



The Oral History of Carol Lively

December 13, 2013

Interview conducted by John Cornely

Patagonia, Chile



Oral History Cover Sheet

Name: Carol Lively

Date of Interview: December 13, 2013

Location of Interview: Patagonia, Chile

Interviewer: John Cornely

Approximate years worked for Fish and Wildlife Service: 32

Offices and Field Stations Worked and Positions Held: Crab Orchard National Wildlife Refuge (NWR) public use specialist; Wichita Mountains NWR public use specialist; Denver Regional Office outdoor recreation planner, Prairie Pothole Joint Venture Assistant Coordinator, North American Waterfowl Management Coordinator, and Chief, Migratory Bird Joint Venture Programs

Most Important Projects:

Colleagues and Mentors: Charles Baxter, Audrey Berg, Galen Buterbaugh, Jack Capp (U.S. Forest Service), Bob Cook, Curt Freese, Lynn Greenwalt, Paul Hartmann, Roger Johnson, Mitch King, Skip Ladd, Larry Mason, Bill McCoy, Valdis Mezainis (U.S. Forest Service), Harvey Nelson, Kent Olson, George Palmer, Elmer Parker, David Pashley, Marv Plenert, Jim Ringelman, Ray Rauch, Neal Neimuth, Bill Sontag, Ralph Morgenweck

Brief Summary of Interview: Carol grew up on a dairy farm in western Massachusetts and loved the outdoors as influenced by her uncle Leroy, a naturalist. As a young woman, she attended Texas A&M in College Station. She grew to love Texas and often ventured along the border, the Rio Grande Valley immersing herself in the Latino culture. She did not take the traditional route of most women in the Service at the time of her hiring in the early 1970s. The U.S. Fish and Wildlife Service was specifically male-oriented, and women traditionally worked secretarial or administrative positions. Carol was ahead of her time and her career could not be replicated. After her graduation from Texas A&M, Carol planned to work at Mingo NWR, but she enlisted in the Peace Corps instead, becoming fluent in Spanish and working on conservation projects and environmental education in Colombia. This was the beginning of a career that was defined by working internationally on wildlife conservation and working in partnership with people from a multitude of agencies, non-governmental organizations, states and countries. Carol's first permanent job with the Fish and Wildlife Service was at Wichita Mountains NWR where she had broad experiences and learned just about everything there is on a refuge including law enforcement and firefighting.

While at Wichita Mountains, Carol was asked by the International Affairs program to provide environmental education and planning assistance to agencies in India. For seven years she traveled back and forth to India providing technical assistance on behalf of the U.S. Fish and Wildlife Service. She also trained natural resource managers from Latin America which included cross-cultural trips visits to many refuges and worked on water conservation projects in Mexico. Carol had great support from her supervisors and worked in Panama for two years on an Interagency Personnel Assignment with the World Wildlife Fund.

Upon her return to the Denver Regional Office, Carol began working on the new North American Waterfowl Management Plan, assisting in the setting up of the Prairie Pothole Joint Venture. She led or assisting in several joint venture projects and oversaw the implementation of the North American Wetlands Conservation Act in Region 6. Carol talks about the working with partners in the joint ventures as well as increasing diversity in the Fish and Wildlife Service. After 32 years with the Service, Carol moved to Washington D.C. to become the Migratory Species Program director of the U.S. Forest Service's International Program for six years. Upon retirement, she and her husband Juan returned to her family farm in western Massachusetts.

THE INTERVIEW:

JOHN CORNELLY: This is John Cornely with the U.S. Fish and Wildlife Service Heritage Committee. It's the 13th of December 2013, and I'm in Patagonia, Chile.

Today I'm going to chat with longtime friend and colleague, Carol Lively about her life and career, mostly with the U.S. Fish and Wildlife Service. I'll let her introduce the beautiful setting of this oral history interview. Carol, if you would do that, let people know where we are and then you can proceed to tell us about your life and experience.

CAROL LIVELY: Well, we're sitting here at Rio Serrano Lodge in the middle of Torres del Paine National Park in Patagonia, Chile. Yesterday was a gorgeous day. We really saw the mountain range. Today it's raining and everything looks sort of gray, but nevertheless, it's a good day to have a chat.

I'm Carol Lively, and I've spent a lot of years with the Fish and Wildlife Service, but before that, I grew up on a dairy farm in western Massachusetts. I spent probably the formative years of my life there, the first 18 to 20 years. Got involved with, I think, the natural world through my uncle LeRoy, who was a naturalist by curiosity and avocation. We spent many a Sunday afternoon going out to look for garnets, tracking animals in the snow and learning how to tell ash trees from beech trees from maple trees. It was a good education for me into the natural world and I think partially led to the interest in birds and wildlife that led me down the path which eventually led to the Fish and Wildlife Service.

I graduated from Arms Academy Mohawk Regional High School in 1968. That part of Western Massachusetts was a pretty small town. Pretty rural. It actually still is, so by the time I got out of high school, I was really looking forward to expanding my horizons a bit.

I ended up going to Texas, to Texas A&M University, and spent a couple of years down there in College Station. Grew to like Texas actually, and particularly liked the border country, the Rio Grande Valley. I found myself wandering over into Mexico on occasion and became really interested in Latin America and Latino culture.

