

*Boyer*

EDWARD P. CLIFF  
CHIEF OF THE FOREST SERVICE  
U. S. DEPARTMENT OF AGRICULTURE

The following statements are in support of the nomination of Edward P. Cliff, Chief of the Forest Service, for the Career Service Award of the National Civil Service League. As one reviews the accomplishments of Mr. Cliff, he is quickly struck by the scope and complexity of the operation he has helped to build and for which he is now responsible.

Beginning as a seasonal employee at the bottom of the ladder in 1929, he has tested and proved himself time after time. Now he is Chief of the Forest Service. He is a strong and likeable man, an able leader, a tireless husbandman of the precious and limited abundance of natural resources, and the kind of catalyst that blends the fruits of wise stewardship with and for the good of this and future generations of human beings.

He is a public servant worthy of the name.

CAREER SERVICE:

Created in 1905, what is now the Forest Service was 24 years old when Mr. Cliff hired out to help protect, inventory, and plan the development of these important public lands. He was immediately recognized as a leader and tireless worker to the end that the wild and unmanaged forest and range lands of the West and later those cut-over, tax delinquent, and unwanted forest lands placed in Federal ownership in the East would be put under management, used and developed for the "greatest good for the greatest number in the long run."

Mr. Cliff's influence began to take significant root on a National basis as early as 1944. For example, he successfully guided the change from the period of over use and damage to National Forest sheep, cattle, and wildlife rangelands through recognition of the problem by the user, research for facts, reduction in use, and then the reversal of the trend with better management, cooperative development with the range user, to improved range and the substantial beginning of restocking and increase in numbers and quality of stock and game produced.

Under Mr. Cliff's personal direction, 4,000 grazing allotments out of 11,600 total have been put under intensive management following expert analysis and preparation of modern management plans. Some 20,000 farm and ranch operations graze 6.7 million head of cattle and sheep under permit on these public ranges. About 1 million calves and 2 million lambs were raised to market or supplemental feed lot size on this 105 million acre summer pasture last year.

As Chief of the Forest Service since 1962, he has the responsibility for (1) a full-scale National program of forestry research including cooperative work with universities and industry, and administration of the internationally renowned Madison (Wisconsin) Forest Products Laboratory; (2) cooperative forestry programs designed to aid and promote improved protection, management and use of forest and range resources on State and private lands involving all 50 States; and (3) the protection, development, management, and administration of the National Forest System comprising 186 million acres of high mountain watershed, forest and range lands in 39 States.

His outstanding perception and immediate understanding of a situation, gleaned over the years from literally thousands of "corral gate" discussions, and allkinds of meetings with the typical rural American user of National Forest resources and services, reflects these experiences. Together with his professional skills and ability to organize, develop and expedite programs, Mr. Cliff has grown with and is now the Chief of an organization of 18,000 permanent to as many as 44,000 including temporary summer employees who have many diversified professions and skills. A tribute to Mr. Cliff is that the Forest Service is now accredited by researchers as having the morale of a "civilian Marine Corps" among its people and one of the most successful organization systems in the Federal Government.

EFFICIENCY IN ADMINISTRATION:

New and better ways for doing things and advancing his employees in the career service has been a trademark in Mr. Cliff's career from the very beginning. His constant concern for maximum effectiveness and safety of his employees has led to several outstanding training achievements.

Forest <sup>a recent</sup>  
The/Fire Simulator is one. This is a clever device that projects a

picture of a forest fire on a movie screen. As trainees prescribe action, the fire size and shape can be manipulated. It allows off-season training for foreman and fire bosses.

It accelerated safety training in and around forest fires. It improved efficiency in training without inherent hazards. It improved effectiveness of forest fire overhead. Industry and State governments are making use of the techniques. Civil Defense has used the device for rural fire defense training.

On the average, only about half the area burned annually and monetary losses from forest fires now occur because of new aerial fire fighting techniques such as aerial detection, infra-red mapping through smoke and darkness, smokejumpers, and effective public relations like the Smokey Bear program. This is in spite of the greatly accelerated use, greater hazards, higher risks and increased values.

A series of training accomplishments beginning in 1962 resulted in an exemplary set of training guides, programmed instructions, and career development. A new centralized field training was established. One training system invoked as a result of his personal concerns resulted in a \$200,000 and savings in one year. Other agencies/ Departments have used these devices as models for their own programs.

Personal encouragement for submitting employee suggestions resulted in a greatly accelerated program. Three employees alone suggested programs resulting in \$120,000 savings last year.

The personal injury rate has been reduced 21 percent and the motor vehicle accident rate 24 percent, since 1962 through more effective leadership and supervision and an effective job skills training program.

In F.Y. 1966, Chief Cliff's goal for cost reduction and operations improvement was \$10.5 million. Savings exceeded this amount by \$3.8 million. Five awards for accomplishment were received.

In the interests of economy, better administration and greater efficiency, one Regional headquarters was discontinued during 1966. The administrative offices of a Forest Experiment Station were closed and their functions were transferred. The Alaska Forest Research unit was attached to the Pacific Northwest Forest Experiment Station to strengthen scientific and administrative support.

Encouragement and progressive leadership for evaluation and adoption of automatic data processing, major implementation of the program planning and budgeting system, and rapid implementation of the Department's system for keeping records and payrolling has led to important savings. For example, a computer program to analyze road design earthwork saved \$3.1 million.

More than 7,000 Job Corpsmen are enrolled in 47 Forest Service operated Job Corps Conservation Centers located on National Forest in 29 States. Mr. Cliff's personal attention and placement of top men in charge of development and implementation of this program has drawn commendation for the effectiveness of the effort and resultant minimum of problems. His concern for people and the success of an important mission have been cited in praiseworthy news releases and editorial comment. More than 7,500 Corpsmen successfully completed the program in 1966, graduating to jobs, on to school, or in the armed services.

### ADMINISTRATIVE LEADERSHIPS

Mr. Cliff has provided brilliant leadership in the administration of the resources of the National Forest System in a period of unprecedented program growth and development. Harvest of timber increased from about 4.5 billion board feet of timber in F.Y. 1952 with a value of \$59.3 million to 12.1 billion board feet in F.Y. 1966 worth nearly \$165 million equal to adding more than \$4½ billion to the National economy. This amount of timber would build 1,200,000 average homes.

Total receipts from all sources equalled \$173,900,000. Sharing of revenues with local governments from all receipts amounted to \$42 million in F.Y. 1966. By March 1966, the Forest Service had deposited \$2 billion from receipts collected since its beginning; but \$1 billion was collected in the last 7 years; it took 53 years to earn the first billion. Twenty-five percent of the gross goes to counties where National Forests are located for schools and roads.

Mr. Cliff has been directly responsible for creating the image of the National Forests as America's Outdoor Playgrounds.

Recreation use of National Forest System lands is now in the realm of 170-175 million visitor days use per year. Capacity of facilities for camping and picnicking now equal about 480,000 persons at any one time.

A comprehensive interpretive program for visitors to National Forest System lands has been developed. While an informed public will not only use the forests more wisely and carefully, it will enjoy them more. This encourages tourism and strengthens local economy.

Encouraged by policy and practice, some 70 percent of all winter sports areas are now on National Forest lands. Investment of private capital in winter sports facilities on National Forest lands totals more than \$75 million. The Forest Service has developed into a world leader.

in avalanche control and research in winter sports area administration, under Mr. Cliff's personal leadership and encouragement.

The farsighted planning and programming demanded by the long-range current and remarkable period of accelerated demand on the products and services of the National Forest System was met by Mr. Cliff's conception and design of the imaginative program, "Operation Multiple Use." This became the basis for the blueprint of actions and funding which would enable the National Forests to make the most efficient and objective contribution toward making the capabilities of these public lands contribute the maximum to public needs. This blueprint approved by official and general acclaim is called the Development Program for the National Forests and was presented to Congress by President Kennedy in 1961. A subsequent Program has been developed <sup>to</sup> guide forestry research.

