well come from your liberal arts background.

R: Sure. Sure, and all parts of that.

I: You know in this process, you spoke about the mentors, and others that you've mentioned by name. Do you, and did you, correspond or meet regularly with what you consider to be your peers in that process?

R: Oh sure. I have a lot of association with for instance, interesting enough, the major conservancy was relatively small. They were getting going about the same. Well the major concerns of people and I would meet in the early days and sure, everybody, we all, we were a pretty small group, and there was a lot of contact.

I: So even though, as you pointed out earlier, there was this parochial interest in wanting to see the Chesapeake Bay.

R:

I: Still none the less, this coordination between ya'll.

R: Absolutely. I mean well whether it was coordination, it certainly was the right condition that we're all you know in that particular effort together. You know it was sort of like a trade association. I mean if you've got two manufacturers, I suppose their competing, well they are, they're competing with one another, but that doesn't mean that they're not going to go to the same trade association.

I: So with the diversity that's good as you've found out, following on from what John ____ was talking about.....

R: Most people would take different, I mean some, as an organization of the bay now which now basically a coordinating organization, _____ the Chesapeake, and they definitely, I was part of their early days, and they definitely deviated from the substance approach that the Chesapeake Bay Foundation had. Our approach was to be doing things, not just to be, I shouldn't say not just to be, but not to be the coordinating group necessarily I think, but it was one that had specific programs that we would operate and try to _____, like a manufacturer would actually do these thing, to work with them in the conservancy, to preserve property, to educate in the field, and to represent the bay's interests for _____ and biologists.

I: So it wasn't just a conscience raising effort, it was a "let's get out and do something" effort.

R: Oh it was. It was subsequently contributing to making the bay a better understood and better cared for environment, very definitely.

I: Following on that thought, is there anything again from your experience that you feel that most any, if not all, of the environmental groups and collectively called the environmental movement could do to be any more effective in that way?

R: Today?

I: Uh huh.

R: Well, times have changed, needless to say, and I happen to be on a train of thought which leads me to think that the environmental movement, or environmentalists themselves, had better be careful not to become dis-associated from the problems of joblessness. I think that we could be in very dangerous water, and we could be under _____ a lot of our effectiveness, because effectiveness could be under _____ unless we are identified with a very sympathetic attitude towards the importance of creating jobs. I think one of the most provocative things I have read recently, absolutely indicates how every once in a while, out of some obscure source and everything, you _____ is suddenly affected by which somebody says I was reading in a magazine in a magazine called France which is put out by the French government. It's a national magazine, very fine and beautifully put together and everything. They were interviewing the Chief Executive Officer of a great 16 billion dollar furniture company known as Rhone-Poulance, it's pharmaceuticals, and you know it probably, a pharmaceutical company, and this man's name is as I say is Jean Rene' Fourtou. So he is a man of affairs to put it mildly, and he was asked this question about joblessness "What do you think is going to happen?", and one of the things he made very, he was very ecstatic, he said "If you think that growth is going to be the answer to this, I think you're very wrong.". There's been a very irreversible loss of jobs as we know them. First of all as you can see it in the agricultural world, and you can see it in the industrial world. It's irreversible, and growth is not going to make those up, so we all have to recognize that the one common interest that the human animal has with all other animals is that you must eat to live, and in the human existence, that means having a job. So the environmental movement had better be aware of that, and as I say not be dis-associated with the concerns of jobs. And somebody might say oh I know, but can the environmental movement be concerned with jobs without undermining environmental quality? Well that's a game you can play with yourself. I think possibly yes, because if I was taking a stab, saying what the environmental movement might be doing that would be good toward family value as well as the environment, a joint effort, it would be to try to make the home making job, a real job that would be supported. It would be just as much a job as working for a steel company, or working for a law firm, or working as a doctor, or what have you. And that is putting the family together again with the person who has the job of raising children. I mean that has got to be rethought and this is what Fourtou says by the way, he says, in my opinion, you've got to re-think the structure of our society, that if we don't do that, we're going to end up by being losers.

I: There isn't, to date, a single focus, a single leader, who is focusing the public attention on the environment per say, such as Martin Luther King or John _____?

R: _____ used to be a voice for the environment of a modern day.

I: Is that a problem in environmental movement?

R: I don't think so. I really don't, any more than in a very, very wide spread industrial world, there's no one person who is the leader of industry. It's just too _____, too world wide, and today the environmental movement is too rich in institutions and people and what have you to expect one person. There'd be no one person that could be the spokesman, not even if you'd give them the position of Vice President or what have you, he's not going to be listed as one person. There's too many companies out there working you might say, and I mentioned somebody like Fourtou, and to the great overwhelming majority of people, he's never even been heard of, and yet look what a leader he is. I mean to be a thoughtful of that, to be a spokesman for his country's interest, to be the dynamic and creative leader of a 16 billion dollar growing company, and yet he is unheard of by most people. So I mean why isn't it just as reasonable to think that, I mean who in California basically has every heard of me, or Bill Baker, or what have you, and there are a few people every once in a while, but I think that there are going to be less. You're not going to find the leader of the Sierra Club, or the leader of the _____ because there are too many other organizations that are involved. It's too wide spread. There's so much new thinking, new momentum, new energy that is going into it. It's become a big, big concern, very properly.

RESPONDENT #5

RESPONDENT #5

I: Why did you get started in environmental work to start with?

R: Well first of all, you have to know I've been doing it my whole adult life. Actually before I became an adult. When I was in college I studied political science and I used to go to Washington DC in the summer time and work with Senator Jackson who was from my home town in Everett, Washington. He was a friend of my father's. So I thought that would be interesting and related work to my political science studies. It turns out political science and politics are not related at all. But Senator Jackson shared the Senate Interior Committee which has always had all the responsibilities for fish and wildlife, parks programs, Bureau of Reclamation programs, the wilderness areas. A lot of important natural resource issues passed through that committee. And I worked for him for three summers, and when I graduated from college, I married my husband. By that time we lived full time in Washington DC, and I worked for him for about a year and a half full time, and of course dealt with some interesting natural resource issues. Then I went to work for Richard Wright, as his legislative assistant. He was a Congressman from El Paso, Texas. If you've been with Pacific Northwest, you know that it is a resource rich area and everything is green and verdant and beautiful and wet. And then you go to El Paso, Texas and you think you're on the moon. The only trees in the whole legislative district grew along the Pacos River, in a sense these were trees that were sucking up the water out of the Pacos River. They pulled those trees out. So one of the projects in the district, the Bureau of Reclamation would go in and eradicate these pesky trees which were the only green things around, so that they could use the water for irrigation for cotton, primarily. So it's a very resource poor area, and it was really a very strong focus of that area that they were resourceable. So that got to be another avenue of interest in resources. When I left that job, I went to work for the first new Secretary, Assistant Secretary of the Interior for water pollution control. That was back in 1967 and they were called the Water Pollution Program. That was probably before you got into your field. You're probably a little bit younger than I. The Water Pollution Program was in the Public Health Service in HEW. The issue that even the word "environment" was just beginning to come into use. Water pollution had been a public health program to keep the crud out of the drinking water. Well Jackson was very influential on getting that program moved out of HEW, put into the Interior Department where he had supervision over it, and raised it, elevated it to the State of the Assistant Secretary, so that it would become an important national issue. And he thought that would be a good place for me to go to work. Jackson also liked to put his people all around town, and he