Just before graduation, it was 1971, and I was offered an [administrative] job at Aransas National Wildlife Refuge. I got a strange phone call from a woman, I think her name was Audrey Berg, and she was from Region 3 personnel office. She said, "Carol, I'm going to offer you a job if you'll come to Region 3 to work for us for the summer." I said, "Well, where would it be?" She said, "It's at Crab Orchard. That's the wildlife refuge." She said, "We'll give you a GS-4 and you'll be a summer intern." "Well, that sounds good to me." So, Aransas went out the window (laughter) and off to southern Illinois I went.

That was my first real introduction to U.S. Fish and Wildlife Service - Crab Orchard. I worked for a guy named Bill McCoy. Bill, I believe is actually still with the Service over in Indiana. He's managing one of the new refuges over in Indiana. Bill was just a great guy. He was young and enthusiastic. He had a good knowledge of people and politics – [refuge] politics were funky in 1971, that summer at Crab Orchard. But he helped me weave my way through there successfully.

It was a great job. It was a good introduction. I got to deal with law enforcement issues. I got to deal with administering campground issues. I got to work with the forester on the refuge, got to work with Bill on all sorts of interpretive programs, and I gave the tours. Did a lot of different things, and it was a great summer. I lived in the dorm at Southern Illinois University. The dorm basically housed aspiring funeral directors. That was a whole other experience for me for that summer.

JOHN: It sounds like Bill McCoy treated intern positions just like intern positions should be treated and gave you a broad experience.

CAROL: It gave me a pretty broad experience and some of it was my own making though. Even as a younger summer student, I was somewhat outspoken as John you probably recognize. I went and made the observation that we were spending a lot of what seemed to me time and resources busting swimming persons since we didn't have anything else better to do. And the Chief of Law Enforcement at the refuge, Big Ed, he wore mirror sunglasses, he said, "Lively, you're on law enforcement duty for the whole next week." He wanted to give me his own take on the law enforcement at a national wildlife refuge that had a significant amount of public use. So that was my experience there.

Bill was really great. He really looked for opportunities for education and broadening your horizons. So, he was great to work with and I can say one of my first mentors. But I do want to go back to Audrey Berg for just a minute. Audrey was instrumental probably in helping get women into the Fish and Wildlife Service. This was 1971. Weren't a lot of women in Fish and Wildlife at the time, and I think she saw as one of her responsibilities to look for qualified women and she moved them into the Fish and Wildlife Service. I really owe a lot to her for that phone call to me.

So anyhow, I returned to Texas A&M. It was my senior year, and jobs were relatively hard to find in 1972, but I was fortunate in that I was offered a job at Mingo National Wildlife Refuge again probably due to the courtesy of Audrey and someone that I worked with southern Illinois [at Crab Orchard NWR.]

Unfortunately, I was passing one of the offices [in school] one day and I saw this sign and it said, *would you like to plan parks in Colombia, South America?* And I stood there and said, "Why yes, I would." I read the fine print, and it said, *the Peace Corps offers you great opportunities.* I put my application together and one of my references was Bill McCoy. Bill said, Carol knows how to ride horses, shoot a gun, drive tractors - all kinds of things that you need for surviving a Peace Corps experience. I'm sure that his recommendation was one of the reasons I got into the Peace Corps. But sure enough, I did get accepted

into the Peace Corps into what was the Peace Corps program, [the Conservation Program] for Columbia in 1972.

I ended up not taking an internship [at Mingo NWR] and going into the Peace Corps [instead.] The director of the department at the time, Dr. Leslie Reid at Texas A&M, was quite unhappy with me. The only thing he said to me, at a sort of cocktail reception one night, was, “The only people I ever knew that went into the Peace Corps became CIA agents.” I said, “Well, be that as it may, I’m headed for the Peace Corps.” So, that’s how it was, and it was the best decision I ever made.

I’ve always had an interest in languages, and I was somewhat fluent in French, but didn’t have a lot of Spanish. I ended up in Bogota and quickly became fluent in Spanish. We had a three month stay in which we took an intensive Spanish language training with a Colombian professor [and lived with a Colombian family.]

JOHN: You did that in Bogota?

CAROL: We trained in-country. And then because we were going into the environmental side of things, we had meetings and opportunities to learn about the Park System and the Ministry of the Environment operating in Colombia from an environmental standpoint.

Six weeks into the program, you were sent out essentially to see whether or not you’d be able to make it on your own with your language skills and your abilities to survive. I happened to meet some people in the department of Quindío, town of Armenia. They were with a corporation in rural electrification and forestry engineering. I visited with them, and they said, “Why don’t you come to work for us?” At the time, I was going into parks planning and I was going to Los Nevados National Park. (unintelligible)

We talked a little bit more and I negotiated a deal with Peace Corps. And I said, “Okay, I’ll be back in six weeks.” I ended up going to work for them. A fellow by the name of Dr. Manuel Antonio Obregon became my next real mentor. I spent the next two years working in that area on environmental education and forestry engineering and doing translation for the National Federation of Coffee Growers and a number of other clients. Really gave me a good background in, again, politics and working with people and kind of the broader environmental [conservation] side of things.

