



The Oral History of Rowan Gould

May 7, 2018

Interview conducted by Sandy Tucker

Lincoln City, OR



Oral History Cover Sheet

Approximate years worked for Fish and Wildlife Service: 40 years

Offices and Field Stations Worked, Positions Held:

1978-1983 Microbiologist/Section Chief at the Seattle National Fisheries Research Center
1983-1985 Director of National Fisheries Research & Development Laboratory, Wellsboro, PA
1985-1988 Washington Office-Research, Washington, DC
1988-1991 Assistant Regional Director of Fisheries & Ecological Services, Anchorage, AK
1991-1995 Assistant Regional Director of Refuges & Wildlife, Anchorage, AK
1995-2000 Deputy Assistant Director of Fisheries, Washington, DC
2000-2003 Acting Regional Director/Deputy Regional Director, Region 1, Portland, OR
2003-2006 Regional Director, Region 7, Anchorage, AK
2006-2015 Acting Director and Deputy Director of USFWS, Washington DC

Most Important Projects: As ARD for Ecological Services and Fisheries, Gould represented the Service as part of the Damage Assessment Team in response to the Exxon Valdez Oil Spill (1989); led the DOI's environmental oversight of operational responses to the Deepwater Horizon Oil Spill (2010) Rowan held multiple leadership positions in the FWS including serving as Acting Director on multiple occasions.

Colleagues and Mentors: Dr John Fryer, Dan Mulcahy, Gary Edwards, Dale Hall, Jamie Clark, Greg Siekaniec, Dan Ashe, Dave Purrington and many others.

Brief Summary of Interview: Rowan effectively touched on the varied and numerous positions he held with the Fish and Wildlife Service spanning nearly 40 years. His interest in fish and wildlife resources began at Oregon State University where he studied microbiology. He later completed his PhD researching fish diseases, immune response in fish and developing fish vaccines. Rowan's career led him to accepting many leadership positions throughout the Northwest, as well as Pennsylvania and Washington, DC, sometimes crisscrossing the country on assignments critical to the mission of the Service. He reflects on how the oil spills were difficult on him personally, timewise; but acknowledges how the work was also incredibly rewarding. He witnessed firsthand how Fish and Wildlife Service employees responded to those disasters. He remarks on the considerable progress the Service has made over the years in understanding and valuing diversity in the workforce. Though not mentioned in the interview, Rowan received the DOI's Meritorious Service Award in 2009, and was recognized as a Distinguished Executive by President Obama in 2011, for leadership exemplifying the highest standards of service to the public.

THE INTERVIEW

SANDY TUCKER: Today is May 7, 2018. I am Sandy Tucker. I'm here interviewing Rowan Gould, retired from the Fish and Wildlife Service. We are at Chinook Winds Resort in Lincoln City, Oregon for a Fish and Wildlife Service Retirees Reunion. Okay, so on with the interview. Rowan, do you understand that we're going to do a transcript of what you say, and then put it in a public spot on the NCTC website for anybody to read and study?

ROWAN GOULD: Yes.

SANDY TUCKER: You're totally onboard right?

ROWAN GOULD: I'm okay with that.

SANDY TUCKER: Okay. So, let's start off with your name and birthplace. You don't have to say the whole date unless you want to. Where did you grow up? Just a quick story about that.

ROWAN GOULD: My name is Rowan Gould, and I was born in Corpus Christi, Texas in 1945. This was right at the end of the war. My dad was stationed there, but I was quickly relocated to Baker, Oregon (Baker City, Oregon it is called now) where I lived for 5 or 6 years before moving on from there to Portland, Oregon, where I attended grade school. I then went to Milwaukee, Oregon, which is just outside of Portland, and went to junior high and one year of high school. Then my family relocated again to Coos Bay, Oregon, which I consider my hometown, where I went to Marshfield High School and that's where I graduated from high school. From there I went to school at Oregon State University and got my bachelor's, MS and PhD there.

SANDY TUCKER: So, you're a Duck?

ROWAN GOULD: No, I'm a Beaver.

SANDY TUCKER: A Beaver, okay.

ROWAN GOULD: I am an Oregon State Beaver. I was very interested in microbiology and fish. It's an interesting story how I became a microbiology major. I was actually in line - at that time, you stood in big lines to register for your classes. I was a freshman, and I knew I wanted to be in some kind of biological entity. I thought maybe I would do pre-med or something like that. The line to the microbiology section was significantly shorter than all these other lines. So, I thought, *it really doesn't make that much difference*. So, I got in that line, and I registered in microbiology as my primary interest. While I was in school going through my first year or two, I got connected with Dr. John Fryer, who was a fish disease person. I really thought, *I love to hunt. I love to fish*, especially fish. I thought *well, this is fun. I'll do that. I'll do some stuff in fish diseases*. So, I did an undergraduate thesis degree in microbiology in fish diseases under Dr. John Fryer. He asked me to stay on and do my master's degree in microbiology (under him as my major professor) studying diseases of fish. My specialty, my research interest was in a disease called *Ceratomyxa shasta*, which was endemic in the Columbia River system, the Deschutes River system and California. In some of the unaffected hatcheries (it was interesting), you would put a hatchery fish in a live box and put it out in an area that was hot for a hatchery fish in one of the hot areas, and they wouldn't last for a couple of weeks. This was a myxosporidian parasite, which we didn't know anything about, at

the time - how it was transmitted. So, I finished my master's degree looking at some of the epizootic ideology of *Ceratomyxa shasta*.