was very good at doing that. He had somebody in every department, every program that he was interested in, he'd send his people out. So I went to work for Frank Delusio, the first Assistant Secretary for Water Pollution, and then one thing sort of led to another. I was always interested in the issue and I liked the outdoors of course. I think there is a certain moral value to protect the environment as well, and just really interesting public policy and political work. So I did that until Richard Nixon was elected and he put a person into that Assistant Secretaryship that wasn't what I thought a good environmental secretary ought to be, and I'm a pretty good Democrat anyway, so I thought it was about time to move on to other things. So I went to the Urban Institute to do analyses of federal environmental policies and my background just goes on once in Washington. I did that for about a year and a half, particularly doing these analyses of federal environmental policies which were just beginning to come forward. This was about 1970. I remember that was the year the National Environmental Policy Act passed, the Environmental Protection Agency was created, Earth Day occurred. That was the day the world discovered the environment. So a lot changes going on, a lot of interesting things happening in Washington. A new program was set up at the Smithsonian, the Woodrow Wilson International Center for Scholars, and I was the first, one of the first fellows in the Woodrow Wilson Center, specifically selected to do research on state government, environmental programs and initiatives. I got a grant from the Ford Foundation. There was a lot of interesting new activity going on in state government, as there was in the national level, and states learned from other states experiences. So the Ford Foundation gave me this grant _____ Woodrow Wilson Center to study what some of these state initiatives were and evaluate them. I wrote a book based on that and so on, so I got very interested in state environmental activity. They really are the laboratories for the nation. Some of the real _____ go in the state government. They can do things more quickly, more flexibly. They can take advantage of different environmental conditions, as well as political conditions. So about that time, we moved back to Virginia where my husband grew up, Martinsville, Virginia, _____ of Virginia. And I was appointed to the State Air Pollution Control Board just a few months after coming to the state, I was appointed with Governor Holton's people, who wanted to increase the emphasis on environmental protection in Virginia, and I was selected as being one of those that do that, so I was put on the Air Pollution Control Board. And then I continued to do my research work and had my own consulting firm for ten years in the environmental field. So I worked primarily for federal and state agencies doing public policy analysis for them, and for the Ford Foundation, helping them with their grants to environmental organizations. But all the course of that time, served on the State Air Pollution Control Board, which is a voluntary thing. I did that

actually for 16 years. I was reappointed by every governor after that. I served and retired at the end of my fourth term, just shortly before Governor Wilder was elected. He appointed me to be the Secretary of Natural Resources. So that's the story of my life. I've always been doing environmental things. One way or another, always related to public policy. Even when I was doing the consulting work, I was not really working for business and industry, I was really working for the public policy side.

I: When you started out, did you have any particular personal goals that you wanted to attain as a part of your involvement in the policy studying?

R: No. I think that was more of an evolutionary thing. You know when you are 21 years old, basically what you're doing is looking for work. Interesting and good work, right?

I: Absolutely.

R: And then you evolve, particularly women's careers work this way. I think we evolve from one role to another.

I: Is there anything in your mind now as [], that you would like to achieve? Do you have a goal as far as the development of environmental policy is concerned, apart from your official duties?

R: Nothing discrete. I mean it's nothing you can say that I really want to see the Northern Virginia ozone problem solved, but it is a very, it's a general, broad, and very deep commitment to environmental protection. I think that's probably my focus, is the environmental protection side, as contrasted with fish and wildlife programs. Although, one of our greatest achievements I think in the Wilder Administration has been the Park Bonds. We were able to secure passage for last November on the ballot, \$95M to invest in our state parks. And that is the first time the state will ever have invested really in our state parks. So I am very committed to parks and _____ recreation as well, to our federal parks, as well as state ones. I like to spend a lot of time outdoors myself, and I figure other people ought to do that too. You'd be surprised how little access there is for the average person to the Chesapeake Bay for example. About 1% of the shoreline of the bay and its tributaries is in public access. And one of the parks we opened, and there's a picture of it right there, it's Kiptopeek State Park, which is on the Eastern Shore on the Chesapeake Bay, and it's, this is the bond certificate for the first issuance of bonds. I think that's a very important thing too, so I guess you would say I have a very broad interest in environmental issues.

I: As you go about developing those interests, is there a particular strategy in your mind that seems have worked better than others to bring the public together with the state to develop those kinds of projects like the state park?

R: Well being the way I've always worked and I think that's in response to several of the questions that are shown here like what's the strategy, and how have I been able to achieve it. I have an inclusionary style. I like to bring people together. I like to build coalitions. I think that tends to be much more effective style, at least in Virginia, and that's my own personal way of dealing with other individuals is to include them in, rather than dictate to them. It's not an authoritarian style at all. It's much more of a bottom-up inclusionary style, participatory, decision making, really. I have never been one who is a strong advocacy groups. I'm not a radical. I'm your basic middle of the road environmentalist, and I think that's worked. Certainly it's worked in Virginia. Virginia doesn't have a confrontational style. As you move up to the Northeast, you'll see environmental groups being much more combative, much more aggressive, a lot more litigation, a lot more public confrontation. You probably got that from your person you spoke to in Arizona as well. There are just different styles, and I think there's a very important role for those advocates, and for those people who are really out there on the fringes, leading the charge. And they see it all as a battle, and I notice in your comment, you refer to something as a battle for this or that. I never think of it as a battle. I'm much more of a consensus building approach. But I do know that there is great value, and it's very important to have somebody out there on that environmental fringe that's really shouting and carrying on and raising the issue in a very vocal sort of way. Those people don't tend to actually mold the public policy, but they're calling the public's attention to an issue. And certainly building the knowledge of the public is a very important tool in effecting public policy. And it's very difficult I think you'll find to sort of rally that public opinion. It's an amorphous thing. It has short attention span. It tends to have to be focused on a crises, but setting and carrying out public policy is not a crises activity. Granted there are crises along the way when you're trying to get a bill passed, or trying to adopt a controversial regulation, closing down a plant. That's a confrontation, and those things will happen. But the way, what really changes public policy is solid day to day, working through the system, and the implementation of whatever is adopted as public policy. And in the end, as you know in the political science field, is a whole school of political science talking about implementation of public policy, and I think that's where things are made or broken. So you have to be very tenacious. You have to be willing to stick with an issue for a long time, even when it's not glamorous. Just getting the paperwork out, and dogging the budget to make sure all the right people are going to get the thing in the budget, and you have to follow it every step of the way. So you have to be very tenacious. I think

I am a very tenacious person. I'm a Taurus, and that's been effective. Like at the Control Board, it took me eight or ten years to get certain things accomplished, and I stayed on there for 16 years until I thought it was about where I felt comfortable, and I had done my assignment. I could go on and do something else. You have to have that follow through, and you have to be able to extend public opinion through public education, then also targeting that knowledge that public interest on a particular decision so that the political system will respond.