I loved Colombia. I rode horses and did all kinds of really great things. I spent a lot of time getting to know the area of the country that I worked in. We set up birding expeditions and did birding. I did the first bird notes for Quindío. Colombia has over 1,800 species of birds. You can imagine what kind of a rich environment it is for birds and birding. And we did a lot of stuff with kids and environmental education, which became a platform that I was then able to bring to the Fish and Wildlife Service when I got back to the States.

So, I got back and went to Virginia. I got back in touch with Region 3 and Audrey Berg. I had met someone named Bill Sontag at the time. And Bill was now down at the Wichita Mountains Refuge in Oklahoma, working for a manager named Roger Johnson. When we finally connected and I said, "Hey, I'm back from Colombia. I was going to do the Mingo, but" I said, "it never worked out." He said, "You're still interested?" And I said, "Yes." "Come to work for us?" So, I went to Wichita Mountains National Wildlife Refuge. That was the second of, at the time, of what were the big three public use refuges. I had Crab Orchard under my belt, and I was about to have Wichita under my belt.

Wichita was a wonderful experience. Again, it was sort of preparation because it was a refuge with bison, elk, a big herd of horses. We had a whole cowboy element as part of the maintenance crew. And we had a lot of environmental kids' education opportunities and working with local community opportunities.

Bill Sontag and Roger Johnson were very supportive, excellent to work with. So, [I spent] my two years at Wichita getting a real good grounding, again, on a broad variety of stuff, including law enforcement and firefighting. At the time, we didn't have a whole lot of training in this sort of stuff. But I used to go on law enforcement things with the guys and also on firefighting. I remember one Thanksgiving, we were all sitting in Ray Rauch's living room, having completed a big Thanksgiving feast when a call came through that there was a fire up on some area of the refuge. Next thing we know, we're all out fighting fire.

It was a number of interesting experiences. It was interesting getting to know the Fish and Wildlife at that point, because there weren't a lot of other women working in the area. Most women were in the office. So, you ended up working with the guys, folks like Elmer Parker, who basically tested everyone who came along. My test was, I was sent out to check for buffalo, and I was doing it on horseback, and he was going to leave a trailer for me. And I was to load up the horse and bring it in when I got done. And I was, "Okay, fine." I did it, got back, loaded up the horse and got a radio call because we did radio communications at the time. Elmer says, whatever my call number was, "When you coming into base?" And I said, "Oh, I'll be there in the next 15 minutes or so." "Any problems?" "No." "Fine, we'll see you then." So, I got back there, and Elmer said, "You didn't have any problem loading that horse?" And I said, "No." He said, "That horse doesn't load into a trailer." I said, "Well, she's in the trailer." (laughter)

He was hoping something would really screw up and I would have to call for help. I was quite happy I was able to get the horse home without any of his help. So, I mean, there were things like that you had to deal with. You just had to sort of depend on your own to take care of stuff as it came, pretty much.

Wichita was a good experience. I really liked that part of Oklahoma. I liked the whole refuge, and it gave me good insight into working with communities because the community had long thought of it as **their** refuge. There were a lot of strategic plans that were going on that were about to change what had become the local community refuge - things like doing away with campgrounds and those kinds of things [what had been more traditional refuge activities and instead having more restricted public use.] It got us involved in a lot of community work and stuff.

Then there were a lot of Native Americans in the area. We had a couple of people - George Palmer was one of the folks on the crew. I used to go to powwows and dances and so on. I became involved in the Native American community and a whole other area of learning for me.

But then it was time to move on. I should tell you, before I go any farther, that one of the things I did when I first came to Wichita after I got back from Peace Corps was, I checked into the Fish and Wildlife Service, and I found that they had an international program. I sent in my curriculum vitae. And one day, I got a call from Roger Johnson, the refuge manager, and he said, "I just got a call from Larry Mason." He said, "They're looking for somebody to go to India. And you apparently are the person they're looking for." He said, "You ready to go?" I said, "Absolutely."

This was a new aid program. The Fish and Wildlife Service had access to foreign currency [that could be spent on conservation and training in India.] The deputy director, who was Bob Cook at the time, had come down to Larry and said, "I need a person with these types of new aid program. skills." Larry looked in his drawer and said, "You know, Carol Lively apparently is the person [you need.]" He remembered from my CV what I had done.

So, it started for me a whole new opportunity working in India - working with the Ministry of Environment, [the World Wildlife Fund, and] the government of India. And on the very first trip, I met some folks who were wildlife [people] in India. They were very interested in getting a program started with environmental education, working with teachers around the country. That sort of evolved into a whole program. I probably spent the next five or six years going to India. I made about seven trips to India. I guess in total I really worked all over the entire country. So, that was pretty neat.

JOHN: You have told me some about these experiences before, but I didn't realize or didn't remember that it was actually part of a Fish and Wildlife Service program that got you there.

CAROL: It was a Fish and Wildlife program called Public Law 480 use of excess foreign currencies for wildlife-oriented types of things [like training and conservation.] At the time, you couldn't spend Indian rupees outside of India. The Department of Interior had applied for use of the money within the country, and both the Park Service and the Fish and Wildlife Service had gotten approval to spend X amount of rupees within the country for everything related from wildlife management training at one of the major schools for forestry training in India at Dehera Dun and a few programs like ours which dealt more with education and teacher training and stuff. There was park planning, a number of different things that were going on there, so I got to participate in all of that.