A side story - at the time, we didn't know how myxosporidian parasites were transmitted. But it was determined with whirling disease (*Myxobolus cerebralis*) little anisakid worms were the intermediate stage. A research scientist for the USFWS Eastern Fish Disease Laboratory, Ken Wolf, discovered how that happened. So, we figured out that all the other myxosporidians used the same kind of critter. And then it was an intermediate host to the fish. It was also interesting that the fish that were endemic to an area had developed some resistance to it. So, it was really a problem when you used hatchery fish and stocked into (wild areas). Therefore, I got interested in hatcheries at that time.

The Vietnam War was also going on at that time, and I'd been drafted, but ultimately, I signed up in the US Navy.

SANDY TUCKER: So what year was that?

ROWAN GOULD: That would be 1970.

SANDY TUCKER: Okay.

ROWAN GOULD: So, I graduated from high school in '63; finished my bachelor's in '67; finished my masters in '69, and then went to OCS in Newport, Rhode Island for the Navy.

SANDY TUCKER: That was a big change.

ROWAN GOULD: It was a BIG change.

SANDY TUCKER: OCS is officer....

ROWAN GOULD: Officer Candidate School. So, I came out and was assigned initially (my first assignment) to an ASR-7 Chanticleer, which is out of San Diego. It was a submarine rescue ship. Mostly, we had deep divers aboard, "sat" divers, people that were helium oxygen divers, deep divers.

SANDY TUCKER: So, you were on the submarine?

ROWAN GOULD: No, no, this was on a rescue ship. It was mostly a diving salvage ship. And I spent a year and a half there. I did a tour in Vietnam mostly on the ship where we were doing salvage work for boats - small PT type boats that had been shot up. We would help fix them up and drag them off to salvage ships or repair ships. Then, I was all over to Hong Kong, Singapore and Japan.

SANDY TUCKER: So, how many years were you in the Navy?

ROWAN GOULD: Well, that's an interesting story. I got out of the Navy, officially, 'cause then they assigned me for my second tour to a place that I dearly love and will never forget and was part of my Fish and Wildlife Service career. I was stationed in Kodiak, Alaska for my last tour before I got out. At that time, I was there for a little more than a year. I was the Special Services officer I was in charge of the recreational facilities, and it was *really tough duty*. I loved the heck out of Kodiak, and the fishing. It was

really a lot of fun. But Nixon was cutting down at the time. So, a lot of us of that era, were thanked for our service, and then we were put out. At the same time, Dr. Fryer called me up and said, "Why don't you come back to my laboratory and do your PhD?" So, I did my bachelor's, master's and went back to his lab and finished my PhD in both fisheries biology and fish diseases - focusing on diseases of fish, primarily hatchery fish.

SANDY TUCKER: Is that like salmon hatchery when you say hatchery?

ROWAN GOULD: Yes, salmon hatchery – and trout hatchery to some degree. My biology minor professor was Dr. Jack McIntyre, who eventually went to work for the Fish and Wildlife Service at, what was then, the Western Fish Disease Laboratory - became the Northwest Fish Disease Center in Seattle. After I graduated and got my PhD in '76, I had actually gone to work in the private sector for an outfit called Tavalek. I had done my work (PhD) not only in fish diseases, but in the immune response of fish, developing vaccines for fish -mostly vaccinating hatchery fish against tuberculosis.

SANDY TUCKER: So, they wouldn't get weird diseases.

ROWAN GOULD: That's right. And I have a patent on a technique for immunizing fish, which was spray vaccines. If you know anything about fish, they have a lateral line, and it is very directly connected to their immune system. So, I literally would spray a vaccine which I was helping to develop, and that's the way you would inoculate them. It was very quick and relatively easy on the fish and very fast. So, Dr. Fryer, myself and Oregon State University decided to patent the technique. Because of that experience, I went to work with Tavalek, which was a Johnson and Johnson firm that specialized in vaccines for fish - we were developing vaccines for fish. That was about a year before I found out about a position opening at the Seattle National Fish Disease Laboratory, which was the old Western Fish Disease Laboratory.

SANDY TUCKER: And was that a government group?

ROWAN GOULD: It was government. This was the Fish and Wildlife Service, back in the day when research was part of the Fish and Wildlife Service - the *good old days*. I'll tell stories about that. Those weren't really the *good old days*. So, I went to work there. Dan Mulcahy was the microbiologist in charge of virology. He was my very close friend. In fact, he is the one who mentored me in the Fish and Wildlife Service. Also, at that time, there was a histopathologist, Tosh Yasutake, and Gary Wedemeyer, a physiologist and Gerry Bouck, who was a behaviorist.

SANDY TUCKER: And all these were in the same little lab in Seattle?

ROWAN GOULD: The lab in Seattle. It used to be the Western Fish Disease Laboratory. There were two major fish disease laboratories in Fish and Wildlife - the Eastern Fish Disease Laboratory in Kerneyville, West Virginia.

SANDY TUCKER: Oh, yeah, where NCTC started.

ROWAN GOULD: Yes, where they started. Bob Rucker was in charge of the Western Fish Disease Laboratory and Stan Snieszko was in charge of the Eastern Fish Disease Laboratory. They competed a little bit, but it was a friendly competition. We worked very closely with states and fish farmers diagnosing fish disease and developing diagnostic techniques. Actually, what I was employed to do was

work on both bacterial fish as a bacteriologist, but also protozoan parasites, trying to work with them to learn their life cycle and figure out how to protect fish from them (parasites). I worked on a disease called *kidney disease*. I worked on a fish disease called *Furunculosis aeromona* disease, *vibrio* diseases which are primarily in saltwater fish, working on vaccines, working on the habitat and the environment you needed to put fish at risk. We worked on wild fish diseases because there was this preconception back at the time that wild fish were these pristine fish. If hatchery fish were all terrible old typhoid Mary – all spreading diseases, that wild fish were all pristine in the hatchery. Well, that's not true.

SANDY TUCKER: Because they had their own diseases.