The following examples of achievement further attest not only to the efficiency and morale of his organization, but to his own productivity and progressive attitude and accomplishment.

Mr. Cliff nurtured the concept of multiple use with determination and success. He led the way in giving form and substance to production of livestock forage, water for nearby and rural communities, timber harvests to sustain the local economy, fish and wildlife, recreation opportunities and other goods and services in the combination best suited to meet the needs of local people and in the State and Nation. The merit of the concept and practical application of the philosophy of many uses was sustained in passage of the Multiple Use Act and Sustained Yield Law of 1960. Application under the statute is closely watched and is being applied to other public and more and more private lands.

During the 1930's, marginal and submarginal lands acquired by the Federal Government were reclaimed from the plow and again planted to grasses. These public lands became examples of good grassland management under supervision of skilled technicians in the Department of Agriculture. When assigned to the Forest Service for management, Mr. Cliff developed the plan of integrating most of these public lands with the adjacent National Forests and transferring isolated tracts to other agencies and States for most effective management and demonstration. Dedicated as National Grasslands in 1960, they have become major units in the local economy where local ranchers participate in the management and development of these along with their own private lands which are intermingled in patches with these public lands. Together with 186 million acres of National Forests these approximately 4 million acres of National Grasslands constitute the National Forest System. So included, National Grasslands were dedicated to the principle of multiple use and sustained yield. Much hunting, fishing, and trapping and other forms of recreation are becoming common place.

In his effort to find better use of the total resource in a forest environment, Mr. Cliff has initiated research and development that has produced exciting new methods and procedures.

Where inaccessibility and protection of the soil, water and scenery are controlling factors in the care and management of a timber stand, use of a large specially designed balloon to provide the lift for logging apparatus minimizes the need for roads or logging damage to critical areas. Aerial systems will aid in harvesting nearly a billion board feet of timber each year not otherwise available, and hold promise for making large areas economically feasible that are not submarginal.

Use of parasites, pathogens, and predators are being used to control the destructive larch casebearer, the gypsy moth and the balsam woolly aphid. All these insects destroy forests. Successful plants of these controls reduce the need for use of chemicals.

Southern pine plywood mills have mushroomed since a process was found feasible through research and development under Mr. Cliff's direction. In the past two years over \$100 million has been invested in new enterprises. This research, forest industry studies, and initiative, and courage, and improved forest management practices have led to new industry concentrated in an economically distressed area. Five thousand new jobs are requiring a direct payroll of \$20 million annually.

A new cargo carrier, stabilized by gyroscope, carries up to 1,000 pounds and replaces five pack mules, has been devised for getting materials, equipment and supplies over the National Forest network of over 100,000 miles of access trails. Pack animals are disappearing like the cavalry units because of expense and lack of personnel to handle them, but not without nostalgia.

Other developments include making high quality bond paper from sawdust; artificially increasing snow depths to delay spring snow runoff and increase usability, and using attractants to entice damaging insects from trees to concentrate where they can be destroyed.

PROMOTING COMMUNICATION AND COOPERATION:

~~At no time in its history has there been better rapport between the Department of Agriculture and the Forest Service~~ and the commodity users of goals and services or parties interested in the programs for the National Forest System lands.

In 1966, the National Forest Products Association honored Mr. Cliff with the "Hands of Cooperation Award," recognizing "your remarkable contributions



toward . . . awakening public opinion to the vital role our forest resources play in the economic life of the country." He is held in equally high esteem by the many regional and national leaders whose interests are recreation, wildlife, range, research and administrative management. He is held in esteem by literally hundreds of individuals who have no special affiliation but share an interest in the successful stewardship of the natural resources of this Nation ~~because they are a source of wealth and prosperity.~~

He has been especially successful in communicating with young people, college students, youth organizations, Future Farmers of America, and a number of others.

He was awarded an honorary Doctor of Science Degree in 1965 from Utah State University; the Department of Agriculture awarded its highest honor to Mr. Cliff in 1962, the Distinguished Service Award.

His record and concept of public service range beyond his immediate responsibilities. He is well known in forestry and conservation circles around the world.

Recently he has served as Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization, Chairman of the U.S. Delegation to the Sixth World Forestry Congress at Madrid and Vice President of the Congress and participated in the Inter-American Conference on Renewable Natural Resources, and International Union of Forest Research Organizations. He has served on special missions to South Viet Nam and the Dominican Republic.

He has developed strong programs for training of foreign nationals and providing technical assistance to foreign governments.

Perhaps with more success than any other man, Mr. Cliff has devoted his life to discovering, teaching and applying the principles to follow in administering public lands and resources. He is the leading exponent of conservation as the wise use of natural resources. Shortly after becoming Chief, he recognized a new concept in conservation education was needed. In this frame of mind, he seized upon the opportunity to promote his program. In 1963, the ancestral home of Gifford Pinchot, first Chief of the Forest Service, was donated to the Forest Service by Mr. Pinchot's heirs. Converting this fine old mansion into a unique cooperative venture, "Grey Towers" is now the "Pinchot Institute for Conservation Studies." Located in Milford, Pennsylvania, it is a national center where conservationists and educators meet and develop policies, programs and literature for a greater knowledge of the land and its uses. Its influence is already national in scope.

Mr. Cliff was significantly responsible for the success of this imaginative project which became reality when the late President John F. Kennedy made the dedicatory address in September 1963. Mr. Cliff is now Chairman of the Board of Directors.

AND EXECUTIVE  
SUPPORT OF RECENT LEGISLATIVE/PROGRAMS

Mr. Cliff has played a key role in recent national and regional programs involving Department and Forest Service participation. His leadership in promoting the progressive and desirable multiple use as a practical concept on National Forest System lands was instrumental in passage of the Multiple Use and Sustained Yield Act of 1960.

Mr. Cliff gave many hours of personal attention to the development and passage of the Wilderness Act of 1964.

This Act declares a Congressional policy that wilderness is an established part of the American heritage, and to implement that policy it

created a National Wilderness Preservation System.

Prior to the Act about 14 million acres of wilderness-type areas in the National Forest System were established by a Regulation of the Secretary of Agriculture. Over 9 million acres became part of the Wilderness Preservation System with approval of the Act. Provision was made for inclusion of more areas after hearings and further consideration. Mandatory time schedules for presenting areas for classification and proposal have been met. The Forest Service is the only agency to meet its due dates on time.

The Economic Opportunity Act of 1964 gave responsibility to the Department for establishing Job Corps Conservation Centers for more than half <sup>47</sup> (56)? out of the total of 93 centers programmed by OEO. Drawing on major experience with the Civilian Conservation Corps of 30 years ago and even though different in purpose, commendatory progress has been made. The program is a going concern on National Forest System lands.

The Land and Water Conservation Funct Act of 1964 provided for charging admission and user fees for use of facilities on National Forest System lands among other things. This was a new concept and were it not for Mr. Cliff's personal guidance and requirement for a soundly conceived educational program, the program may have been jeopardized. It was not. General acceptance prevails.

Other anti-poverty, civil rights, and social programs have received the same personal attention/<sup>&</sup>inspiring leadership. For example, in connection with the Appalachian Regional Development Act, prompt action was taken to acquire strip-mined areas and forest lands needing restoration in West Virginia and Kentucky, accelerate access road construction, streamline forestry assistance, and increase research efforts.