And then another thing that I got to do really was the Latin American Wildlife Management training course. Curt Freese was involved with, I think, one of the first ones which brought Latin American wildlife managers from all over Latin America to the U.S. for a month's worth of training at different places. Curt asked me to become involved with that, and I eventually got to take over the program. We would set up

itineraries that took us through various refuges throughout the country, depending on what the focus of the program was going to be. It made for me a huge network of people in Latin America that I got to know and work with and so on.

I was actually a “tour guide.” I got to set up the whole itinerary and be responsible for the group for the entire month and work with the refuge managers and get them ready for a group of Latin Americans to come in, not just from the professional side of things. But also, from the personal side of things, of the socializing between the families and the barbecues and a lot of things that went on. That was a good opportunity for people to connect. I do remember being up at the Bison Range, and I asked specifically for somebody from Argentina who was in our group to give a slide show about their work in Argentina. Wouldn't you know, they showed cows and gauchos and the whole kind of Argentinian grassland kind of thing. I can remember the people at the Bison were like *gee, that looks exactly like what we do up here*. It was just such an “aha” moment for everybody. It was a lot of fun.

Well, anyhow, I moved to Denver, and I was in the Regional office, which became home. Region 6 really became home for most of the rest of my career. I think I must have gotten up there in '77 to '78 or something. Kent Olson was there at the time, and Kent and I became good friends and worked together for many, many years in the interpretive field in Region 6, working on everything from new visitor centers such as the Bison Range and projects like Fort Niobrara to doing brochures and environmental education, a number of different things.

It got to be about 19...and I was still doing the India program, and I was still doing the Latin America program, and I was also doing some stuff with Mexico at the time, the Mexican government. The Water Resources Department was very much involved with wanting to [do] refuge management, refuge planning, develop certain refuges in western Mexico for waterfowl and cranes coming down the flyway. They had come up and I was often asked to do translations and be the group leader and so on.

I can remember having to translate for Lynn Greenwalt and someone (Ing. Guillermo Lugo) from Mexico. Lynn Greenwalt tended to talk in flowery curlicue language, which was great fun to translate back to Spanish, because Spanish can be extremely curlicuey and flowery. It was a lot of fun having to do translation between the two of them.

I had a lot of international things going on, as well as more domestic programs. And then I was also involved too in a lot of the national programs with interpretation and outdoor recreation for Fish and Wildlife. I got to work on a lot of levels, at the local level, regional level, national and international as well. So, it gave me a wide breadth of opportunities and built up a lot of network people, a lot of the kinds of things I enjoyed.

So along about 1985 or so, I was asked if I would consider a job with the World Wildlife Fund in Panama. Apparently, the USAID (United States Agency for International Development) had a big project, [and] had some problems with it. The project was with the World Wildlife Fund and a number of other

[conservation] NGOs on the Washington scene. And one of the people that I met in one of my Latin American tours [Roger Morales,] who was from Costa Rica, had suggested that I might be the person who could help bring this thing to a successful conclusion. Well, I didn't want to leave the Fish and Wildlife Service number one. So that's when I was able to negotiate an interagency personnel assignment with World Wildlife Fund.

I really have to thank people like Marv Plenert and some of the other folks at the time who were okay with me doing this. I've always had a lot of support from people in the Fish and Wildlife Service and was very lucky in that regard. So, I ended up going to Panama for a couple of years. Basically, it was a million-dollar grant [project] for conservation organization infrastructure development in Panama.

And yeah, there were a lot of problems. There were a lot of political issues, a lot of personality issues and so on. But I was able to get a group of [key] people together and we took them up to the beach for three days. We sat down and we said, "Okay, we've got an opportunity here or we've got a disaster. Which one do you want?" And I said, "With the opportunity, here's what we can do. If you want the disaster, have another round of rum and we all go home." (laughter) We chose the opportunity. That really worked out because we did all kinds of crazy stuff. We ended up doing intercultural tours to a whole variety of parks in Costa Rica with folks from Panama. We did stuff with manatees and manatee conservation. I sent people up to work with Fish and Wildlife folks in Florida. Then the Florida folks came down to some islands off the coast of Panama. I was able to really bring together, from my background at Fish and Wildlife, a lot of my contacts at Fish and Wildlife.

Well, all of that was going along swimmingly until George Bush and General Noriega had a falling out. And that brought an end to some of the work in Panama. That was about 1987 or so. So, I came back to the US. I actually would have stayed [longer] in Panama on the IPA, which was a five-year program, and we had another \$5 million grant coming in from USAID. That was going to be perfect to work all of this out. But again, politics interfered. I ended up coming back to Fish and Wildlife Service in Region 6. I'm not sure if it was Ralph Morgenweck who was there at the time, '87, or...

JOHN: As the regional director? It would have been Galen [Buterbaugh.]

CAROL: Yeah, it was Galen who was there. Galen was one of my real strong supporters. He had really supported me on the IPA. When I called and said, "Galen, here's the situation. USAID has been kicked out of Panama. The U.S. Embassy has agreed to take me under their umbrella for the next 4 or 5 months, but I'm going to wrap the project up because there is no use in trying to continue with these conditions. And he said, "Come on back. We'll find something for you."