ROWAN GOULD: In 1977, '78 and '79, I spent the summers in Kodiak, Alaska on Karluk Lake looking at wild fish and finding out what they had.

SANDY TUCKER: And what was going on with them.

ROWAN GOULD: They had never seen a hatchery fish in their life, and they were a long way from hatcheries.

SANDY TUCKER: And they shouldn't have had any exposure to anything.

ROWAN GOULD: Guess what? They were the same. Some different types of diseases but they like everything else, there were ones that were weaker and sicker. So, I published a little bit on that. I ended up at that lab being the Section Chief in charge of the disease section. This was between about 1978 about to 1983 that I was at the lab in Seattle. At the Seattle Lab, on the personal side, I met my present wife, Dee. I had two children from a previous marriage. But I met Dee at the lab. She was a graduate student over at the University of Washington in population biology. Incredibly smart. So, she was there to get a master's degree. She had an undergraduate degree in marine biology from Brown University.

SANDY TUCKER: Wow.

ROWAN GOULD: She came all the way out there to do master's work. She was a graduate student of then, at the time, a fairly new employee of the Western Fish Disease Laboratory, Jack McIntyre, who was my major/minor professor at Oregon State University. He was actually the Co-op Unit Leader.

SANDY TUCKER: Oh, how about that?

ROWAN GOULD: So, we met, and we got married in 1980, and she's been with me the whole time. She's now a CPA.

SANDY TUCKER: Oh, wow. That's a change.

ROWAN GOULD: What happened is - as my story will unfold - I would go to a location, and she had all these degrees in population biology and fisheries. Since I was in a small location, I was the boss in the only place, so she really couldn't get a good job. So, she decided she was going to get a veterinary degree when I went to Pennsylvania. Then I got transferred to DC, so it all went so far. She said, "Well, the heck with you." She was doing some teaching admissions work at a small university there in DC, and they had a very strong accounting program, she says, "I kind of like that." So, she took a bunch of courses, and as

it turned out, through my career, she was able to get, not only a bachelor's in accounting and get her CPA, but also an MBA. So, she's in an entirely different world than I am.

SANDY TUCKER: She had a more portable career that way then.

ROWAN GOULD: That way, any place I went to was absolutely no problem for her once she got her accounting degree. She had all these offers from the big accounting firms. Like I said, she's very smart. She went to work for Price Waterhouse, and they're all over the country. And they would say "Well, if he goes to D.C. or wherever he goes, you just - it's no problem."

SANDY TUCKER: Oh, that's cool.

ROWAN GOULD: So, she continues to do that to this day.

SANDY TUCKER: How about that?

ROWAN GOULD: I'm retired, and she's now a consultant for hard accounting questions. She takes all the very most complex accounting stuff and makes sense of it for firms. She's a consultant that does that. She can work from home, so it's good. Anyway, I digress.

I was at Seattle, and I got a call saying there was an opening for a director job – a scientific director at Wellsboro, Pennsylvania, at the National Fisheries Research and Development Laboratory. I had been talking to all the folks at the lab, Tom Parisso was the Director there at the lab, when I was hired, but Al Fox came on, and Dee and I got to be really close friends with him. And he said, "Yeah, you just need to go for it." So, I applied for that job, and - surprise, surprise - I got it. The person that was retiring or actually handling the job – it was under the Leetown Laboratory. Jim Weaver was in charge of their program. Dave McDaniels was kind of the acting director there because they were in between directors after Snieszko had retired, and eventually Jim McCann came in as the director. But anyway, they hired me, and I was there at this laboratory for two years and had a great staff. We specialized in hatchery production techniques. Joe Foose was a computer guy, and he computerized life support systems for hatcheries. Jim Meade, Bill Krise, we looked at lake trout; we were interested in shad and those kinds of species. We were doing feeding studies and that kind of stuff - mostly for hatcheries. Don Rotiers was the physiologist, and he was looking at the effects of water quality. So, it was really interesting. The lab -it actually was a new lab, very well equipped in nowhere. And the first director, Roger Hermann, started it out. Carolyn was his wife. They did they kind of started the direction. Now the laboratory is the Upper Appalachian Lab under USGS, and they're looking mostly at water quality and the effects of acid waste on mines. So, they've gone more to a habitat direction. We were fish focused. If you know about fish genetics, a guy named Harold Kincaid was the trout king, and he came and worked for me there at the lab. So, we were very focused that way. That's changed a lot now.

I got there in 1983 and in 1985, I got a call. They wanted me to come to Washington.

SANDY TUCKER: With the same group?

ROWAN GOULD: No, it was a guy named Bob Stevens. He was the head of the Fisheries Research Unit, and he asked me to apply. I came in and I was his head of staff there from '85 to '88. Dick Smith, who was eventually the Deputy Director, was the head of research, and Doug Buffington was his Deputy.

Those guys and Stevens worked with me a lot. I was the coordinator and liaison with FDA for drug registration. I wrote a big treatise on restoration of striped bass on the East Coast. I did a lot of staff work. I went to work for a while as kind of a deputy staff person. I was in D.C. in the old Matomic building, the Nuclear Regulatory Commission building. That's where Research was at that time. We weren't in the Interior Building. We had a 14th Street building. That's where ES [Ecological Services] and those kinds of guys were downtown. Federal Aid was out in the Blue Goose building, which is very close to where we ended up in Arlington on Fairfax Drive.

SANDY TUCKER: And when was this, the early 80's?

ROWAN GOULD: This was from 1985 to 1988.

SANDY TUCKER: I didn't realize we were scattered so much.