Beautification and protection of species of birds and animals that are threatened with extinction receive priority attention and accelerated analyses. Habitat for the tiny Kirtland Wabblers and the Giant Condor have been set aside under Chief Cliff's urging and guidance. Under Mr. Cliff's personal direction the publication, The American Outdoors - Management for Beauty and Use, represents a practical application to the techniques of managing forest lands for beauty as well as use. The Kiplinger Agriculture Letter says of this publication, "Highly practical --r-- Hats off to the Forest Service . . ." Mr. Cliff insists that special efforts be made throughout the Forest Service to relate managerial and development activities on National Forest System lands to the Nationwide program of beautification.

ED CLIFF -- THE MAN:

(items of human interest are starred in the right-hand margin throughout this statement)

Mr. Cliff enjoys the happy combination of boundless energy, a prodigious capacity for work, insatiable interest in scores of subjects, and a unique ability to digest and then recall the most detailed background information. His articulate, authoritative, and thoughtful responses to questions, at Congressional hearings for example, are a lesson in the art of oral communication and technical exposition. He is equally at ease with Presidents and shepherders, with learned professors, with young men in Job Corps Conservation Centers, and with peasants in Vietnam.

Despite any provocation, he is incapable of anything less than a deliberate statesmanlike, well-reasoned response that is appropriate to the high office he occupies and holds in such obvious respect. His is a warm, outgoing, friendly personality devoid of any trace of self-importance. A newspaper item in the June 21, 1966 issue of the Chronicle of Houston, Texas entitled "No Stuffed Shirts in the Forest Service" is a case in point. (~~XXXXXX/~~). The gist of the article was that during an inspection

of a Forest Service Recreation Area, Chief Cliff stopped to go over and pick up the pieces of a broken bottle; and illustration of his well-known philosophy that nobody in the Forest Service is too good to do any job that needs doing.

The painstaking authentic restoration of one of the original old homes in the historic section of Alexandria has been a rewarding hobby for Mr. and Mrs. Cliff in addition to providing them with a home that is a model of early American architecture and antique furnishing. In addition, he has played an important role in helping to preserve the historic values of that city.

An ardent and excellent fisherman, sportsman and outdoorsman, the Chief puts many a young forester to the test in fly-casting, spotting game or sign, handling the cooking or camp-fire chores, or putting a diamond hitch on a pack horse.

He has been on every one of the 154 National Forests 19 Grasslands, and 10 Research headquarters and Stations. He has been to most of them several times. At times his staff is hard-pressed to recall the facts as he saw them!

THE CHALLENGE IS RURAL AMERICA

For many years, Mr. Cliff has worked effectively to provide an economically sound "Rural America" because it offers the good life.

He says the good life is job security and the chance to identify with the community; it's open space, clear air, sparkling streams and clean lakes; freedom from congestion, with room for children to play and grow, a place to park the car, recreation opportunities, trees for the lumberman to harvest and feed the pipelines of commerce, summer range for the farmer's stock, berries, herbs and browse for wild game and birds, minerals for mills and for defense, the pristine wilderness, and the beauty of the landscape.

Under his direction, the National Forests and National Grasslands have contributed to the good life. Western agriculture and industry are dependent on water flowing from the National Forest watersheds, hundreds of thousands of people are now earning their livelihood processing timber grown on National Forests; millions of livestock graze its ranges; and last year 46 percent of all public land recreation use occurred on National Forests and Grasslands.

With 70 percent of the commercial forests owned by private citizens cooperation and support for forestry programs on these lands has been extended during Mr. Cliff's reign as Chief. The Forest Service cooperates with State agencies and private forest owners to protect 450 million acres of these lands against fire, insects and disease, encourages better forest practices for conservation, recreation use, and profit on 367 million acres of private forest land, aid in distribution of planting stock for forests and shelterbelts, and stimulate development and management of State, county, and community forests.

*Three pulp & lumber companies were enticed to Alaska with large + long term National Forest timber sales of 8 1/4, 5 1/4 and 1 billion - to fr. negotiation*

Mr. Cliff's public service career has involved superior statesmanship in international forestry. He has served as the Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization. In 1966 he was Chairman of the U.S. Delegation to the Sixth World Forestry Congress at Madrid and served as Vice President of the Congress. In the same year he served on a special forestry study team in South Vietnam and reviewed the forestry situation in the Dominican Republic and Mexico.

#### LIST OF ORGANIZATIONS

The list of organizations, journals, news media, etc., that would be interested in Mr. Cliff's selection is so extensive that it must be presented on separate sheets.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 13, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Career Service Award for 1968

Your excellent response to our plea last year for a USDA winner of the Career Service Award paid off in an award to Horace D. Godfrey. This was the first time since 1961 that a USDA employee was among the winners. With your help we can win again in 1968.

The stature of the awards program sponsored by the National Civil Service League has grown significantly over the years. This is due not only to the quality of the awardees but also to the support given by President Johnson and officials throughout the government.

The purpose of the award is to give nationwide recognition to achievements of Federal career employees. Ten awards will be given based on the following:

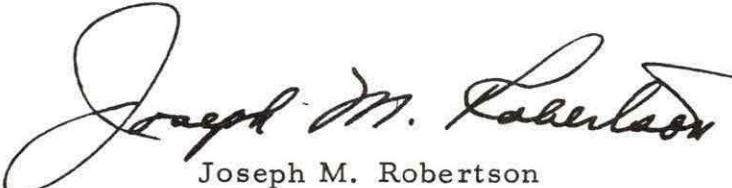
- . A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
- . A record of integrity and devotion to the principles of public service.
- . At least 10 years Federal service. This includes military service. It need not be all in one agency. There must be evidence of achievement and career progression.

The format for nominations is included in Personnel Bulletin No. 451-63 dated October 11, 1967.

We have people of winning caliber in USDA.

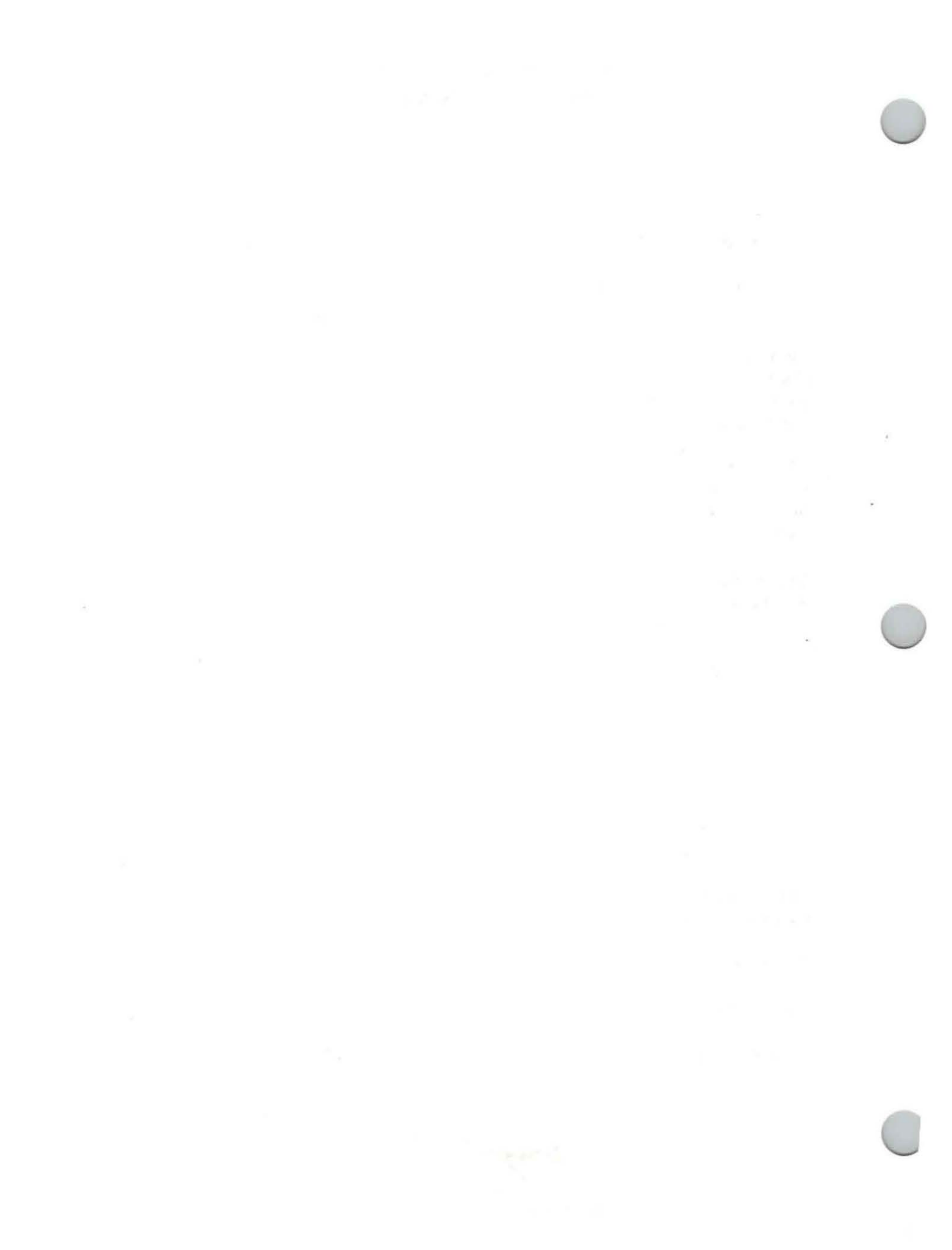
Let's take the action needed to nominate them.