That's when the North American program was just really getting started, and Paul Hartmann was looking for somebody [an assistant] to work with. I don't know if he was looking for me or not, but I got assigned, and he took me with really good grace. And we ended up working real well together on the start of the Prairie Pothole Joint Venture (PPJV). These were the days when we were just getting the

management board started, doing the strategic planning and getting to meet folks, doing the communication and getting the whole thing started. I got lots of politics working with the folks from the states and the NGOs and everything. But I think we really were working well together.

The whole idea of strategic alliances and partnerships was kind of a new concept, and everybody was working to figure it out. Nobody had a template as to how these things should be done. It was a learning experience for all of us. And after a couple of years of that, things seemed to be up and going pretty well. Then NAWCA came along, the North American Wetlands Conservation Act. And there was some funding there. And of course, the Prairie Potholes were one of the first priority areas. But we always had, I guess I would say, our fair share of funding. At the time, everything was pretty waterfowl oriented. Region 6, as you know, John, has been a historically pretty waterfowl-oriented region. And I guess I'd have to say that Partners in Flight was coming along and sort of beginning to broaden out from waterfowl to look at other species.

I'd like to think that I was one of the people at the time who kind of made that happen a little bit more, certainly with the PPJV and some of the other joint ventures who were some of first to invite people like David Pashley to come onto the board and the technical committee. David was from Partners in Flight and was bringing new perspectives to the table. We were the first ones to come up, really, with a shorebird plan and a waterbird plan. All of those were under the aegis of the Prairie Pothole Joint Venture. I think now, us and the Lower Miss [Joint Venture] with Charles Baxter – I think between the two of us, the development of the Habitat and Population Evaluation Team which was [to support] waterfowl [conservation in the PPJV] – we eventually got Neal Neimuth and some of the other folks in there to kind of broaden that out. I think those two joint ventures were really at the cutting edge of looking at landscape planning and broader multi-species planning and conservation, as well as the whole idea of alliance building and networking and really good strong partnership infrastructure development.

With the departure of Paul [Hartmann] who decided it was time for him to retire, we had Mitch King who came on. Of course, you remember Mitch bringing in a number of new perspectives and ideas to the PPJV. After Mitch, who had gone to D.C., I became the joint venture coordinator. That was great because it was about time for doing another strategic plan. And even though I'd been through the first one and thought, *oh my God, I'll never do this again*, I soon was enveloped in the next one. But by that time, there were a number of good folks throughout. People like Jim Ringelman [from Ducks Unlimited] who we kind of coerced - he's an excellent planner and writer - and we got him on the technical committee. He took a lot of responsibility for making the new strategic plan happen.

And we were also broadening out there [in the Region] too. I was getting involved with the Intermountain West Joint Venture (IWJV) and Rainwater Basin Joint Venture at the time.

JOHN: These things evolved from just a coordination office for the Prairie Pothole Joint Venture to a North American Waterfowl Management Plan and other Migratory Bird Plan and habitat plans office for the whole region, basically.

CAROL: They really did. Ralph Morgenweck was now on the board. Ralph was okay with me representing him on the board, everything except for the PPJV for which I stayed as coordinator. I had kind of dual roles coordinating the Prairie Pothole Joint Venture and representing Fish and Wildlife on the board and another couple of joint ventures. And then again, there was the national program, and I was involved with a lot of the national programs going on with North American Waterfowl Management Plan and NAWCA.

We're now up to about 2005. And this is sort of interesting because it became kind of a convergence of circumstances, I think. We had a joint venture meeting between Prairie Habitat and Prairie Potholes - Prairie Habitat being the Canadian Joint Venture. We met up in Bozeman, Montana. Three of the people who came up to that meeting because they got wind about it and I ended up inviting them were Alberto Yanosky from Guyra, Paraguay, which is non-governmental organization based in Ausunción, Paraguay; Gustavo Marino from Aves Argentina, which is one of the oldest NGOs in Argentina - Birds Argentina has been around for 100 plus years; and another person [Ian Davidson] who was from Bird Life International. They came to the meeting.

They were very interested in getting a joint venture-like organization going in southern South America for grasslands conservation. They listened to us as we did our meeting, and they made presentations. And then I spent quite a bit of time with them afterwards talking about joint ventures and going to meet some of the folks that our private lands program had been working with, a lot of the private landowners. And we interviewed them about their sense of what it was to work with a program like this that brought together federal, state, and so on.

The upshot of that was they went back to South America and had the beginnings of what they began to call the Grassland Conservation Alliance. It was almost a direct transference of the joint venture idea, except on a multinational scale, because it was Argentina, Brazil, Paraguay and Uruguay, all of whom wanted to maintain a traditional gaucho culture, as well as do conservation [for] grasslands and then market what was called green beef - beef that was grass fed - and market that to the Europeans. Market it as a "conservation beef. "

It was about mid-2005, I guess, I got a call from Jack Capp, who was working with Forest Service International Programs, and Jack was about to retire. He asked me if I would be at all interested in coming to DC to take his place. And at the time, I was out in an IWJV meeting in Reno, Nevada, and I was sitting in a hotel, and I was looking at snow covered mountains, thinking, *Go to D.C.? You've got to be kidding me.* But I went back and talked to Juan and Juan said, "Well, why not?" So, I said, "Well, alright." I called Jack back and said, "Okay, I'm coming to Forest Service."