I: So if I hear you right, you're saying you have to have a lot of patience obviously, and a long term vision, and a willingness to build a coalition at the policy making level. Being cognizant of, certainly of the usefulness of the more vociferous advocacy groups who served to raise the consciousness of the general public.

R: And the environmental litigants by the way. I think they're a very important element. The citizen law suit, the NRDCs, the Sierra Club, Legal Defense Fund, all those by the way, we helped fund when I worked for the Ford Foundation. That's how those people all started. It's a very important element.

I: Along the way did you have any formal training that you felt was any more useful than others to support your interest in the environment, or your work in the environmental policy area?

R: No. I think I was just self taught.

I: What was your educational background?

R: Political Science. I have a BA degree in Political Science, which it didn't relate a lot to politics and public policy. It's an interesting field, and it was just starting to get quantitative when I was leaving, and I think that's very interesting, particularly in _____ elections and measuring public opinion. That's very helpful. But that isn't how you learn how to effect implement public policy.

I: Interesting comment because one of my other interviewees said that you know political science really has no part in the making of policy per say; public administration does, and political science does not.

R: That must have been [] that said that.

I: We were talking about areas of training and the fact that you had come from an area of political science background. Have you had any graduate studies, and I mentioned of course the Woodrow Wilson fellowship group, but aside from that, have you done any graduate work at all?

R: No. The Woodrow Wilson Center is just independent study. It's not a training education. It's really interesting if you ever look into it. _____, that's the place to go. _____. Fascinating colleagues from all over the world.

I: And I'm quite sure that it added to enrich your knowledge, your understanding, your experience _____.

R: I've met a lot of interesting people in the course of all of this environmental _____.

I: Well you know that's an issue that I think is good to bring out. The business of networking. We address it in another question later on about keeping in touch with your peers, but that seems to be a very important facet of individuals experiences such as yourself in accomplishing _____, but not doing it all by themselves.

R: Don't forget the mentoring aspect. The role Senator Jackson played in my own personal life, my own career development. I think that is fairly common. There are a lot of ways to learn as you know. A higher education institution is one way to do it, but there are a lot of other ways also. Don't tell that to your professors back there.

I: Again, not to presume any state of effectiveness, but if there was in hind sight and a little introspection I suppose, if there was something you could ascribe to to be any more effective than you have been. Have you thought about that? Any thoughts about what perhaps as [] you would do?

R: Relating to me individually, or relating to the world in which I'm operating. There are a lot of observations on that.

I: Well let's start with you as an individual, and then perhaps move it to the world in which you are operating, and see if one's connected to the other.

R: I've always felt that to be more effective, one needs to have allies out there, and connect to various kinds of allies. And I think as I get a little farther into my career, I find more different types of people, therefore, my range of allies is expanding. And I think that's very important. Of course I could always do better in that regard. The more folks I think you include and bring along in the process, the more effective you have a chance of becoming.

I: Of course it's quite true it obviously has effect in working now in your current role, your current experience as it were.

R: So as you go from one to a related field, following your previous knowledge, but maybe a slightly new approach to it, you are continuing to learn a different aspect of it. I think that would be helpful to others, and I see some of the most effective people at some time in government, at some time in the public interest, environmental law for example, they're out there working in some third contact, you just bring more of that knowledge and experience and more allies together to effect whatever you're trying to accomplish.

I: In that respect, in working with all these allies, and various environmental interests, from your perspective, from your experience, as well as your perspective, does there seem to be a lack of coordination or knowledge between all the environmental interests?

R: It's a massive lack of coordination.

I: Is that important? Is that good? Is that bad?

R: You need to have a certain amount of coordination that has not yet been accomplished and it would be beneficial to have more coordination because those are called alliances. But you will find even in Virginia, where people tend to in the environmental area, tend to be collegial and more or less the same kind of styles, although it's just a little bit of variety. It's not the wide variety you get in other states or at the national level. It's still hard to get the environmental people all working in the same direction.

I: Do you have any thoughts of how to try to bring that about?

R: Well Jerry McCarthy and his environmental endowment is giving him some money to do it. That helps. But they fall apart on certain issues. Some of them are bay issues, and they are only interested in the bay. I've been having the

darndest time, for example getting the environmental groups to be interested in clean air issues. And I've been working to get that to happen for 20 years in this state, and I've had the hardest time getting them interested in clean air. The Lung Association is interested in it. They've been our principle ally trying to get, we had some very challenging clean air legislation that we've tried to get through the General Assembly this year, most of it got through by the way. One piece of it has not yet been accomplished, and we had _____ support from the Lung Association, and only the most tepid support from Chesapeake Bay Foundation, Conservation Council of Virginia. I mean we had to just prod them to even get them on their list of issues. For all the years I served on the Air Board, I tried to get environmental people to come out and testify at public hearings so that the record would be balanced if you will. I had the hardest time with it. So they have intense interest in a very narrow issue as a rule, and they don't tend to build coalitions well. The environmental endowment has given them some money to set up the Virginia Environmental Network which is sort of a lobbying _____ of the environmental groups to get them to work together when legislation was before the General Assembly. And it's been helpful and I try to reinforce that. I get them information. I get them a lot of contact, a lot of access to this office. I think environmental groups have probably had better access to this office since I've been here than ever before. I think that's the way I can reinforce it. That won't always happen by the way. Other governors and other secretaries feel differently about it. So they need to, need to work together, and it's hard for them to do that. It's part of their strength in a way. They can really focus on something and they can get a lot of enthusiasm, like to the _____ River for instance. They are friends of the _____, the Shenandoah River. You get really strongly supported on clean water issues relating to the North Port, but it's hard then to bring them to Richmond on the coalition to get legislation passed for clean air, a number of other things. So that is frustrating from time to time. It would be very helpful if more environmental groups were more effective _____. They don't tend to take part in the normal way one influences public policy. They don't give campaign contributions. They don't tend to work actively in elections. Although in other states sometimes they have done that and have been very effective. I would say for the first time they started rating legislators on their environmental rules last year. And that's got a little attention among the legislators. Some of them are even known to be saying this year, hey, environmental people have this as one of their votes they're going to be looking at when they write people up. Environmental interests throughout the public, I think, are broad in support, and I that's what you'll see when you get in public opinion survey, but it's thin, and it fades. You focus on a crisis and then it fades. So by contrast, the people who are paying the bills should be saying, the regulated community for the most part.

They have very intense interest, very, it may be very narrow, but it's very deep, and they have lobbyists, and they have lawyers, and they have a lot of money to go into this, and they have the campaign contributions. So probably what you have going with the public, is you have to martial their numbers and interests into election returns. And if you can't turn out the votes, then you can't compete with these more special interests that are making campaign contributions, and they have the lobbyists down here, and they have the access, and they have the jobs to offer. And they are very concerned about paying the cost of these things, and well they should be. It's a very high price. It's getting to be higher and higher all the time as regulations get tighter and new laws get passed. So, what the environmental community could do is help martial those, that public interest in the environment into election returns, and then that's when you really start getting people's attention over there.