ROWAN GOULD: We were [scattered] in D.C., and that was part of the problem. Dick would go over to staff meetings because he was on the Directorate. But the research function never really felt like it was part of the Fish and Wildlife Service. The functions were important, but we were configured [in a way] that we were artificially kept apart. I had a feeling that that was a problem back then 'cause when I was working in research in Seattle, I would work very closely with Portland, but we were really not tied together very well. I'd work with fisheries program people in Portland, Dick Myshak and those guys - mostly the fisheries people - but there was really a separation. We were not like part of one team at all. For that two years, they gave me a stint as a Deputy in the wildlife research function, working with a guy named Jan Rife. Later, they put me with a guy named Ted LaRoe, who was in charge of the Ecological Services. Eventually, from that position, I found out about an ARD job in Alaska. At that time, Joe Kutkin and Gary Edwards were in charge of the fisheries program in D.C., and they encouraged me to get back into just the fisheries program on the management side. So, I applied for this ARD job for both Fisheries and Ecological Services - they had combined them- in Anchorage, Alaska. I didn't even know if I was going to get it or not. It was a strange situation there. They were going for this combined situation (Fisheries and Ecological Services). I'm sure they were trying to figure out what kind of person to put up there, and I was kind of different. Walt Stieglitz was in charge and Dave Olsen was his Deputy. They decided to go a little different direction, so they took a flier - this research guy from Washington, DC. So, I got that job as an ARD. The fisheries guys knew that fisheries were going to take a different turn in Alaska, than it had been in the past. So, I got the job, and I went to Alaska.

SANDY TUCKER: Went back.

ROWAN GOULD: Went back to Alaska - because I had spent all this time, both in the military in the early 70's and in the late 70's doing all that work up there. Then I went back up in '88 as the Assistant Regional Director for Fisheries and Ecological Services.

SANDY TUCKER: I didn't realize it was combined back then.

ROWAN GOULD: It was, and then it was de-combined after I left. But they finally decided to combine it back. Laverne Smith came up and took the job [as ARD] and re-combined it back.

SANDY TUCKER: Yeah, back in the 2000's sometime. Right?

ROWAN GOULD: Yes. Those were interesting times. I got up there in May of '89. I hadn't been there much, maybe six months, and guess what happened?

SANDY TUCKER: The oil spill happened.

ROWAN GOULD: The oil spill happened, and then my life went away for at least a year.

SANDY TUCKER: Oh, yeah. What was that, May?

ROWAN GOULD: It was May of 1989. I was on the team that wrote the original damage assessment plan along with a person from NOAA, a person from Forest Service and a person from the State of Alaska. I represented Interior (U.S. Department of the Interior) and the National Marine Fisheries Service, and we worked for a trustee council that approved our work. It took a year, and I spent most of my time in Juneau. My wife forgot what I looked like. That was one of the harder, traumatic times for me.

SANDY TUCKER: So, you were having to be in Juneau because of policy level things related to the spill.

ROWAN GOULD: I was also in charge of the response stuff for Fish and Wildlife Service. So, the sea otter stuff and the seabird stuff; I wasn't doing it, but I was in charge. So, I had a Command Center with all these phones around, and a guy named Dave MacGillvary was helping me.

SANDY TUCKER: That was my first boss when I was in Alaska.

ROWAN GOULD: He was helping me out. It was funny because, at that time, this was just so new to us, and we were making it up as we went along on the fly. It turned out really well - as *bad* or as *well* could be for a disaster like that. But boy, did I get experience dealing with oil spills.

SANDY TUCKER: Talk about trial by fire.

ROWAN GOULD: Yeah. So, that was an interesting time. When I came back from the oil spill ...

SANDY TUCKER: You probably were totally wound up in that for a couple of years at least.

ROWAN GOULD: Yeah, I was doing that until 1991 or something like that, till we created an Office of Oil Spills. John Rogers, by that time, was up there, was the Deputy Regional Director, and John Rogers, Sr was retiring from Refuges and Wildlife. So, when I came back, they just slotted me over to Refuges and Wildlife, so I became the Assistant Regional Director for Refuges and Wildlife in Alaska for the last part of my career.

SANDY TUCKER: So, after the oil spill, you didn't go back to the Fisheries Program, per se.

ROWAN GOULD: No, they decided they wanted to put me in Refuges and Wildlife so, I spent a few years in those programs. I had the migratory bird program and the refuges up there, and that was some of the most satisfying times in my career. I don't have any regrets. It didn't have anything to do with me, it's just I happened to be in the right place at the right time to have these experiences. I was just there in a position where they could put me here. I came back and John was retiring so instead of going through it

[the hiring process], they just put me over to Refuges and Wildlife. It wasn't luck, I'm sure, but I never could say "no" to anything. If you wanted me to do anything, I'd just do it.

SANDY TUCKER: I'm going to throw you a curve just for a second, Rowan. You were in Alaska, where they have a Subsistence Program for the Service, and you know that's the only Region [that has that program], so is there anything you'd like to say about that? You were not in Subsistence, but you were in fisheries at one point and refuges at one point, so you must've had to cross walk with Subsistence. What might you want to say about that?

ROWAN GOULD: Subsistence is an interesting concept. Because of certain legal decisions, federal managers had the say regarding fish and wildlife management on federal lands, which in general is and by agreement is not the case in the lower 48. So, we officially managed fish and wildlife. We set seasons, we set bag limits, we did all that sort of stuff. Because of the complexity of the subsistence concept and all the legal ramifications, they set up a subsistence council so that decisions were made by a council that included a State representative, Park Service representative, Fish and Wildlife Service representative, Forest Service representative and BLM representative. We managed it- the Fish and Wildlife Service - by the way the subsistence law was written, so we staffed these other entities. We effectively managed these things, and it was complex. We had a subsistence function that worked for the larger entity, that wrote all the rules and regulations and had the meetings and all that, but they had to work with our Refuge Managers and Fisheries Managers who, by law, were really responsible for implementing on federal lands. The Park Service was responsible for implementing on park land. Want to talk about interesting? Having different interest groups or missions, looking at subsistence from their perspective and having the hammer. That was an opportunity to learn how to manage when people had different perspectives.