I went to work for Forest Service International Programs, and this was after I completed 32 years of working for the Fish and Wildlife Service. It wasn't like I was leaving the Fish and Wildlife Service any

time early in my career. And I completed 32 years essentially. I talked to the new boss Valdis Mezainis, at the Forest Service International. I said, "I'll give you two years." He said, "Give me three, Lively." And I said, "Well, we'll see." "You'll like it, you can do three." Well, I ended up staying with them for six years and it was a wonderful experience. I had a good budget. I had basically a program that went from Alaska to Argentina, and we did multi-species. We did birds. We developed bat joint ventures. We developed monarch butterfly joint ventures, and even a migratory dragonfly project and programs.

[At this point, Carol observes two wild horses galloping by and is saying something about it.]

It was a great program. Again, I was able to bring a lot of my experience from the Fish and Wildlife Service in Latin America and working with other countries to be working with the Forest Service International Program. And the whole idea of working with building alliances between non-governmental conservation organizations and the federal governments and state governments - all of this sort of fit really well. I have to tell you it was sort of like the cherry on top of the chocolate sundae.

So, that's my story John. I had a great career with both agencies. Really happy. I mean, there were ups and downs and obviously there were things along the way, but you met people you liked to work with and other people that you didn't like quite so well. (laughter) You know that's what happens if you work with a variety of people for so long. But I really did have a lot of people that smoothed my path, I think. People like Galen were incredibly supportive. Some of the directors of the Fish and Wildlife Service, Lynn Greenwalt and some of the others, were always very supportive for me and so on.

I guess I noticed that I never went sort of a traditional route for a woman in Fish and Wildlife Service. I was never attracted by the refuge manager, refuge administrator, regional director route at all. I think I've shown to folks along the way at least for a while, that for some reason it worked well for me. I was able to combine a whole lot of my information with working with people, working internationally and working domestically, and it sort of fit well. I'm not sure that one could replicate my career. But for me it was the best thing and I'm really happy about it.

JOHN: Well, I've got maybe at least a couple of things to ask you to talk about a little bit. One is pretty specific. You were involved with me and one of the reasons I think I ended up in Denver was because the regional director, Galen Buterbaugh, had been asked by the first executive director of the North American Waterfowl Management Plan, Harvey Nelson, to - along with Regional Director of CWS (Canadian Wildlife Service) in Canada, Gordon Kerr - to start up one of the first species joint ventures. Most of the joint ventures were habitat joint ventures, but there were two, now there's more, but two planned early on, and the one that you helped with was the Arctic Goose Joint Venture.

Because I had been working with geese for a number of years in Oregon, that somehow made its way back to Galen at a time when my wife had said she could move to Denver with her corporation, and *what did I think about that?* I ended up there. Galen was the first co-chair. Along with being the first co-chair of the Prairie Pothole Joint Venture, he was the first co-chair of the Arctic Goose Joint Venture.

Myself, along with Skip Ladd, who at the time was the Central Flyway rep, ended up in a kind of a pre-meeting up in Edmonton. Along the way we had kind of a first major organizational prioritization meeting in Texas. And you and I were the [representatives from Region 6]. I don't think it was technical people. The regional directors, I don't think, were even at that meeting.

As I recall, you and I were there, and I was the first Fish and Wildlife Service technical committee member. Each country had to have kind of mirror image of the same number of tech people for Canada and the U.S. We were trying to set priorities for this new joint venture, and it wasn't going well. Part of it was the Canadian Wildlife Service technical people were almost all research biologists, and the U.S. technical people were almost all management biologists. I wonder if you remember what happened after about a half a day or so of nothing happening. I remember you taking me aside and saying, "We're not going...we're not getting anywhere."

CAROL: Well, yeah, I sort of remember, I think some of the stuff that was happening. People do speak different languages and as you say, research biologists speak one language, management speaks another language perhaps. And then plus you have Canadian and U.S., which you have - as much as people don't really think so sometimes there's a lot of cultural differences in how people perceive things. And there's a whole bunch of differences in terms of how respective governments work and so on. So yeah, we were really talking past each other, I think, on that day.

The idea of trying to facilitate the meeting and reduce some of the differences to get some more common ground, I think, was one of the things that I talked about needing to have.

JOHN: That's exactly right. And you said, "I know how. I can help facilitate this. If we don't do this..." It's almost like the experience you talked about in Panama. We've got an opportunity here or we can have chaos and get nothing done. I remember kind of the whole...all the way through, people said *this isn't going to work*, but we had flip charts and markers and went through each population. Everybody was given votes. Grumbling on both sides all the way. We displayed all of this stuff, and you did a great job of facilitating this. And at the end, everybody, both Canadians and U.S. looked at the priorities. And *wow, I think this will work. I think we agree with you.*

CAROL: I think we can work together. (laughter)

JOHN: And who knows what would have happened with the Arctic Goose Joint Venture if you hadn't stepped in and done that? So, I greatly appreciated that because I didn't have that kind of experience and skills on how to do that.

CAROL: Well, I think that was part of the Fish and Wildlife Service - if I had anything to say about the Service - I think in the early days from when I came on, we were dealing with managers who were coming off the end of World War II. And they had a perspective that was very different from ours

because their experiences had been very, very different. I feel like I sort of grew up with a foot in that camp of the old management style and then kind of the new management style.