I: In the process of doing what you're doing, you spoke briefly about the constant correspondence of networking if you will between your colleagues and friends. Do you continue to do that? Do you do that regularly, often?

R: I do. And now in this position of course, I have a lot of opportunities to do that. I have associations, interstate groups, I'm very active on the Interstate Chesapeake Bay work with my colleagues in other states and the Environmental Protection Agency. I have another group I belong to called the Ozone Transport Commission, and that's all the states in the Northeast including Virginia who have ozone pollution problems and are working on a regional basis to solve them. And in the context of doing that, you just pick up ideas of what's going on in those states. Whenever we're considering a new program here, a new initiative, we will always look to our neighboring states certainly to see what they're doing, or other states around the country too _____ to see what works and what doesn't. So there are a lot of contacts in that _____.

I: As a final thought, in terms of putting together environmental policy, we talked about the coalition building in necessity _____, we being the environmental community, bring dollars to _____ in terms of campaign contributions, etc. and a hard way to compete with the corporate interest, it's obviously in their political interest to bring _____, _____ their dollars to the process. In trying to do that do you see that the fact that there is no single voice in that process as a particular problem, or is it more likely perhaps as effective to have a network of organizations?

R: Yes. I think it is much more effective to have a broad, broadly represented. We do have a representative government here, and one person has only so much influence over say a General Assembly, but if you have people in all their districts around the state, and they're all calling them _____ and writing and saying I care about this bill or this issue, then you start marshaling enough votes to make a difference.

I: Do you think a single individual could effect that process?

R: Sure. A single individual can do something that's very much an important part of this public process, and that is get people's attention, focus on an issue, be a Ross Perot of the environmental area. Some are out there doing that. That gets people's interest up. And of course there is a very strong role for that, but certainly if you're looking at the state level, you have 40 Senators, you have 100 House of Delegates Representatives, you want to effect all of those people. One strong spokesman may begin to impact that system.

RESPONDENT #6

RESPONDENT #6

I: Well [], let's start by perhaps giving you an opportunity to relate to us why you particularly got started in environmental work, and perhaps talk about what were your goals initially when you started, and where you are today.

R: Well, there was absolutely no pre-meditation about it. I had no preparation in graduate school, or any intention when I left graduate school to become involved in anything relating to environmental issues, and I wasn't even a very good Boy Scout. So I had very little in my background that would have prepared me for this. What got me involved was a controversy which erupted here in Florida in the late 1960s over what was called then the Cross Florida Barge Canal. Essentially it was a characteristic prok barrel project of the Army Corps of Engineers which at that time had a number of very severe environmental impacts on Florida, and there were at that time in Florida, a number of individuals who were just beginning to form a citizen's group in an attempt to stop the construction of the canal. Many of them were members of the faculty here at the University of Florida. I knew some of them, and through them became interested in the fight against the barge canal, and through that initial battle, became somewhat educated into some current environmental issues, and it struck a very responsive cord in me. I found that I found very strongly about environmental issues. And it also was an area at the time where there was practically no serious research on the part of political scientists, or specialists in public policy partly because it was then a very new area. You know the environmental issue came on the scene nationally with considerable amount of surprise even the media. So it's not surprising that political scientists should not have been particularly attuned to it. But I discovered that here was an area that was personally interesting to me, and also it gave me an opportunity to do research writing in something which was new and fresh, and where I could really feel that I was making an initial contribution of being something of a pioneer. I also discovered very quickly that there were very few materials available to use if I wanted to address some of the problems of environmental management in my classroom. It seemed to me that here was an ideal opportunity to use my profession to good effect in some kind of environmental issues. So I, at that time, that I became involved with this possible barge canal site, I also decided that it was appropriate to offer a course very tentatively, an experimental course on environmental policy. Well I discovered that there was practically no literature appropriate for that kind of a class available. That led me to write what became the first edition of what is now been an ongoing book on environmental policy, which in fact has become the major college text on environmental policy. Now when I started it, I had no intention of

having it become the major text. I simply was trying to find materials to use in my own classroom, but it was one of those happy situations, a bit of serendipity, where my own personal commitments and interests, and my professional and academic opportunities coincided. And I have never regretted it, and I've never looked back.

I: Going from your personal interests, as with the Cross Florida Barge Canal, and then of course developing your own professional needs as it were for your classrooms, could we presume that your initial interests then, and your goal at that time was just to explore the environmental issues, area if you will, and then having been taken by that, again if you will, bitten by the bug as it were, then have your goals which were somewhat short term at the time, merely to explore the environmental area, and the area of environmental issues, now changed, and do you find that as a result of your ongoing research and certainly some of your involvement in the recent past with the EPA, that as an individual from academia, that now your goals have changed, and if so, in what way?

R: Oh yes. I think my goals have changed in several ways. I think one of the most important ways my goals changed is that once I perceived that the environmental issue was one of enduring importance, and not one of these sort of transient ones, and once I experienced the Florida environment, which I didn't say earlier, but should have said, had a lot to do with my involvement in the environment also because I came to love Florida, and I came to love not the business side of Florida, the touristy attraction, but the natural Florida, I began to see that this was not only going to be a very long term issue, but also it was one in which the stakes were enormously important for me personally as well for other people with whom I lived. So my goals changed in that I ceased to be involved merely in fighting a specific project, the Barge Canal, and writing a book to meet a specific need in my course. And I said to myself "Here is an opportunity for me to use my position in academic life, and whatever visibility and prestige or access to people with influence this position might give me. Here is an opportunity for me to use this as a means of making a long term commitment to educate people of the need to protect the environment, and about the difficulties, and about the kind of choices we face.". And I suppose at some point, it was not a self conscious, but there was an unconscious recognition that I was going to commit myself to becoming a kind of academic advocate and evangelist for environmental management. And what made this particularly attractive to me was that to my great surprise, after I had written the initial edition of my book, and it had been well received, I expected that there would be many other written books out there, that this would be a sort of a copy cat industry for political scientists. But

strangely enough, it didn't happen at that time, and my book became practically the only major book available, and I felt a very strong, intellectual and ethical commitment to keep that book alive, and to keep my research alive because it was one of the few vehicles for reaching undergraduates. One of the problems in academic life, at least in research at universities, is that we've become so preoccupied with research, and writing, and thinking of our peers, and graduate education of the professional _____ that we sometimes tend to forget that we have an enormous opportunity to influence literally thousands of people. Through our academic presence in the classroom and knew what we do. And I thought that here was an opportunity for me to make a mark on undergraduates, not only here, but across the country, that was unique. There was not another opportunity because there weren't any other books then doing this job. And particularly after the Reagan Administration came into office, if there'd been any doubt in my mind about the need to continue doing what I was doing, they put it to rest. Jim Watts, _____ was the best friend the environmental movement ever had because many people like me felt a renewed sense of commitment to doing what we were doing on behalf of the environment. So I guess you could say to sum it up that somewhere along the line after I had written and became involved, I _____ the book to specific issues and specific academic opportunities. I said to myself "This is an opportunity to carve out what I hope would be a continuing source of influence to several generations of undergraduates.