Nominations are due in the Office of Personnel by November 6, 1967.



Joseph M. Robertson  
Assistant Secretary for Administration





His Program for Research in Forestry reflects a positive attitude and leadership for this basic need.

An example of coordination and cooperation in the interests of local economy is in Dolores, Colorado. The first mill to produce plywood in Colorado was established through community and industry action, technical assistance from the Forest Service, and a loan from the Economic Development Administration. Drawing 35 to 40 million board feet of timber per year from the San Juan National Forest, this \$4 million investment will provide jobs for 450 persons and will pump some \$500 million into the economy annually.

#### PARTICIPATION IN PROFESSIONAL, SOCIAL AND CIVIC MATTERS

As one example of his broad perspective and ability to carry additional responsibility, he has an absorbing interest in American Place Names and the many facts of history associated with them. He has been the USDA representative on the Board on Geographic Names since 1953. He was Chairman of the Board 1961-1965, and has twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain. He carries a leadership role in The Wildlife Society, The American Society of Range Management, The Wilderness Society, and The National Council of The Boy Scouts of America. He is a member of The Boone and Crockett Club and the Cosmos Club. He is a Fellow in the Society of American Foresters and is one of the Nation's acknowledged leaders in this profession. He is much sought after as a speaker and discussion leader at national meetings of many types of professional and other organizations.

Mr. Cliff responds to the fullest degree possible in meeting requests to participate in banquets, dedications, anniversaries, testimonials, receptions, annual meetings, and other social events. He brings stature and grace to all such occasions.

# National Civil Service

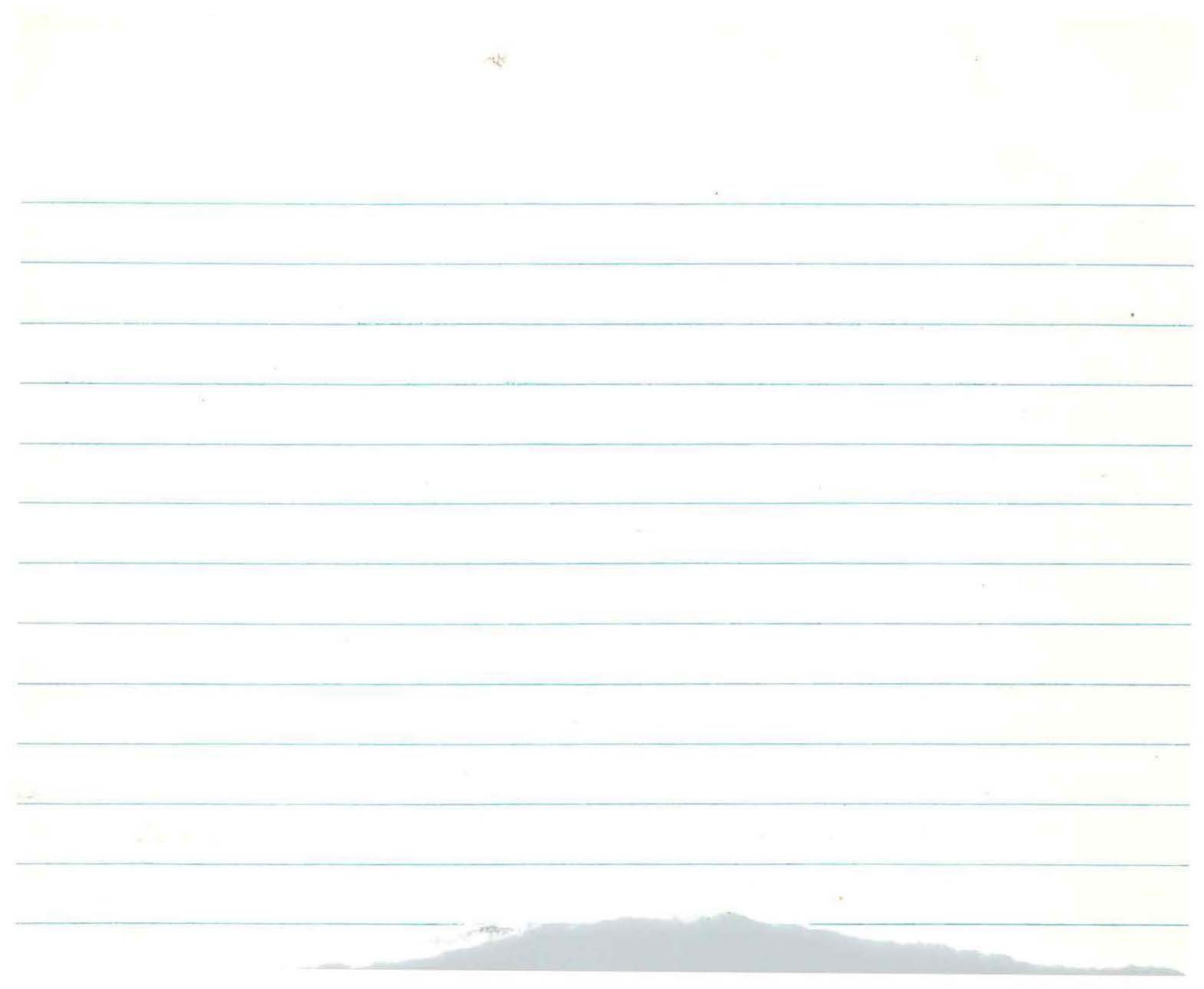
West side Olympic peninsula  
Wildlife job then - Cougars - Hot stuff  
Put it in Lakerchief -

Proposed Resett Project

Hob's girl.