SANDY TUCKER: I bet.

ROWAN GOULD: Alaska and the people in Alaska right now - Greg Siekaniec, the Regional Director here - he's a master at that kind of stuff. Robyn Thorson, Dave Allen, Geoff Haskett (and I'd like to think, myself because I eventually got back up there as a Regional Director), are people that think like that - how to work with people who have different perspectives. The Service (believe it or not) had this history in the past of being like, "save the dirt" and that kind of good stuff. But I like to think that now we are about as good as it gets when it comes to working with ranchers, working with states, working with tribal groups and being the glue that holds people together. We are really good at that.

SANDY TUCKER: We had to learn it.

ROWAN GOULD: We had to learn the hard way by failing and failing and then okay, doing this and doing this. It got better and better. I'd like to think the Fish and Wildlife - since we do have responsibility for very complex and controversial things, it's hard to make everybody happy. But we're seeing less and less of people looking at us and saying "Well, you're not trying very hard" or "You people are just that way. You're the deep, deep state people," that sort of thing. We're people that have a mission that know, in order to accomplish the mission, we have to work with others; and, not only that, work effectively with them or we're never going to get anywhere.

SANDY TUCKER: Yeah, not just lip service.

ROWAN GOULD: That's right.

SANDY TUCKER: So, I got you off track. You were talking about how there had been the oil spill and then you went back to Refuges and Wildlife in Alaska.

ROWAN GOULD: You know everybody has kind of a pet interest? When I was up in Alaska, I was interested in the biological monitoring program, which I thought was close to science. I thought they had a lot of work to do, so I was trying to find resources to build up the biological monitoring program. I spent a lot of years worrying about that; not only subsistence and not only dealing with access issues or that sort of thing but trying to know more about what we had and managing it was really important to me. Then, I got a call in 1995, and it was from Gary Edwards. Gary was in charge of the fisheries program at that time in Washington, and he said, "My Deputy position is open. Would you come and be Deputy Assistant Director for fisheries?" I already told you, I don't even know how to say "no." So, I went; and my wife was okay with it. We didn't have any kids tying us down or anything, at that time, and she said, "Sure." So, she made one call, and she had a place to go before I did.

SANDY TUCKER: Good for her!

ROWAN GOULD: Well, she had to tie up some loose strings, and I went and became the Deputy Assistant Director for fisheries (DAF). I had that job for five years, and I really enjoyed working with Gary [Edwards]. He was very visionary. At that time, Jamie Clark was the Director. They had put me in this Executive Development Program. When you graduate, you become eligible for SES [Senior Executive Service]. I was in the program. Robyn Thorson was in it with me at the same time, and people from the Park Service and the USGS. I got put into that program and spent a bunch of time - you had to do details. One of my details was Gary was sent off to Portland to act for a while as Regional Director. So, I acted as him for almost 6 months as Assistant Director. Then he [Gary] came back, and Jamie gave me a call one day and she said "Well, the Deputy Regional Director is retiring in Portland and Anne Badgley [the Regional Director] is going to have a baby. So, would you like to act as Regional Director in Portland?" This was in 2000, and I don't know how to say "no." So, I said "Okay." I'll never forget, Jamie was on the phone, and she said, "Well, don't you want to ask Dee?" And I thought, *oh shoot, yeah, I'd better do that.*

SANDY AND ROWAN: [Laughter]

ROWAN GOULD: I just said, "When do you want me there?" So, off I went to act as the Regional Director while Anne [Badgley] was having her twins. Then she came back, and she and Jamie [Clark] asked, "Why don't you just stay there as the Deputy Regional Director, and we're going to make it an SES job." So, they made it an SES job. They had two that they made into SES jobs. One of them was me and the other was Dale Hall in Region 4. So, the two of us got our SES at that time. What they wanted to do was - because of the complexity of the jobs - they wanted all the RD's to have SES Deputies. It didn't turn out that way, but at least it was a shot. Then, there was a change of administration and so, I got a call in 2003 from [Director] Steve [Williams] saying there's going to be some changes. Anne Badgley is going to go over to work as a Regional Coordinator for agencies related to forest land. We want to send you to Alaska as the Regional Director. Then Dave Allen will come down to Portland. So, that all happened. I went up to Alaska again from 2003 to 2006 as the Regional Director, and my deputy up there was - Gary Edwards. The dynamic duo got back together.

SANDY TUCKER: How funny. Was that sort of odd when it dawned on you?

ROWAN GOULD: It all goes round and round. The bottom line is it's a good lesson for everybody. In Fish and Wildlife Service, as in life, you've got to treat everybody with respect as if they're your equal or, if not, their boss. Because ultimately it can swap around. Ultimately people enjoy being treated that way anyway, so what the heck. I've had a lot of friends that I've worked for that started out working for me, and I've had a lot of friends that have worked for me, and I ended up working for them.

SANDY TUCKER: Isn't that something?

ROWAN GOULD: Dan Ashe is a good example of that.

SANDY TUCKER: Oh, how about that. That's true.

ROWAN GOULD: So, the bottom line is be good friends with everybody, and you can be a team and get everything done. At that time, I was still in the Naval Reserve. I'm a retired Navy Reserve Captain. I actually spent well over 20 years. I retired from the Navy in 1998. So, I spent a whole career as a Reserve Navy Captain.

SANDY TUCKER: So, you just had periodic weekends or whatever?

ROWAN GOULD: You do a weekend every month and two weeks every year.

SANDY TUCKER: Even in the midst of your DC stints and your RD stints you were able to do that?