I: In that context then, to again having started as a personal interest and exploration, and then realizing that it became an opportunity, both professionally and personally to take that new found important issue and disseminate it as it were into the classroom, and focus on young people today through the classrooms, could you turn toward the future then and project perhaps in some way, taking the continuum of thought, and projecting to the future to perhaps prognosticate if you will, about what perhaps the goals of environmental policy should be in the future.

R: Well, I made no secret of my own convictions on this matter. What I have tried to say in my teaching and writing, and what I have tried to do in the kind of work I did with the government, was to make the point that we, as society, and not just us, but certainly the United States as a society is going to have to face some very difficult and costly choices if we are going to be able to protect and manage the environment in a way that we say we must. I have a quarrel with what I call feel good Ecology which is that version of environmentalism which says we can do the things we need to do to preserve the environment without really having to inconvenience ourselves. It really can be done fairly painlessly. It isn't all that difficult. Well I don't think it requires draconian changes in our lives, but it

requires a very significant difference in the way we think, how we use our money, how we use our time, how we live. And I have tried to spell out to my students and to other people with whom I've come in contact, that there are going to be these decisions to be made, and that it's terribly important and worthwhile to make them, because circumstances are going to force them upon us. And I've also tried to say, that in many respects, our political system is not very well structured, institutionally, or legally, to deal with environmental issues, and that there's going to have to be many in respects a kind of major recasting of institutions. In other words, environmentalism is not simply another problem of public policy, but it really is a social revolution which is still incipient.

I: In that respect, do you have, now looking at what your convictions have come to be, and as strongly as you hold those convictions, do you have a particular strategy in your mind that you use in order to try to get that message across, in essence to achieve that new found goal now of spreading that word?

R: No particular strategy that's related to that.

I: Is there a framework in which you are working in order to try to provide that information, that perspective?

R: Yes. One of the things that I have tried to do in the last say eight or ten years is to project ahead for my students, the implications environmentally of the kind of lifestyle and economic styles that presently we are pursuing in the United States and world wide. Coincidentally when I worked with the Environmental Protection Agency most recently in the Office of the Assistant Administrator for Policy Planning, my specific responsibility was to initiate what was called The Future of the project which was an effort in EPA to develop an in-house capacity to anticipate environmental strategy would have important consequences, and to project out in the future far enough to be able to anticipate some of the likely environmental issues we were going to be confronting. And that experience only reinforced my convictions that we are not anticipating well enough the kind of results that are going to follow from the lifestyles, economically, socially, and every other way that we are now living. And if we were to do so, we would become a lot more alarmed about what we're doing, and in my estimation a lot more willing to consider change. So what I've tried to do is to project where we are now against the not so distant future, especially for young people, because they are so future oriented. They think of their lives as largely in the future, and they look to the future as a kind of land of opportunity. And therefore, its particularly absorbing to them to have to deal with the question, "what kind of world am I

going to look at?" The other thing I've tried to do, and that's related, is to point out that the kind of problems we're going to be confronting environmentally that are going to trouble us, are the more intimidating because they're not really domestic, they're global. That most of the problems environmentally, that are going to be the most difficult to deal with in the next few decades are problems which are going to defy the ability to single, national governments alone. And therefore, we are being forced by events to have to contemplate global kinds of management on a scale we've never thought of before. Again, to deliberately force my students, my audience, whoever it is, to anticipate what is coming in order to begin now to think about the choices that have to be made. One of the problems we run into in this society I think is that we are so reactive in our political system. There are a lot of reasons for that, but I think our political system provides too many incentives for politicians to discount the future drastically when it comes to political implications, and to be terribly focused on the mere term. I think that just works to the detriment of good environmental management.

I: Interesting. You've mentioned the potential solutions for current and future environmental problems, being beyond perhaps the capacity of any single government. This seeming interagency that's built in perhaps to our current political system that doesn't allow us to be efficient. In that sense, do you perceive those as obstacles that you face? Are they truly obstacles, or are they just manifestations of our current state of condition that are simply getting or impeding our ability to solve our problems, or face our problems to solve them, or do you see other obstacles that are out there that are perhaps clearer to you that really people who are interested in influencing environmental policy are facing today?

R: Well I don't think that the problem of environmental management either domestically or globally are primarily problems with technology or science. I don't think that for a moment we lack the ability to know how to solve these problems technologically, or scientifically. The thing which we are having the greatest trouble with, are the institutional and social arrangements. What I've talked to with my class, what I've taught in my class is social technology, economic technology. It's the social arrangements and all that that implies which is the real problem with environmental management which is one reason why I put so much emphasis on education because it seems to me that if we're going to make the kind of decisions and changes we have to make domestically globally in the future, it has to begin with a kind of willingness on the part of people to accept the ideas that are implied. I think the global problems are obstacles, not in the sense that they can't be overcome, but in the sense that we have no experience, and in many ways could not get prepared to think about them. But certainly they are curable.

I: In that regard, in recognizing that perhaps some of our greatest obstacles are institutional and social, is there, do you feel, as a matter of introspection, are there any particular personal attributes of yours that you think that are contributing to your ability to be effective in getting that message across, and providing a focus, if you will, for others to take up and follow?

R: Are you asking what I think about me personally?

I: Yes.

R: Well I think a couple of things. One, my academic position. It gives me the unique forum, not only because I literally reach thousands of students a year. The other night, I've been teaching almost 30 years, and in a morbid moment, I sat down and tried to figure out exactly how many students I've had in my classes. You get staggering because I teach very large assembly classes Basic American Government for example, and I figured that in 30 years of teaching, I probably have taught several hundred thousand students. Now if you look at the classroom, you will immediately note that not all of them are attentively interested. In fact some of them probably aren't even awake, but there are a lot of those minds out there who are being reached. And this is the _____, and also as an academic, I can command the kind of audience because whether rightly, wrongly, we just assume the academic know something. I have an audience outside the university, and I had this opportunity to move into the governmental sphere of the academic world and back again which is kind of nice, because it gives me the opportunity to have my hand in public policy, and have some relationship to the people who are making the policy. So I think certainly where I am socially and institutionally, has a great deal to do with it. The other thing is that I am thankful that I can write well, and that helps a great deal too because academics are not notable for being able to write well. And that makes it a little bit easier for me to reach audiences, undergraduates and graduates. Although that doesn't sound like much, it makes a lot of difference sometimes when you're trying to reach lay audiences, when you're trying to find a way to make what are fairly complicated and sometimes technical messages comprehensible today people. And I suppose that you might add that I'm very stubborn. I have, once I believe that I have some small group in my possession, I tend to be rather belligerently, aggressive about asserting. That doesn't mean I don't think I can't be wrong, but it means that when I think I'm right, I tend to get very tenacious about it, and you know we've gone through periods the last ten to fifteen years where environmentalism in the academic life was not a big deal, and it was not such a great idea to be involved in

environmentalism. It didn't have a whole lot of future professionally. And I felt at that time that it would be more important to kind of hold on, and then let's face it, I was in the right place at the right time.