But regardless of the two, the Service had not yet been very open to anything new in terms of...I'd say what? New ways of thinking. And it was still a very traditional agency. It's still doing things as had been done for a number of years. Biologists didn't care a whole lot about people. They were, I'd have to say, a lot of folks preferred to work with wildlife. Just leave the people out of the equation. And as, of course, many have said and it's probably a trite phrase by now, but wildlife management is 10% wildlife and 90% people in a lot of cases. But we had a hard time getting that through our heads as an agency, I think. I'm not sure [if] it's even there yet in some areas, but it was getting better.

JOHN: Right. And I think it's one of those things that is a perpetual journey, but certainly it's light years of difference now than it was when both of us started. And kind of keeping in a way with that theme, there was something else that, and your diverse background had a lot to do with this, I'm sure. My background wasn't as diverse, but it was different. I came into refuges. I wasn't part of that. Even though I was the same age as a lot of these managers and biologists, I had a different educational background. And somehow, I don't know...Just me, I guess, but I tend to look at things a little bit differently than a lot of the people we both worked with.

But one of the things that we spent a lot of time in that wasn't in our job descriptions, and you were the one that kind of introduced me to it. I think probably I had a predisposition for it, but I didn't even know that, was diversity issues with the workforce in the Fish and Wildlife Service. And we spent a fair amount of time [on] "other duties as assigned". A lot of it we volunteered for it. It's not like somebody made us do it. But I'd like you to talk a little bit about that, because you spent a lot of time, and you probably continued to do some of that in your last six years with the Forest Service. Peace Corps had something to do with it, I'm sure, and all your international experience. But you knew that this was something that we should do and this was important. You convinced me and some other people, and again, some people we never convinced, but we were right. (laughter) So, talk about that a little bit.

CAROL: Yeah. Well, it was a personal interest, I guess, based on some of my background and working with so many different people around the world and knowing there's more than one way to look at a problem that's sort of like a Rubik's Cube. You turn it one way and you get one answer, and you turn another way and get another answer altogether.

And I always felt that the Fish and Wildlife Service could benefit by broader thinking. And I thought, the more people you get to the table that come from a diversity of backgrounds and experiences, the more likely you are to have better solutions. I still believe that. I believed that from day one is that the more opportunities you have for...everybody's got a piece of the problem, and everybody's got a piece of the solution. But unless you've got somebody to bring them all together, you'll never really have it. I always thought that people with different experiences, different backgrounds, different perspectives, different ways of thinking could be at the table, and we would have better wildlife conservation if we did that.

But the Fish and Wildlife Service was pretty, as you know, white male traditional background. The states were pretty much white male traditional background and [there] weren't a lot of women. There weren't a lot of people from other cultures certainly. I was hoping that there could be ways that we could begin to break that mold and open up a little bit. That was pretty scary for a lot of people - the idea of having to work with somebody that you didn't really know real well or fit with real well, or you had a lot of stereotypes about. That just got a lot of people really worried.

I think in Region 6, which was one of the more traditional conservative regions, I'd say in many ways, we had our work cut out for us. But I do remember people coming to some of the workshops we had and so on, and some of them being - I think maybe if they wouldn't admit it publicly, I think it may be opened people's eyes a little bit and we made the world a little bit broader. I hope that's the case. But it certainly was challenging at that time. People felt that this perhaps was not the best use of time and resources and money and so on in doing this. And yet if you look at the world today, the world is a very different place, and it's much more multicultural than it was in those days.

I can remember taking a group of folks from North Dakota [and] Nebraska to Mexico on an intercultural trip that focused on wintering birds in Mexico. We were down with the folks in Mexico and working with them. And I remember one of them saying to me, "I went into a grocery store, Carol," and he said, "I pulled out my wallet and I realized that I had no way to communicate with the person opposite me." And he said, "and then I flashed to where I am in my state." And he said, "There's a lot of people from Mexico that are moving in". And he said, "I just made the connection." I said, "They're in the same position that I am. They can't speak English, they don't know how to communicate." And he said, "For the first time, I felt the connection here." Something like that made me feel really good that I was part of his learning process, I guess.

JOHN: Well, the other thing and you've mentioned this several times, but we had strong support from the top to educate people about some of this stuff.

CAROL: We did. You know, John, I think we always...I mean Skip Ladd and Galen and Ralph. I don't think we ever had to really sell them on it, I think. I think they were there, and they would support us on it. I felt good about some of the folks we worked with in Region 6 who were in leadership positions because they seemed to get it. And they were willing to back us on a lot of this stuff. Skip Ladd went out on a limb many times for us.

JOHN: He did. Yeah, a number of times. Because it costs money.

CAROL: Yeah, it does. It costs money.

JOHN: People were saying, "Well, this is money we should be using for something else." But in the end, it is directly resource oriented.

CAROL: I think you get a better product out of that kind of stuff. The other thing I was always very much interested in was the Myers-Briggs and Keirsey Temperament Sorter. If you remember whether you were in mid-level management or upper-level refuge management, I can remember being in one of the upper-level refuge management courses. And they had split us into groups depending on how we had sorted out. And I can remember they put me in front of about 30 refuge managers who'd all ended up in the same category. I was one of the outliers, of course. (laughter)

JOHN: Yeah. Yeah.