ROWAN GOULD: I just kept doing it.

SANDY TUCKER: Wow.

ROWAN GOULD: I did some time after Alaska operating out of a reserve unit in Washington, DC, but a non-pay type thing where you just did special projects. My last official job was as a Commanding Officer of a unit that was reporting to the Coast Guard doing coastal work in Alaska. That was fun, too. I ended up my career as an O-6 captain in the Navy, and it got to be in DC. In 2006, I went back to DC because Dale Hall was the Director then and he wanted to build up relationships with the states - federal aid and sports fish restoration programs. So, I did that for a couple of years until he got through his administration. Even before the Republicans went out, Kempthorne [Secretary of the Interior Kirk Kempthorne] was in at the time and Ken Stancil was the Deputy and Dale was the Director. They asked me to come in and be the Deputy and do the transition to the next administration - which I did. And that was a good program. I acted for many, many, many years as Director, both when Sam Hamilton passed away and in that transition between the Republicans and when Sam eventually got his job; then when Sam passed away, I had to act as Director for another year or so until Dan [Ashe] got confirmed as Director.

So, I was Acting Director for a lot of time, but always as Deputy Director. I'll never forget when the Deepwater Horizon thing came along.

SANDY TUCKER: I was going to say, then you had number two.

ROWAN GOULD: Yeah. Tom Strickland and Secretary Salazar came down, looked me in the eye and said, we're sending you to Houma, Louisiana because we want you to sit on the incident command team representing the Service. So, I can't say "no." So even though I was Acting Director, Dan became "acting" Acting Director and the Acting Director (me) went off, and I spent months down there coming back and forth. I really got into that, working directly with the folks with BP who were responsible for cleaning up the oil. We were giving them all kinds of advice about birds and all kinds of advice about turtles, and I was the guy that was sitting there helping out where I can. I was representing the Secretary there so, that was an interesting time, too. It was very, very close to what I was doing, what Walt Stieglitz was doing in Exxon Valdez. I was there where the decisions were being made about day-to-day decisions - what do you do, how is that going to affect wildlife and how are we going to stop this oil from venting from the bottom. That was very, very interesting, too.

SANDY TUCKER: That was very intense.

ROWAN GOULD: That was very intense. And my wife said again, she forgot my name because I was gone all the time. Dee, my wife, is a very understanding person.

SANDY TUCKER: Apparently so.

ROWAN GOULD: Anyway, I got back there and was Acting Director, and then Dan got confirmed as the Director, and I stayed as Deputy Director. We worked as a team. He's a wonderful man. I hope he liked working for me - I think he did - when I was acting. We had a good team. Greg Siekaniec was the other Deputy, at that time. Beth Stevens, before Beth passed away, had External Affairs so, she was part of all that. Beth was so smart and so understanding, so politically astute. It obviously ran in her family. Betsy [Hillman] was really good too. She's now moved on to USGS in the change of administration. We had a good time and a good team. Then I retired in 2015. Well.... sort of retired, because I got a call.

SANDY TUCKER: Where were you in 2015? Were you still the Deputy Director?

ROWAN GOULD: Yes. But I got a call a few months later from David Hoskins, who was the Assistant Director for Fisheries. He said, "How would you like to come back as a retired annuitant?" So, I'm a half - time Service employee. You're interviewing a Service employee.

SANDY TUCKER: Oh well, that's okay.

ROWAN GOULD: I've been working on hatchery evaluations for endangered species where we have restoration or recovery actions going on in those hatcheries. David wanted me to start out first and then now lead the team. Our purpose in doing these reviews is, in the hatchery component, we're raising these critters for one reason, either driven by a recovery plan or restoration plans. Do we have the data, do we have the processes in place to determine whether we're doing any good or not? So, he pointed his finger at me and said, "You go find that out." So, that's what I'm doing.

SANDY TUCKER: That's a good thing to do, instead of throwing money after money.

ROWAN GOULD: So, I work on these studies. When I'm not working on these studies - I have two codes that I use.

SANDY TUCKER: Do you have a priority?

ROWAN GOULD: Yes, we have a list that we code to. We now have a team of three other writers that are working, so four of us that are now working. I did the first two of them myself. I have two codes that I code to - there's 101, which is leave without pay because, if I'm not working, I'm not getting paid. If I'm working on the project, and then I code my time up to a half a time. But anyway, I'm enjoying the work because we're doing the right thing. If a hatchery is doing this work, you should be able to have a program in place to make course corrections or whatever. So, that's what we're doing. We're saying if the data, the monitoring programs or the marking programs are in place, whether you've got the kind of partnerships with the FWCO's (Fish and Wildlife Conservation Offices) to monitor and determine how things are going, are the fish you put out there achieving self-sustainability? So, those kinds of questions. It's been very rewarding my last two years as a half-time employee of the Fish and Wildlife Service.

SANDY TUCKER: That's cool.

ROWAN GOULD: So that's kind of a summation of my career. A lot of things have happened during my career that have been really, really interesting. The oil spills were very hard on me personally, timewise, but incredibly rewarding. I was always in a position to see Fish and Wildlife Service employees responding to these kinds of disasters.

SANDY TUCKER: Well, having been in one of the trenches, Rowan, during BP, I appreciated so much seeing your face; not saying you alone, but seeing wow, here's Rowan in here knowing all that you had, and we were in there, no sleep, slogging along.

ROWAN GOULD: It was amazing what I would see our people doing and they were the most selfless, helpful people. I saw lots of agencies in there doing their thing, but I never saw people with the kind of heart that the Fish and Wildlife Service employees would show in those situations. Maybe it's just the nature of the people that joined the Fish and Wildlife Service.

SANDY TUCKER: I think so...that stay with us.