I: Understood, and do you find now with this tenacity if you will, you used the word stubbornness, and this real conviction that's coming through in terms of the importance of environmental issues, and endorsing them on a public level, that your interest pervades virtually all your discussions now with people in all contexts? I think back to the classes that you were describing and realizing as a professor, you get involved on several levels. I'm sure those classes from the under graduate to graduate levels, and whether it's a beginning political science course, as an introductory course, or as an advanced course, truly focused toward environmental policy, do you find that somehow you find a way to weave the issue of environmental issues into the context of now, all of your courses and all of your discussions?

R: Well for example, I used to teach an American Government class, which is sort a simple minded, sort of like Big Bird Goes to Washington, a pretty simple minded kind of course. But not only do I find opportunities, but I seek them out to use examples drawn from environmental or related areas in practically any aspect of government that you want to talk about. Now that comes naturally because that's the stuff I'm most familiar with. I also teach a course in Public Policy Making, and surprisingly a great many of the examples and illustrations come out of the environmental sphere. So what tends to happen is I think you're applying correctly, what tends to happen is that an environmentalist ceases to be a professional interest and it becomes a kind of lifestyle. It becomes a kind of philosophical baggage that you carry with you every where you go, and you never really need. You know, I mean, I get conscious stricken any more if I'm walking in with a Styrofoam cup, and I think it's a compliment to the fact that I've made my students to conscious about it, that when I walk into the class with a Styrofoam cup, my students make a point of telling me. Yeah and I mean I guess if I'd rather ask them what they'd want to put on my tombstone, if they want to put "He was an environmentalist", that's about as good as anything.

I: In that context, what you were saying about the impact you've seemed to have had even on your students to the extent of them making asides on your behavior when you come into class, do you feel that in that respect, and here again I don't mean to put words in your mouth or lead you in any particular direction, but do you feel that you've been effective in pursuing the goal of getting the word out.

R: Yes. I can tell you why. First of all because I am reaching young people at a time when their minds are open, and particularly in my environment classes because they are there because they are interested. They don't have to take the class. They are receptive. I also have the pleasure of seeing many students who have had classes from me turning up in several places for example several of my students have ended up being the Environmental Specialist for radio or television stations, or newspapers because many of the students that take my class are out of journalism school, and they end up somewhere in the media. A number of my students have entered the government. Some have gone into law, but it's always a pleasure to have them come back, and many of them do, and say "I remember your course, and I still use some of your ideas or I've taken some of your ideas into what I do.". That is a kind of reward, and I know that there are literally hundreds or maybe thousands now over all these years, of students who've never said thank-you or I remember what you said, or I've learned something that nonetheless have. The trouble is there's no way I can add this up to quantify it and give you some measure of it. It's kind of an act of faith that we do in teaching, or maybe an act of egotism, so that we have this kind of influence that's going to outlive the moment, but I'm quite sure I do.

I: Is there anything in your mind that, or perhaps your thoughts recently have been on how you could be any more effective than you are now? Is there anything in your mind that you think you could do to increase your impact?

R: Oh I think there's several things that I could probably do. One, I could probably become more controversial. If I could really create some kind of controversy around myself, I would get a lot more media attention. The reason I say that is I think that sometimes I probably do not have sufficient courage, or I am not brazen enough to be so out spoken as to invite some kind of reaction that would get the attention of the media, and make me controversial. Then I'd be invited to speak lots of places, and I'd get lots of honoraria, and I'd get more people to hear what I have to say. You know what I'm saying I guess is that yes I wish sometimes that I perhaps were more aggressively outspoken. I think that that's one of the things that I could probably do and that's probably an absolute failure on my part. I suppose the other thing that I could do that I have not done a whole lot of, and that is to try to reach outside the academic and _____ policy, to get more actively involved, more out spokenly involved in local affairs. After all, I think that this is where most people are going to have their impact. Environmentalists if they care at the local level because I think the local folks are most successful. The average person _____. You know I recognize that I have really not done a great deal of that. That probably is a character of failure of

academics. That's probably where my academic inclination hurts me because sometimes I'm much more at home writing and thinking than I am getting out and doing, at least in a political and public way.

I: Let's go back and just for the moment, revisit your first thought, and that being perhaps feeling as if you were more controversial, not to define that word necessarily, but to garner perhaps more public attention which would help focus issues again on the public level. Do you feel that that is perhaps necessary to be controversial? Does it take being controversial to get that kind of attention, whether it be from the media, or to the local community?

R: Yes it does because it's good news that doesn't sell and I have had enough experience dealing with people in education professionally to realize that media strives upon controversy, conflict, because they know that fortunately, correctly I think, that that is what gets attention. And I think that one of the problems back in this life, is that sometimes we are entirely too reasonable, and being so we give up opportunity to have access to large audiences which you know you run risk if you attract that kind of audience the subsequent discussion may not be enlightening, but my argument is that sometimes you have to create controversy in order to start talking education, publicly. In the college you don't have to do that because people signed up for your course, and I can be as controversial as I want in the classroom, but there is very little risk in that, but unfortunately I am reaching a very limited audience in one sense.

I: To follow that through as you know, there are many environmental groups of course from the early days when there were just a few, from John Muir and historically, and then on into the future. We have exploded into literally thousands, perhaps tens of thousands of environmental groups, some of which are more controversial than others. Do you perceive that there's a lack of coordinated effort among those environmental groups in general, and if so, what do you think would be helpful to bring them back together? Or do you believe they should be brought back together?

R: Well first of all, I don't think there's a problem of coordination. The large national environmental groups in fact work very closely together. There are eight or ten national groups such as the National Wildlife Federation, the Sierra Club, these sorts, with very large headquarters staff in Washington, and very national organizations who in fact are accustomed to working with each other rather consistently, do so, are on extremely familiar terms with each other. In fact, I think that has led to a lot of criticism by many of the rank and file people, and the

environmental movement, that many of the main line groups have become entirely too established. They have become too much like each other, and they think too much like the people on the other side that they're suppose to be opposing. I don't believe that that is necessarily the case, but what I'm trying to say is that there is among the main line group, a considerable amount of collaboration and cooperation. I think that the pluralism along the environmental movement is probably inevitable. One of the things I have tried to tell my students repeatedly is the environmental movement is not like a church with one pew, but that there are such a pluralist labeling under this label of environmentalism that you can't expect that there's going to be agreement, all or even most points. That, there's a cost involved in that discourse. That is there's some dissipation of effort and there probably is some loss of effectiveness because they are, particularly among the less moderate types, there's difficulty getting cooperation. I think one of the big problems with the environmental movement is basically right now, is that I see that there is a kind of widening riff between the leadership of the main line group, and a lot of the rank and file of their own membership among the environmental organizations generally, with the exception that perhaps leadership is not sufficiently noticed that it's getting out of touch with the rank and file. And I think there's some uneasiness on the part of leadership for fear of that happening.