Complain elk damage -

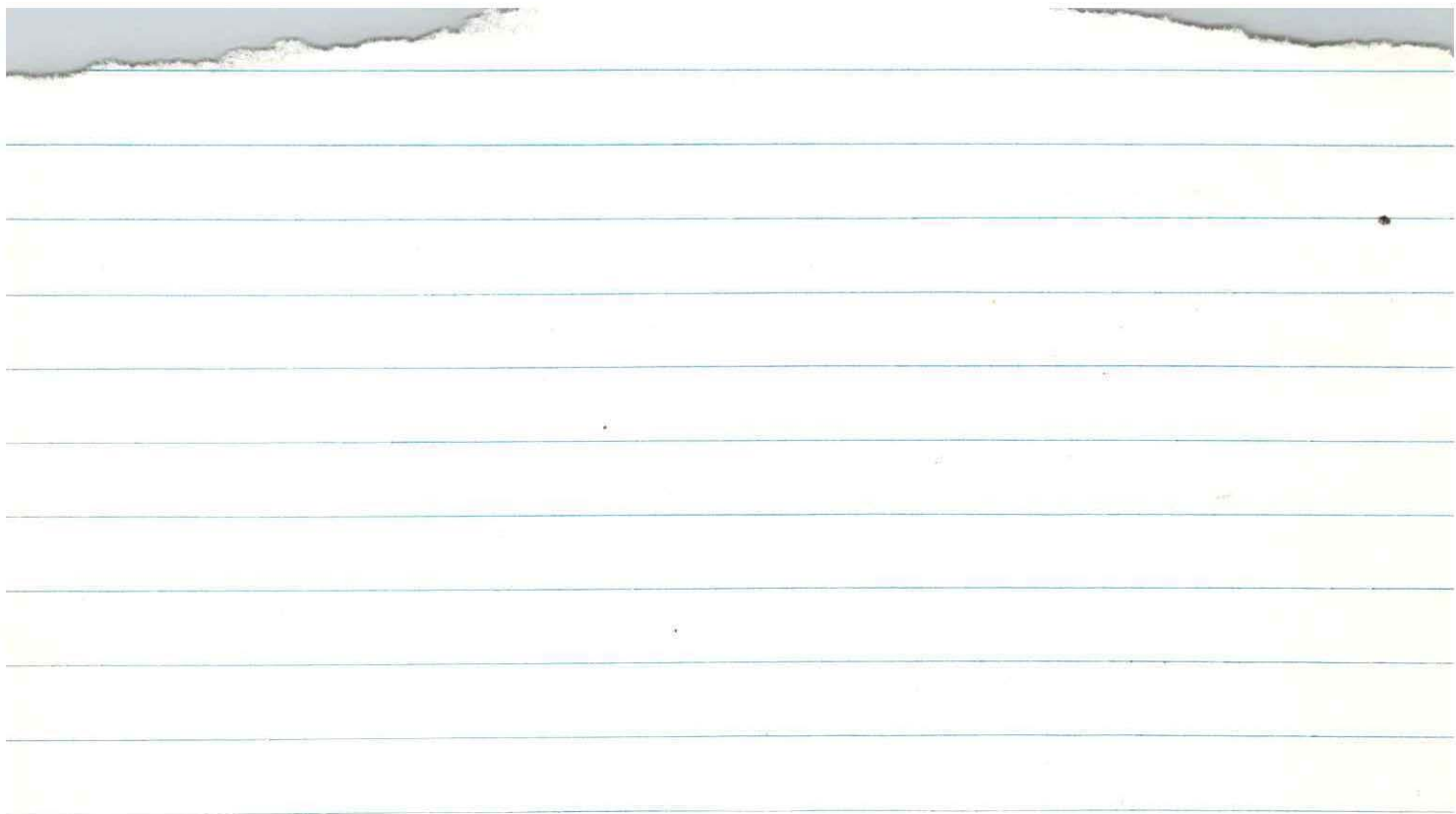
Buy cut settlers - cheaper than  
damage elk. - Called submarginal -  
Wrote President. Submarginal pseudo.  
Nationalist



~~Handbook~~ Range Plant Handbook -

2nd Forest - Nov. 1941 to present -  
Supply - Lakeview - 128 hr. week -  
This takes first handbook - Took  
on war effort - Exchange

Turned first record around on Diskinon  
Before + after =



## Outline

Edward P. Cliff

- ✓ 1. Efficiency in Administration
    - a. Savings
  - ✓ 2. Achievements
  - ✓ 3. Character
    - a.
    - b. Human Interest Factors
  4. Service
  5. Basic Change in Forestry and Conservation
  6. Communication and Cooperation
  - ~~7. Equal Opportunity in Employment and Civil Rights~~
  8. Promotion of Career Development
    - a.
    - b. Training
- 
9. Participation in Professional, Social, and Civic Matters
  10. Organizations and Media

In an organization where integrity and devotion to the principles of public service are traditional and ingrained throughout the ranks, Mr. Cliff's character and personal leadership stand out. His outstanding personality, informal manner, and genuine interest in people motivate and inspire his employees toward the highest standard of service and integrity.

One of Mr. Cliff's outstanding characteristics is the ability to solve complex problems and resolve long-standing disputes and conflicts involving use of public resources. He has vision, courage, tact and the sincerity needed to convince others to act in the public good over the long pull. This exemplifies public service in the highest order.

Handwritten note: "How good" with a checkmark.



Chief Cliff's leadership also stems from the professional stature for which he is well known. The reputation and respect that he commands are a vital source of strength. He has outstanding analytical ability and mature judgment which he matches with a strong sense of fair play and understanding. His decisions are objective and sound in moral principle. He has been especially successful in communicating with young people.

Mr. Cliff personifies the ideal public servant. He has been, and is now, a significant upward force shaping the characteristics and performance of Government service.

I am most happy to propose for a career service award a man who has done so much for forestry in America.

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C. L. F.

UNITED STATES DEPARTMENT OF AGRICULTURE

Castillo DU 8-4211  
Clark DU 8-4026

Washington, March 29, 1968

Forest Service Chief Claims Top Federal Career Award:

Edward P. Cliff, who rose from junior range examiner on National Forests in the State of Washington to one of the top land management jobs in the world, will be in the spotlight April 27.

Chief of the Forest Service, U. S. Department of Agriculture, since 1962, he is one of 10 leaders in federal civilian service selected to receive the coveted National Civil Service League's Career Service Award.

At an awards dinner in Washington, D. C., Chief Cliff and the other nine men will each receive a handsome plaque, a gold watch, and a tax-exempt \$1,000 check for outstanding leadership in the Federal service.

Mr. Cliff was named by the non-partisan, non-profit citizens' group at a reception March 28 in Washington, D. C. In naming the recipients of the award, Mortimer M. Caplin, President of the League and former Commissioner of Internal Revenue, said the selections again revealed the exceptionally high caliber of leadership in the federal service.

Mr. Cliff is the fourth U. S. Department of Agriculture employee and the second for the Forest Service to be honored by this noteworthy award.

His career of 38 years with the Forest Service spans more than half the history of the agency which was established in 1905 by President Theodore Roosevelt with the legendary Gifford Pinchot as its first Chief.

(more)

After working his way through Utah State Agricultural College, Mr. Cliff joined the Forest Service in a full-time role as a junior range examiner at Leavenworth, Wash., in 1931, the same year he received his college degree in forestry. (During college, he had worked summers as a Forest Service administrative guard.)

Showing great ability and dedication, he moved through the positions of range examiner, regional forest inspector and forest supervisor in Oregon.

He made his first appearance at the Washington, D. C., level as Assistant Chief of the Division of Range Management in April 1944. In 1946, he became assistant regional forester in Ogden, Utah; was promoted to Regional Forester at Denver, Colo., in 1950. He was named Assistant Chief of the Forest Service, responsible for National Forest Administration, in 1952.

He became Chief of the agency in March 1962. Since then, he has been charged with operation of a vast public holding of 187 million acres in the National Forest System, stretching from coast to coast and from Alaska to Puerto Rico. His responsibilities also include direction of important state and private cooperative forestry programs and a national program of forestry research.