ROWAN GOULD: It just made you so proud. So those two things always stuck in my mind. The big disappointment in my career was when research was taken out of the Fish and Wildlife Service. As I said before, it was not a match made in heaven before they left. Ted LaRoe and some of the people in the Fish and Wildlife Service didn't see their academic credentials and role being aligned with the management side. They always made the argument, "Well, if we did stuff that supported or not supported, by research, actions of management, you had to have some line of demarcation." Of course, my argument was, "Well, what kind of more of line do you need?" The problem was there wasn't enough interaction. We didn't need to be an entity that just watched and pronounced judgments on these management guys. We needed to be partnered with these people to help provide the kind of information they needed. To me, that would have been the ultimate role. So, all chance of doing that broke when Bruce Babbitt split us up. He was a wonderful man, but that was the one thing he did where I just thought, *why did you do that - that's such a mistake*. Because ultimately, to this day, that capacity is just ebbing slowly, slowly away. Now we're trying to bring money and capacity back in Science Applications. Not the way it was then, but in a different way, where you have the scientific capacity tied very closely to the Regions and the Regional Directors by having an ARD and everything like that and then money to do work that's very responsive to the issues; not pronouncing judgment, but to provide information to help make the decisions, to have

money to provide some understanding of landscapes (LCC's). That's what science should have been, in my opinion. And we're just starting to put that back. I don't know, with the new administration how that's going to go. Money is always an issue, but it's the right thing to do - to put it back in that mode so that there is some kind of connection between research and the management side that is a true partnership. Where they are seen as a team, and they have some common bosses. So that was probably my biggest problem.

SANDY TUCKER: Yeah, just seeing that disconnect.

ROWAN GOULD: One of my favorite things to work on, that I saw the Service improving and improving, was in understanding and valuing diversity in the workforce. The current head of the diversity program, who now works directly for the Deputy Director, is Inez Uhl - just a wonderful person that understands relations between people and how to build connections and take down fences. I like to think that I was one of her best tools. We worked a lot together. If you look at the Fish and Wildlife Service now, compared to when I came in to the Fish and Wildlife Service in the 70's, it's night and day in terms of the diversity of our workforce. We're almost getting to the point where women and men are just not an issue. It's a good mix and it's all good. We're working on diversity related to African Americans, Hispanics and Asians. I always felt good being a front man for that kind of function. That was something I was proud of.

SANDY TUCKER: You should be.

ROWAN GOULD: We were making progress, and I think continue to make progress. And you're a perfect example of the type of people...

SANDY TUCKER: We're just getting some of the different disciplines. I wasn't in it as long as you, but as you say, sure male/female, but we have all kinds of people. We have graphic artists now and computer gurus. And you're like, wow.

ROWAN GOULD: The Service is a better agency, I think, from when I came in to when I went out. We are more capable of dealing with the kinds of really complex, controversial issues that inevitably are going to fall on our lap. It just is going to happen. I was in Alaska in 1970 in Kodiak. I was around Anchorage and around in the military. I was there doing research in '78, '79. I was up there summers. I came up there '88 through '95 in a leadership role for both Refuges and Wildlife, Migratory Birds, Fisheries and Ecological Services; and I went up as a Regional Director in 2003 to 2006. I saw the habitat changing before my eyes over a space of 40 years. When I was there in '70, the glaciers all around Alaska, they're not there now. I just watched them go away. I'm not going to get into an argument about why it's happening, but I'll tell you damn well it is happening because I've got 40 years of eyeballs on that situation. Just having to relocate native villages that have been there for thousands of years because of the ocean action is just driving wedges, all of a sudden eating away underneath their villages. Something is causing that to happen. It's because the ice is gone and it's the action of the water. I've watched the effects on polar bears. Believe me, I think polar bears are going to survive. They are going to behave different. They're going to be more of a land base except up around Greenland, because that's what they'll have to do to survive. They'll start doing what they have to do. Adaptation is what's going to happen all over. They have to adapt because it's happening, especially in Alaska. That's something that was so stark and obvious over a long career in the Fish and Wildlife Service to see that happening and having had so much to do with Alaska over that period.

SANDY TUCKER: You should write a book about that or some kind of little treatise, because that's really an unusual perspective, when I stop to think about it. You will have seen that same part of Alaska over 40 years.

ROWAN GOULD: Yes, and I was up and down and out on the slope, out there looking at the walrus and responsible for the walrus and marine mammals. It's a very interesting thing to see happen and have it somewhat driving your passion for your career in the Fish and Wildlife Service. Somebody has got to do it because it's happening. This is not on a local state perspective, this is not on a local county perspective, and it's not on a very small scale by any imagination. Alaska is a big place, and it's not just in Anchorage. It's big and you see it and you know that somebody is going to have to do something or advocate for some adaptive measures to provide some kind of a niche or opportunity for these critters to not blink out because something is happening. Forty years isn't a long period of time - that's just a blink of an eye. But boy did a lot happen in 40 years, and it causes stress on the ecosystem. You can say, "Well, it's just got to change," because it is going to change, and change will be forever. Then if you believe anything about the advantages and value of maintaining (through some mechanism) biodiversity, which provides some flexibility and resilience in how we deal with these kinds of changes, then you know that you have to help that along. And guess who does that. We do that.

So, there you have the story from beginning to end. I can't complain about anybody because I never met a person in the Fish and Wildlife Service that I didn't ultimately like. I knew people that were more hardheaded than others. I knew people that were different.

SANDY TUCKER: You mentioned once that someone was your mentor as you were in the higher stages of your positions. Is there someone who you felt like was your mentor or your confidant? Some people have a sidekick. I don't mean that in a negative way at all. Sometimes it's their spouse, sometimes it's someone in the office.