I: In that respect, do you feel that they need some central focus, or some central, single individual perhaps that could help regain the focus of however is still alive for the pluralism among these groups, but none the less to bring them together again to pursue a common goal.

R: Well I suppose it would be nice if one could find some environmental messiah somewhere or some charismatic figure like a contemporary John Muir who would emerge in a gray flannel suit or something, and serve as a kind of intellectual and emotional organizer.

I: So you were saying that you didn't think there would be perhaps a single charismatic individual that might come along and help draw together the collective interest.

R: The only thing that I can imagine, well one of the things I can imagine, one of the events that might precipitate some kind of an increased cohesiveness among environmental groups would be some kind of perceived threat or crises between the environmental movement which would cause a lot of these groups to feel that they need to sort of drop whatever their individual quarrels with each other might be and sort of unite because they have a common enemy and because of the

magnitude. You saw some of that happening in the early 80's when the Reagan Administration came, and there was this feeling that the threat from Washington there was so severe that the environmental movement needed to draw itself together and kind of show united front. But I think that that is a very temporary kind of thing, and I think given the plurality of interest within environmentalism, it's probably inevitable that you're going to have all these different organizations.

I: Do you think as a result for however pluralistic they are, and having gone off in their own directions, do you think that nonetheless overall, the existing environmental groups, and the environmental movement in general has been effective in getting the word out to the general public. That perhaps begs an obvious, but from your perspective do you think that they've been successful in raising the level of public consciousness toward environmental issues?

R: They certainly have been successful in raising public consciousness. If by that, you know, you mean awareness of environmental problems and concern in public interest in doing something about it. Yes, certainly that. They have certainly been very effective politically in establishing an environmentalism as a main stream player in national politics. Environmentalists are no longer perceived by those within the establishment politically by being someone on the fringe knocking and trying to get in. They are recognized now as main stream, and they are assumed to have a lot of political clout. Now having said that, I think there are a couple things the environmental movement has not done so well. I don't think that the environmental movement has been able to educate people about the urgency about dealing with some of these problems. One of things you find about public opinion is that where as people express, the public almost uniformly expresses concern with the environment and feels it's an important issue and supports environmental legislation. On the other hand, it doesn't vote environmentally very often. That is candidates do not, particularly presidential elections, environmentalism does not seem to carry over to the balloting, and that says to me that there's been some lack of ability to communicate the urgency with which environmental issues need to be translated into the political process. I think that one of the great problems the environmental movement faces right now is that it really has not demonstrated its ability to elect or defeat a presidential candidate. And it has shown only a limited ability to influence the outcome of even you know congressional elections. So that in a sense it has yet to demonstrate its political clout, and until it does that, I think it's going to lack that one additional ingredient which would make it profoundly effective. I mean you know if you look back on the elections, the last election, even though it's quite clear that Al Gore is an unabashed and unapologetic environmentalist, the fact is environmentalism had

virtually nothing to do with the outcome of that election. Despite the fact that you had an administration which had a very, had an environmental record which was easy to indict, and was the inheritor of an administration before it which had a dismal environmental record. And yet environmentalism was not a significant issue in 1992, and even during the Reagan Administration, even though people were concerned about the environment and even though Reagan was widely understood to be unsympathetic to the environmental movement, nonetheless, it didn't hurt him in the polls.

I: In your efforts to get this message out, do you find yourself corresponding or meeting regularly with all of your peers as it were to kind of discuss your efforts and perhaps coordinate some of your efforts?

R: No we don't. One of the things about academic life which I think tends to spill over into the groups that do environmental research, first of all, the academician let's say in my branch of learning in political science, there are really only a relative handful of academicians who are doing this stuff. A few dozen at most who are doing most of the writing and research, and we know each other intimately, and this is the way it has to be in academic life. The subfields tend to be fairly small, and the people tend to know each other who are doing most of the work. But we, like most academics, tend to be very self absorbed, and we often times do not work well or seek out opportunities to work well together, and we tend to pursue our somewhat disparate interests without very much coordination, and that I think is a real fault, and it shows up for example in the case of political scientists. The American Political Science Association has oh ten, twenty, thirty different special sections, special interest sections, in everything from feminist issues to political ethics, to comparative government, but we don't have anything which is specifically committed to environmental issues. Even though we have a large number of political scientists, who if they are not specialists in this area, at least have an interest in it.

I: Well understood. Well, you have certainly raised a lot of issues and excellent points about where this environmental movement has been, where it is headed, and the role of a single individual, should they, he or she, want to become immersed in the process and given good thoughts for perhaps some reflection on how best to become involved, and that was really the purpose of what we were all about today. So I really want to thank you for sharing your thoughts, and hope we get a chance to do this again in the future.

Appendix E

Respondents Biographical Information

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LYNTON KEITH CALDWELL

Lynton Keith Caldwell is the Arthur F. Bentley Professor Emeritus of Political Science and Professor of Public and Environmental Affairs at Indiana University, active in environmental and science policy research. His academic degrees are Ph.B. Honors in English (1934) and Ph.D. (1943) University of Chicago, M.A. (1938) Harvard University; and LLD (1977) Western Michigan University. He has served on faculties of the University of Chicago, the University of Oklahoma, Syracuse University, and the University of California at Berkeley with shorter appointments and lectures at more than 80 other collegiate institutions in the U.S. and abroad. Services to the public include the U.S. Senate, Departments of Commerce, Defense, and Interior, Office of Technology Assessment, National Institutes of Health, United Nations, and UNESCO. Scientific bodies in which he has participated include the National Research Council; National Commission on Materials Policy; Sea Grant Advisory Board; Science Advisory Board of the International Joint Commission; and the Pacific Science Congress. He has served on editorial boards of a number of scientific and professional journals and on the Board of Governors, The Nature Conservancy 1959-1965. He is noted as a principal architect of the National Environmental Policy Act of 1969 and the "inventor" of the environmental impact statement.

He has been Guest Scholar at the Woodrow Wilson International Center, Visiting Fellow at the East-West Center, recipient of the William E. Mosher Award (1964), the Laverne Burchfield Award (1972), and the Marshall E. Dimock Award (1981) of the American Society for Public Administration. In 1989 he received the IAIA-Rose-Hulman Award for Outstanding Achievement in the field of impact assessment and in 1991 was named one of the UNEP Global 500 for distinguished environmental services. He is the Fellow of the American Association for the Advancement of the Science; the Royal Society of Arts; and the International Association of Naturalists; recipient of the Most Noble Order of the Crown of Thailand; member of the National Society of Arts and Letters; U.S. National Academy of Public Administration, Honorary Life Member of the International Association for Impact Assessment, and corresponding member of the National Academy of Law, Cordoba, Argentina. He has published more than 200 articles and monographs and twelve books, (translations in 19 languages) of which the more recent are Science and the National Environmental Policy Act: (1982); International Environmental Policy (2nd rev. ed. 1990); Biocracy: Public Policy and the Life Sciences (1987); with others, Perspectives on Ecosystem Management for the Great Lakes (1988) and Between Two Worlds: Science, the Environment Movement, and Policy Choice. (1990): and with Dristin Shrader-Frechette, Policy for Land: Legal and Ethical Relationships (publication anticipated 1992). His first book, The Administrative Theories of Hamilton and Jefferson (1944) has been twice reprinted, most recently in 1988.