In his role as Chief of the Forest Service, he has guided the agency during a period of unprecedented growth and change in the scope and dimensions of pressures upon forest and related lands. To meet the challenge of change, he has provided notable leadership in planning and directing expansion of recreational, watershed, timber, wildlife and other programs. In doing so, he has shown a keen interest and skill in protecting and enhancing the esthetic values of natural resources. In addition, his agency has extended help to hundreds of foresters representing dozens of nations of the world. He personally assisted with forestry programs in South Vietnam and the Dominican Republic.

Mr. Cliff also holds the Department of Agriculture's highest honor, the Distinguished Service Award, and an honorary doctorate from his alma mater, Utah State University.

EDWARD P. CLIFF

Edward P. Cliff, assistant chief, Forest Service, National Forest Resource Management, was born September 3, 1909 at Heber City, Utah. He graduated from Utah State Agricultural College in 1931 with a BS degree in forestry and entered the Forest Service as a junior range examiner in Leavenworth, Washington. He next served as range examiner, regional forest inspector and forest supervisor in Oregon and then as assistant chief of the Division of Range Management in Washington, D. C. In 1946 he became assistant regional forester in Ogden, Utah, and transferred to Denver, Colorado as regional forester in 1950. He assumed his present duties in 1952.

Mr. Cliff is a member of the Society of American Foresters, the Wildlife Society, the American Society of Range Management, the Wilderness Society, the American Forestry Association, the Organization of Professional Employees of the Department of Agriculture, and the National Federation of Federal Employees. In 1957 he was awarded an American Management Association Scholarship and in 1958, he received a Distinguished Service Award from Utah State University.

Mr. Cliff is married to the former Kathryn Mitchell, also of Utah, and has two daughters, Carolyn and Jane.

Prepared September, 1960

EDWARD P. CLIFF is a native of Utah and a graduate of Utah State University. He has been Chief of the Forest Service, U.S. Department of Agriculture, since March 18, 1962. This was the latest step in a 35-year career as a Government Forester that began with his first assignment as an assistant ranger on the Wenatchee National Forest in the State of Washington, in August 1931. From 1935 to 1939, he was in charge of wildlife management on the National Forests of the Pacific Northwest Region with headquarters in Portland, Oregon. In May 1939, he was appointed Supervisor of the Siskiyou National Forest and in January 1942 was promoted to the supervisorship of the Fremont National Forest, both in Oregon.

In April 1944, Mr. Cliff was transferred to Washington, D.C., as Assistant Chief of the Division of Range Management. In September 1946, he was promoted to become Assistant Regional Forester in charge of the Division of Range and Wildlife Management for the Intermountain Region, with headquarters at Ogden, Utah. He was appointed Regional Forester for the Rocky Mountain Region with headquarters in Denver, Colorado, holding that position from January 1950 until his transfer to Washington, D.C., in 1952 as Assistant Chief of the Forest Service. It was from that position, where he was in charge of the National Forest Resource Management Division, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests, that he was appointed Chief.

Mr. Cliff was the U.S. Department of Agriculture representative on the Board on Geographic Names from 1953 to 1967, and was Chairman of the Board 1961-65. He is a member of the Wildlife Society, the American Society of Range Management, the Society of American Foresters (of which he is a fellow), the Wilderness Society, the National Council of the Boy Scouts of America, the Boone and Crockett Club, and the Cosmos Club.

Mr. Cliff was Chairman (1963-65) of the North American Forestry Commission of the United Nations' Food and Agriculture Organization. He served as Chairman of the U.S. Delegation to the Sixth World Forestry Congress, Madrid, Spain, June 6-18, 1966, and as Vice President of the Congress.

In 1958, Mr. Cliff was selected by Utah State University to receive its Annual Founders' Day Distinguished Service Award for "significant contributions to the welfare of the Nation, State and University," and in 1965 he was further honored by the University with the degree of Doctor of Science.

In 1962, the Department of Agriculture conferred on him its highest recognition: its Distinguished Service Award "for consistently outstanding vision, courage, and dedicated leadership in developing, administering, and managing the resources of the National Forest System in an age of conflicting interests and dynamic change."

This year (April 1968), Mr. Cliff was one of 10 leaders in federal civilian service selected to receive the National Civil Service League's Career Service Award.

-----  
June 1968



Ed Cliff

Became Chief March 18, 1962.

Retired as Chief April 29, 1972.

*This is extra yellow*

FORM 6200-8 (1/64)

UNITED STATES GOVERNMENT

Department of Agriculture--Forest Service

# Memorandum

Washington, D.C.

TO : **Carl B. Barnes, Director of Personnel**

File No. **6140**

FROM : **A. H. Cranley, Associate Chief, PS**

Date: **November 8, 1966**

SUBJECT: **Performance, Training, Awards**

Your reference:

In response to Assistant Secretary Robertson's memorandum of October 31 we are pleased to submit 5 copies of our nomination of Edward P. Cliff as a candidate for the Career Service Award of the National Civil Service League. The nomination has been prepared in the format described in Personnel Bulletin No. 451-45. Four 8x10 photographs of Mr. Cliff and 40 copies of a one-page summary statement are also enclosed.

We think this exceptionally strong case will represent the Department successfully in the competition for the Career Service Award for 1967.

Enclosures

*A. H. Cranley*

copy to: Mr. Barnes *w/official file*

PLHornbough



SUMMARY STATEMENT: CAREER SERVICE AWARD NOMINATION

NAME, TITLE AND GRADE

Edward P. Cliff  
Chief, Forest Service, U.S.  
Department of Agriculture  
Executive Pay Act

LENGTH OF SERVICE

36 years

MARITAL STATUS

Mr. Cliff is married to the former Kathryn Mitchell of Logan, Utah. They have two daughters.

ORGANIZATIONAL LOCATION

Washington, D.C.

DATE AND PLACE OF BIRTH

September 3, 1909  
Heber City, Utah

RESIDENCE ADDRESS

221 North Royal Street  
Alexandria, Virginia

EDUCATION AND DEGREES

Bachelor of Science in Forestry, 1931, Utah State University, Logan, Utah  
Honorary Degree - Doctor of Science, 1965, Utah State University, Logan, Utah

CAREER SYNOPSIS (All Forest Service)

1929-31 (summers): Adm. Guard; Range and Erosion Surveys, Western Pine Beetles Control; Cache National Forest; Utah and Boise National Forests, Idaho.

Aug. 1931-May 1934: Asst. District Ranger, and District Ranger (1933), Wenatchee National Forest, Washington.

May 1934-May 1939: Jr. Range Examiner and Assoc. Regional Forest Inspector, Pacific Northwest, Portland, Oregon.

May 1939-Dec. 1941: Forest Supervisor, Siskiyou National Forest, Oregon

Dec. 1941-Apr. 1944: Forest Supervisor, Fremont National Forest, Oregon

Apr. 1944-Sep. 1946: Assistant Chief, Division of Range Management, Washington, D.C.

Sep. 1946-Jan. 1950: Assistant Regional Forester, Intermountain Region, Ogden, Utah

Jan. 1950-July 1952: Regional Forester, Rocky Mountain Region, Denver Colorado

July 1952-Mar. 1962: Assistant Chief, National Forest Administration, Washington, D.C.

Mar. 1962-Present: Chief of the Forest Service, Washington, D.C.