ROWAN GOULD: It was Gary Edwards. For some reason, he just decided that he could get along with me and we could work together.

SANDY TUCKER: That's good.

ROWAN GOULD: I can't say it was just Gary. Dale Hall, Jamie Clark are the people that advised me and helped me. They did things to put me in positions to do things to succeed. My major professor was a Korean War veteran who only had one leg. He was smart. He was celebrated at Oregon State University for his accomplishments, and he always had this positive attitude. So, at that stage in my life, he was my hero. You always have people you kind of look to as you move through life, that are willing to tell you when there are holes in your head and calibrate them for you.

SANDY TUCKER: [Laughter] Funny. Those are special people, aren't they?

ROWAN GOULD: Yes, they are.

SANDY TUCKER: Some people will say something, and they make you so mad that you're not listening. And then there are others that have that ability to guide you without you taking offense, or at least not overwhelming offense.

ROWAN GOULD: So, it's all good. We have such good people with such good hearts. There are very few people will look you in the eye and say, "No, I'm not going to help you." There are just not many of them. You just have to ask, and more importantly never know how to say "no" to a reasonable request. Because that means they think that you can help. Then, if you're lucky enough to be in a life situation where you have flexibility to move around like I was, that's a blessing. There are some people that don't, and I don't begrudge them that because that's important. You can be as good as you can be, that's all I ask. You don't have to be the person that they move around, and that's how you move up the ladder. Pretty obviously, that's how I moved up the ladders because I was willing to move around and do what was needed. But if you can't, and you want to be the best Refuge Manager or the best ES person, and that's where you want to be the rest of your career, I can think of a lot of people, present company included, that were able to make their mark in their career.

SANDY TUCKER: Sure. Well, you know, some people feel like what I call an urban myth. I know I wrestled with young people who felt like the only way they were ever going to make it (whatever their definition of that was at the time) was if they were willing to move, and maybe it was their spouse that couldn't move. So, they felt like they were never going to make it. I had the same idea as you. Figure out what you "can" do and be the best; and let's figure out what you enjoy or what you succeed at. Everybody can't do everything.

ROWAN GOULD: That's right.

SANDY TUCKER: I think that's the message. I've only been out of the Service a few years, and I'm not sure how we're doing at that - convincing. I think we're doing way better than when I started, at convincing people that we really do want you to succeed where "you" want to succeed.

ROWAN GOULD: That's right. But to do that, you've got to be willing to be comfortable in your skin because you're going to be in an environment where a lot of people are going to be moving in and affect your life. And you need to be a helpful person to them, too. You can't begrudge them. You have to say, "Sure, you're doing that? That's great! How can I help?" And suddenly, life just gets a lot easier.

SANDY TUCKER: No kidding.

ROWAN GOULD: So, is there anything else I should be touching on?

SANDY TUCKER: No. You have done really well. You touched on a lot. I don't know what else, Rowan. I think you did a real good job of summarizing all the places that you have been. I knew you had quite the path, but I didn't realize it had **so** many stops on it. That's great.

ROWAN GOULD: The other thing about my career that I really enjoyed - I'm trying to think of a resource program that I wasn't in.

SANDY TUCKER: Partners for Fish and Wildlife, but that would have been an ES type of thing or on refuges, right?

ROWAN GOULD: I was definitely involved in the Department's program back in the day.

SANDY TUCKER: International Affairs? Well, as Deputy Director you certainly would have gotten involved in IA.

ROWAN GOULD: Yes, I got involved in that a lot, especially with working with Bill Woody, Chief of Law Enforcement, when he was really putting the hammer down on wildlife trafficking.

SANDY TUCKER: And LE, you would have dabbled in law enforcement, again, just because you were Deputy.

ROWAN GOULD: Yes, because you had to prove a lot of the stuff that was going on. So, you knew what was going on. Boy, there's another group of people you've got to take your hat off to.

SANDY TUCKER: Oh, tell me about it.

ROWAN GOULD: Just wonderful, wonderful people. Not only are their hearts in the right place, but they also marshal their resources so effectively. They are so under supported logistically to do a job that is so nigh on impossible that you just got to take your hat off to them.

SANDY TUCKER: Absolutely. Hearts the size of Texas most of the time.

ROWAN GOULD: And can be focused. Law enforcement people can be very focused. My best friend up in Alaska when I was up there as an ARD, the guy that I ran around with, was Dave Purrington. Dave was the quintessential law enforcement person, and I so enjoyed him. His passion for what he did was unmatched. He was one of those kind of people that I always really admired because he had the strength of his convictions that was beyond anything that I probably could pull together myself. That was a trait that I saw in lots of Service people, but he was exceptionally good at it.

SANDY TUCKER: Well maybe this would be a way to finish. If you were to meet a group of students or new employees in the Service today, so they really didn't know anything about our history or our legacies, what would be a piece of advice you would give to them? If you just had a few minutes to talk to them, what would you say to them?

ROWAN GOULD: I've had that opportunity several times.

SANDY TUCKER: I figured you had.

ROWAN GOULD: I learned that the most valuable thing I can tell these kids is have a sense of the value of what you're doing, because there's no question it's valuable. More importantly, have a positive attitude about what you're doing and how you're doing it, and a positive attitude shown to the people you are doing it with – your partners. All those people are not going to see life from your perspective, but you have to value them as people because their perspective is just as good as yours. If you can be the kind of person and have the kind of positive attitude in what you're doing, a participative attitude, you're going to make friends out of those people, and together you're going to go forward and you will succeed. You will succeed where other people that knock heads will not succeed. It all has to do with attitude, valuing other people's perspectives and being willing to be a friend. If you can do that, you will go as far as you want to be, as far as you can, and you will feel really good about yourself in the long run.

SANDY TUCKER: That's good advice. Absolutely. Thanks.