Biographical detail in Who's Who in America; Who's Who in Science and Engineering; American Men and Women of Science; Dictionary of International Biography; Contemporary Authors; and Men of Achievement; International Biographical Centre.

WALTER A. ROSENBAUM

Walter A. Rosenbaum currently serves as Professor, Political Science at the University of Florida.

Dr. Rosenbaum received his undergraduate degrees from the University of Redlands (Magna cum laude) (majoring in Political Science. He did his graduate work at Princeton University where he received both his Masters of Doctor of Philosophy in Political Science. Dr. Rosenbaum has held positions as Visiting Scholar, Environmental Studies Program, University of Oldenberg, Germany, Special Assistant tot he Assistant Administrator, for Policy, Planning and Evaluation, U.S. Environmental Protection Agency, Washington, D.C., Policy Officer, U.S. Environmental Protection Agency. He has taught undergraduate and graduate courses at the University of Florida since 1962 and is a member of the American Political Science Association, Southern Political Science Association and is a fraternal member of Omicron Delta Kappa (National Men's Leadership Fraternity), Pi Kappa Delta (National Speech Honorary), Pi Gamma Mu (National Social Science Honorary), Pi Sigma Alpha (National Political Science Honorary) and Phi Beta Kappa. Dr. Rosenbaum's distinguished publications include articles on politics policy law and political behavior in such publications as the Journal of Politics, Law and Society Review, Midwest Journal of Political Science, Social Science Quarterly, Congressional Quarterly, and the Journal of Policy History. Dr. Rosenbaum is the author of the book Environmental Politics and Policy, 2nd Edition, Congressional Quarterly, 1991 among eight others. This book stands today as the standard university text in the study of environmental policy. He is the author of four monographs 28 articles, 28 papers, and reviews in addition to several awards including Woodrow Wilson National Fellowship, National Science Foundation Fellowship, is listed in American Men of Science, and the Dictionary of International Biography, and Who's Who in the Southeast.

ELIZABETH H. HASKELL

Elizabeth H. Haskell was appointed Secretary of Natural Resources by Governor L. Douglas Wilder in January, 1990, with responsibility for environmental protection, conservation, fish and wildlife, and historic resources.

Mrs. Haskell, who is from Martinsville, Virginia, has spent her entire professional career in the field of environmental public policy. She chaired the State Air Pollution Control Board for 6 years, a gubernatorially-appointed board on which she served for 16 years...she was a director of Virginia's Center for Innovative Technology...and served on a state study commission examining the effects of uranium mining in Virginia.

As an environmental consultant throughout the 1970's, Mrs. Haskell specialized in pollution control program analyses for state and federal government agencies and foundations. Her clients included the administrator of the Environmental Protection Agency, President Carter's Reorganization Project at the Office of Management and Budget, Director of the U.S. Regulatory Council, and the Ford Foundation.

She has also held federal policy positions in Washington, D.C., with the Secretary of the Interior and members of Congress. Mrs. Haskell has been a senior analyst at the Urban Institute and a fellow of the Woodrow Wilson International Center for Scholars in Washington. In addition, she has written two books on The Politics of Clean Air and State Environmental Management. Mrs. Haskell was graduated from the University of Pennsylvania in Political Science in 1964. She is currently on leave of absence from the Martinsville Bulletin, Inc., a family-owned newspaper business.

PRISCILLA ROBINSON

Priscilla Robinson currently is a private consultant providing services to clients including...and non-profit organizations. Ms. Robinson was also the Director of the Southwest Environmental Service, a non-profit environmental advocacy organization from April 1975 to March 1988 during which period she was instrumental in influencing the development of the State of Arizona's environmental policy. Ms. Robinson received her undergraduate degree from the University of Arizona majoring in Anthropology. She has since held several local level positions including member of the Governor's Oversight Committee on State Lands, Greater Tucson Economic Development Council, Board of Directors, Governor's Task Force on Water Quality Legislation, Arizona State Parks Board, Downtown Development Corporation Board of Directors and the City of Tucson Local Development Corporation, Board of Directors. On the State National level she has been a member of the World Wildlife Fund-Conservation Foundation, National Commission on the Environment, State Water Quality Advisory Council, Southern Arizona Water Resources (SAWARA) Board of Directors, and the Arizona Center for Law in the Public Interest, Board of Directors to name a few.

ROBERT K. DEAN

Robert K. Dean is a councilman for the Princess Anne Borough of the City of Virginia Beach, Virginia. He has been serving in this capacity since July 1, 1992. Mr. Dean is a very active member of the Virginia Beach community. He has served in many responsible positions of community leadership to include: President, The Virginia Beach Sun Wheelers, Inc., a non-profit organization that supports a complete sports program for the physically disabled, and holds international sporting records; Chairman (1989-present) Civic Organizations Committee of the Virginia Beach Clean Community Commission; an agent of community advocacy including "Adopt-a-Highway, Adopt-a-Waterway, Adopt-a-Beach and Adopt-a-Spot programs; Chairman of Earth Day Celebrations for the City of Virginia Beach and Norfolk 1990-1993; Founder and current Chairman of Clean the Bay Day, Inc.; Co-Founder of the Elizabeth River Project; Co-Founder and Past Chairman of the Southeastern Association for Virginia's Environment (SAVE), which is a regional environmental coalition; and Founder and Facilitator of the Green Breakfast Series of Hampton Roads, which is a monthly meeting of regional environmental leaders and concerned citizens. Mr. Dean has been the recipient of numerous public service awards to include The Environmental Achievement Award, Port Folio Magazine; President's Award, The Virginia Wildlife Federation; National Conservation Award, Daughters of the American Revolution; National First Place Winner, Take Pride in America (Clean the Bay Day); National First Place Winner, Keep America Beautiful (Clean the Bay Day); and the Governor's Award for Volunteering Excellence (Clean the Bay Day) to name a few.

ARTHUR W. SHERWOOD

Arthur Sherwood currently serves as Director of the Family Support Services organization in Baltimore, Maryland. Mr. Sherwood was a practicing attorney for over 40 years in the City of Baltimore. He was born and raised in the Greater Baltimore area and fell in love with the Chesapeake Bay as a young man. He was once a candidate for Mayor of Baltimore and State Senator. His life has been active in both politics, the law, and public advocacy for the environment. As founder of the Chesapeake Bay Foundation, Mr. Sherwood simply, but effectively pursued a life long passion of respect for wisdom, knowledge of great thinkers in history and preservation of nature, in particular, the Chesapeake Bay, its tributaries and shore line. Though not a man of great works and publication himself, he is recognized rather by his deeds in the community and on the Bay in service to his fellow man. Arthur Sherwood is a deeply respected member of the environmental community.