A long and brilliant record of Government service, culminating in a sustained period of outstanding achievements as the Nation's leading professional forester and public land manager, clearly justifies top-level recognition of Mr. Cliff's performance as a career public servant. His qualifications as a candidate for a Career Service Award are unsurpassed. They include leadership, character, and demonstrated ability of the highest order in promoting and strengthening the efficiency, competence, and dedication of a major public service agency. Under his stewardship the National Forest System has far surpassed all previous outputs of public benefits and the resources therein have never been better protected or managed. Through his guidance, forestry research, cooperative and related matters have reached new heights of productive strength and made unequalled contributions to the Nation's welfare. Mr. Cliff personifies the ideal public servant. His example has been and is now a significant upward force shaping the character and performance of Government service. He would be an excellent choice.

Submitted by:

Orville L. Freeman, Secretary of  
Agriculture

*C.W.H.*

*40*

Nomination for Career Service Award

A. JUSTIFICATION FOR NOMINATION

Throughout a career spanning more than three decades of ever-increasing responsibilities, Mr. Cliff has demonstrated those qualities which exemplify the highest ideals of public service. He has made a record and set an example of leadership that is truly outstanding in terms of efficiency, achievement, character, and service.

1. Efficiency and Achievement

Mr. Cliff has proved to be an effective manager of men and money. Sustained and productive efforts to eliminate opportunities for duplication or waste have come from his personal leadership in the continuous struggle to reduce costs. (Exhibits A and B.) Tangible evidence of this type of leadership and attitude is expressed in letters signed by President Johnson and Secretary Freeman in August of 1966 commenting on Forest Service response to a joint review of management practices and manpower utilization. (Exhibit C.) Secretary Freeman pointed out that: "Forest Service enthusiasm and sincerity was illustrated when Chief Ed Cliff presented a plan for action to me at the same time the Survey Team gave me its preliminary recommendations. When I approved this plan he immediately set tight deadlines and assigned his top people to the task." President Johnson's reply stated: "Historically the Forest Service has been an outstanding leader in management." And, "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving."

The superior performance and accomplishments of Mr. Cliff have brought widespread recognition--both formal and informal. The language of the citation he received with his honorary degree of Doctor of Science from Utah State University in 1965 is one measure: (Full Text, Exhibit D.)

"As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century. Your professional career has been a series of successes from the humble beginning as a forest guard to the Chief of our Nation's great Forest Service...You have thought big, planned comprehensively, and worked grandly...Your high scholastic abilities have served your country well... Your leadership has furnished incentive, imagination and studious analysis of utilization and conservation. You have assigned new values to and provided new understanding

of forest, range, and wildlife resources. You have modified and developed, indeed created, new attitudes toward these significant national assets..."

Another outstanding illustration of the superior level of performance attained by Mr. Cliff is his selection in 1962 to receive the highest honor bestowed by the Department of Agriculture, the Distinguished Service Award. His citation reads:

"For consistently outstanding vision, courage, and dedicated leadership in administering and managing the use of National Forests and National Grasslands in an age of conflicting interests and dynamic change."

One measure of public service is stewardship of public resources. Perhaps with more success and skill than any other man, Mr. Cliff has devoted his life to discovering and teaching and applying the principles to follow in administering public lands and resources. Today, he is the leading exponent of conservation as the wise use of natural resources. He has nurtured and given substance to the concept of multiple use resource management.

His record is replete with examples of farsighted planning and program development which have guided the Forest Service through critical periods of change and growth. The scope and significance of this public service is great. For example, in F.Y. 1952, timber harvests from the National Forests totaled 4.4 billion board feet; in F.Y. 1966, the figure was 12.1 billion. In 1952 recreation visits to the National Forest System totaled 33 million; in 1965 recreation use totaled 160 million visitor days.

But Mr. Cliff's record and his concept of public service range far wider than the National Forest System which bears his imprint so well. His tenure as Chief has been marked by unprecedented advances in cooperative relationships with timber industries, State forestry organizations, and other Federal agencies. In 1966 the National Forest Products Association honored him with the "Hands of Cooperation Award" to "... recognize your remarkable contributions to forest management and the leadership you have taken in awakening public opinion to the vital role our forest resources play in the economic life of the country." And for his "... inspiration and leadership in the management, preservation and conservation of public and private forest resources." He is held in equally high esteem by leaders in other types of groups such as recreation, wildlife, range, research, and administrative management.

## 2. Character

In an organization where integrity and devotion to the principles of public service are traditional and ingrained throughout the ranks, Mr. Cliff's character and personal leadership stand out. He is well known throughout the Forest Service; and he knows literally thousands of employees on a first-name basis because of his outgoing personality,

informal manner, and genuine interest in people. It is for this reason that he is able, by personal example, to motivate and inspire personnel throughout the agency toward the highest standards of service and integrity.

The ability to lead the way in solving complex problems and in resolving long-standing disputes and conflicts involving use of public resources has been one of Mr. Cliff's outstanding characteristics throughout his career. He has had the vision, courage, tact and leadership needed to convince others to move in the direction of the public good rather than bog down in the strife and turmoil of short-range, parochial interests. This, too, exemplifies public service of the highest order.

The leadership and direction that flow from Chief Cliff also stem from the professional stature and technical competence for which he is well known in forestry and conservation circles around the world. The reputation and respect that he commands are a vital source of strength to the Forest Service, to the professions which he represents, and, indeed, to the Nation. He has outstanding analytical ability and mature judgment. Yet, his technical knowledge and competence are matched with a strong sense of fair play and a sympathetic understanding which guarantee decisions that are objective and scrupulously sound in moral principle.

He has been especially successful in communicating with young people-- college students, youth organizations, Future Farmers, and so forth. He conveys an unmistakable feeling of sincerity, integrity, and service that never fails to inspire his audience--large or small. He is exceptionally generous with his time and energy in keeping himself accessible and available to advise, inform and consult with all kinds of groups.

### 3. Service

Mr. Cliff's record of service traces a path of professional and individual growth that could be a model for this type of a Government career. All the stages are there to provide the breadth of experience and the patterns of increasing responsibility so essential to employee development. His career as a Government Forester began with his first assignment as an assistant ranger in August 1931. From 1935 to 1939 he was in charge of wildlife management on the National Forests of the Pacific Northwest Region with headquarters in Portland, Oregon. In May 1939 he was appointed Supervisor of the Siskiyou National Forest and in January 1942 was promoted to the supervisorship of the Fremont National Forest, both in Oregon. In April 1944 Mr. Cliff was transferred to Washington, D.C., as Assistant Chief of the Division of Range Management. In September 1946 he was promoted to the position of Assistant Regional Forester in charge of the Division of Range and Wildlife Management for the Intermountain Region, with headquarters at Ogden, Utah. He was appointed Regional Forester for the Rocky Mountain Region with headquarters in Denver, Colorado, holding that

position from January 1950 until his transfer to Washington, D.C., in 1952 as Assistant Chief of the Forest Service, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests.

On March 18, 1962, Mr. Cliff was selected to be Chief of the Forest Service. In that capacity he has provided national and international leadership in forestry and related matters of all kinds. Most of his responsibilities fall within three primary areas: (1) a full-scale national program of forestry research; including cooperative work with universities, industry and others; (2) cooperative forestry programs designed to aid and promote improved protection, management and use of resources on State and private lands; this involves all 50 States, timber industries, rural areas development, etc.; and (3) protection, development and management of the National Forest System--an area of some 186 million acres. Since his appointment in 1962, Mr. Cliff has filled this top-level career position with eminent success as a leader, a statesman, an administrator, and perhaps most of all, as a dedicated public servant.

#### B. HUMAN INTEREST FACTORS

Mr. Cliff enjoys the happy combination of boundless energy, a prodigious capacity for work, insatiable interest in scores of subjects, and a unique ability to digest and then recall the most detailed background information. His articulate, authoritative, and thoughtful responses to questions, at Congressional Hearings for example, are a lesson in the art of oral communication and technical exposition. He is equally at ease with Presidents and shepherders; with learned professors, with young men in Job Corps Conservation Centers, and with peasants in Vietnam.