CAROL: I can remember being drilled. *Why do you think the way you do?* And it was just like...it was so alien to their way of thinking.

JOHN: Well, and we did that. We, in our little family of refuges and migratory birds and then later we did it in just migratory birds. We applied some of that stuff just in our small teams and it's very constructive.

CAROL: I think we were stronger for doing that.

JOHN: The other thing that I would like you to comment on if you would, is this - going back to the North American Waterfowl Management Plan and especially the joint ventures - was again a very different way of doing business than most everybody involved had ever experienced. But it wasn't too long after, we got things up and running. Sort of like many things, some joint ventures worked really well. And I don't think any of them were total abject failures, but some worked a lot better than others. But we hear these days that the North American Waterfowl Management Plan was the most successful conservation program ever. That remains to be seen. Forever is a long time. But it was a very successful, still is, a very successful program. Do you have some personal ideas of some of the reasons why it worked even though those of us who kind of got in on the ground floor, it was really different than anything we'd ever done. Things that may have been a little bit different about the approach or just things off the top of your head. Why do you think it worked?

CAROL: Well, I think it was new. It was a new approach. And people needed a new approach. They needed something to hang on to that was going to give them some sort of hope for the future. Things weren't going well, and traditional methods didn't seem to be working really well. There wasn't a lot of money around. There wasn't a lot of money to put into, particularly, the breeding areas where it was high focus.

The fact that it was new, the fact that Harvey Nelson, who was a well-known, trusted individual who had an extreme amount of charisma when it came to convincing people and getting people to try something new. I mean, I really had a huge admiration for Harvey because even though he never let me go fishing on his fishing trip to Canada and I felt really excluded for my entire career, I still have a huge admiration

for Harvey. I think in some ways; personality had a lot to do with it. And I think Harvey had a lot to do with it.

But I think beyond that, too, it wasn't just the program, because my sense is North American Waterfowl Management Plan probably would not have made it if NAWCA had not come along. The fact that the North American Wetlands Conservation Act brought money to the table - and large significant sums of money - was huge. The idea of joint ventures getting started was good. Everybody brings something to the table and everybody puts something in. But we weren't going to make any strides on the money that we were able to receive.

JOHN: To begin with, we were taking money from...there wasn't new money. We were taking money from other programs.

CAROL: We were moving money around.

JOHN: Right.

CAROL: Okay. There wasn't a lot of money. I don't know that the joint ventures per se would have been successful or even would have survived much more than five or six or 10 years if NAWCA hadn't come along. My thought is that NAWCA was one of the major acts that really gave us a shot in the arm, because there everybody could get a piece of the action. If you put together good projects, I think we kind of saw the way things went. You could get in on them and achieve your purpose, but without that, I don't know. Is it the best conservation program ever? I don't know. I think it's been pretty successful, but...

JOHN: We're not to the end of forever yet. But yeah, I do think it provides one good model. And one of the things that I think was really good about it is that it was - from the joint venture standpoint - it was really grassroots. And there weren't any rules, which I think, at least up to a point, was good because it allowed each management board in each group to tailor things to have different partners, if necessary.

CAROL: Yes, John, it was interesting. Those are broad kinds of things I don't disagree with, but it really depended who you get on the management board.

JOHN: Sure.

CAROL: And it really depended on who was the coordinator at the time. And it really depended on whether or not you can all work together to form something that was cohesive as a unit. Some groups were better than others at doing that. It depended a lot on strategic vision and strategic thinking - the ability to pull things together in a coherent way. And those things aren't easy to do necessarily. There's no template for doing that either. And things were very different. I mean, Charles Baxter, god rest his soul, and I didn't agree on everything, but we always had a lot of fun together, comparing our JVs,

competing our joint ventures. Trying to learn from one another - what it meant in terms of landscape planning and what it really meant on the ground and why it was different in the southeast than it was in the prairies.

JOHN: And those are two different cultures too.

CAROL: Well, yeah. Again, it was two different cultures and two different ways of looking at things. And yet there were some common similarities as well.

JOHN: Yeah. Well, this has been really good. I hope you enjoyed it, and I have.

CAROL: I did.

JOHN: I've worked some with the Park Service and a lot with the Fish and Wildlife Service. And you've worked for several agencies. All good agencies that we've had the fortune to work with. And really talented people that have learned a lot tend to retire and then we lose a lot of what they've learned. And this is one small way to kind of document some of that and hopefully people will learn from it. And in a way, you've gone full circle. You started on the farm and you're back on the same farm.

CAROL: And now I'm back on the same farm. But here we are in Chile, John, so, it doesn't end there.

JOHN: No.

CAROL: The farm is a static point.

JOHN: And we're both retired. We're in Chile. We're talking about habitat conservation and migratory bird conservation and learning new cultures, different cultures. So, thank you very much for your time.

CAROL: Okay.

End of Interview

Key words: Biologists (USFWS), birds, career, communication, conservation, directors (USFWS), diversity, environmental education, fire, forestry, forests, grasslands, international affairs, law enforcement, migratory birds, parks, partnerships, planning, prairies, research, training, visitor services, waterfowl, wildlife management, wildlife refuges