Despite any provocation, he is incapable of anything less than a deliberate statesmanlike, well-reasoned response that is appropriate to the high office he occupies and holds in such obvious respect. His is a warm, outgoing, friendly personality devoid of any trace of self-importance. A newspaper item in the June 21, 1966 issue of the Chronicle of Houston, Texas entitled "No Stuffed Shirts in the Forest Service" is a case in point. (Exhibit E.) The gist of the article was that during an inspection of a Forest Service Recreation Area, Chief Cliff stopped to go over and pick up the pieces of a broken bottle; an illustration of his well-known philosophy that nobody in the Forest Service is too good to do any job that needs doing.

The painstaking authentic restoration of one of the original old homes in the historic section of Alexandria has been a rewarding hobby for Mr. and Mrs. Cliff in addition to providing them with a home that is a model of early American architecture and antique furnishing. In addition, he has played an important role in helping to preserve the historic values of that city.

C. PARTICIPATION IN PROFESSIONAL, SOCIAL, AND CIVIC MATTERS

As one example of his broad perspective and ability to carry additional responsibility, he has an absorbing interest in American Place Names and the many facets of history associated with them. He has been the USDA representative on the Board on Geographic Names since 1953. He was Chairman of the Board 1961-65, and has twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain. He carries a leadership role in The Wildlife Society, The American Society of Range Management, The Wilderness Society, and The National Council of The Boy Scouts of America. He is a member of The Boone and Crockett Club and the Cosmos Club. He is a Fellow in The Society of American Foresters and is one of the Nation's acknowledged leaders in this profession. He is much sought after as a speaker and discussion leader at national meetings of many types of professional and other organizations.

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The list of organizations, journals, news media, etc., that would be interested in Mr. Cliff's selection is so extensive that it must be presented on separate sheets.

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EXHIBIT D. FULL TEXT OF CITATION

Utah State University has conferred upon Edward Parley Cliff the Honorary Degree of Doctor of Science:

"As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century. Your professional career has been a series of successes from the humble beginning as a forest guard to the Chief of our Nation's great Forest Service. Your wide experiences have provided for you an intimate acquaintance with the vast governmental program concerned with millions of acres of this broad land's vital resources and thousands of its professional and nonprofessional employees. Truly a great "Son of Paul" you have thought big, planned comprehensively, and worked grandly. Your broad fields of interests have borne fruitful results in your knowledgeable approach to the problems at hand. Your high scholastic abilities have served their country well in giving scientific stature to a professional field long underrated and under developed. Your leadership has furnished incentive, imagination, and studious analysis of utilization and conservation. You have assigned new values to and provided new understanding of forest, range and wildlife resources. You have modified and developed, indeed created, new attitudes toward these significant national assets. In acknowledgment of your perceptive and dedicated service, and in recommendation of your personal and professional achievements, the Board of Trustees of Utah State University takes pride in recommending you, a distinguished alumnus, for the Honorary Degree of Doctor of Science."

June 5, 1965

Organizational and other Media

James B. Craig, Editor  
AMERICAN FORESTS  
919-17th Street, N.W.  
Washington, D. C. 20006

Arthur B. Meyer, Editor  
JOURNAL OF FORESTRY  
1010 16th St., N.W.  
Washington, D. C. 20036

Felix B. Streyckmans, Editor  
THE IZAAK WALTON MAGAZINE  
1326 Waukegan Road  
Glenview, Ill. 60025

John Vosburgh, Editor  
AUDUBON MAGAZINE  
1130 5th Avenue  
New York, N. Y. 10028

John Strohm, Editor  
NATIONAL WILDLIFE  
749 N 2nd St.  
Milwaukee, Wis. 53203

Stewart Brandborg, Exec. Editor  
THE LIVING WILDERNESS  
2144 P Street, N.W.  
Washington, D. C. 20037

Paul M. Tilden, Editor  
NATIONAL PARKS MAGAZINE  
1300 New Hampshire Ave., N.W.  
Washington, D. C. 20036

Bruce M. Kilgore, Managing Editor  
SIERRA CLUB BULLETIN  
1050 Mills Tower  
San Francisco, Calif. 94104

S. F. Horn, Editor  
SOUTHERN LUMBERMAN  
2916 Sidco Drive  
Nashville, Tenn. 37204

Dean F. Sherman, Editor  
FOREST INDUSTRIES  
S.W. Oak Street  
Portland, Ore.

Mr. Ken Fulton  
FEDERAL TIMES  
2201 M Street, N.W.  
Washington, D. C. 20037

William E. Rae, Editor  
OUTDOOR LIFE  
355 Lexington Avenue  
New York, N. Y. 10017

F. W. Mountford, Editor  
WASATCH WAVE  
Heber, Utah 84032

Paul Cracroft, Editor  
UTAH ALUMNUS  
University of Utah  
Salt Lake City, Utah 84101

John Lunsford, Editor  
ROCKY MOUNTAIN REVIEW  
Box 17377  
Salt Lake City, Utah 84117

Editor  
DESERET NEWS & TELEGRAM  
Salt Lake City, Utah 84110

Edwin E. Marsh, Editor  
NATIONAL WOOL GROWER  
414 Crandall Bldg.  
Salt Lake City, Utah 84101

Glenn H. Bjornn, Editor  
SALT LAKE TIMES  
711 S.W. Temple  
Salt Lake City, Utah 84101

Sherman D. Harmer, Editor  
UTAH CATTLEMAN  
Hotel Newhouse  
402 So. Main St.  
Salt Lake City, Utah 84101

Robert E. Smith, Editor  
CROW'S FOREST PRODUCTS DIGEST  
Terminal Sales Bldg.  
Portland, Ore. 97205

(more)

Editor  
JOURNAL OF RANGE MANAGEMENT  
Box 5041  
Portland, Oreg. 97213

C. G. Sturm, Editor  
LOGGER AND LUMBERMAN  
231 Multnomah Hotel  
Portland, Oreg. 97204

Editor  
THE OREGONIAN  
1320 S.W. Broadway  
Portland, Oreg. 97201

Arden Prangborn, Editor  
OREGON JOURNAL  
1320 S.W. Broadway  
Portland, Oreg. 97201

William Dawkins, Editor  
WESTERN TIMBER  
711 S.W. Alder St.  
Portland, Oreg. 97205

Harold H. Keil, Editor  
WORLD WOOD  
731 S.W. Oak Street  
Portland, Oreg. 97205

E. E. Voorhies, Editor  
GRANTS PASS COURIER  
P. O. Box 610  
Grants Pass, Oreg. 97526

E. K. Anderson, Editor  
GRANTS PASS BULLETIN  
Grants Pass, Oreg. 97526

Wilfred Woods, Editor  
WENATCHEE WORLD  
Wenatchee, Wash. 98801

Editor  
POST-INTELLIGENCER  
P. O. Box 1909  
Seattle, Wash. 98111

M. M. Bean, Editor  
JOURNAL OF COMMERCE &  
NORTHWEST CONSTRUCTION RECORD  
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Seattle, Wash. 98104

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Nomination for Career Service Award

A. JUSTIFICATION FOR NOMINATION

Throughout a career spanning more than three decades of ever-increasing responsibilities, Mr. Cliff has demonstrated those qualities which exemplify the highest ideals of public service. He has made a record and set an example of leadership that is truly outstanding in terms of efficiency, achievement, character, and service.

1. Efficiency and Achievement

Mr. Cliff has proved to be an effective manager of men and money. Sustained and productive efforts to eliminate opportunities for duplication or waste have come from his personal leadership in the continuous struggle to reduce costs. (Exhibits A and B.) Tangible evidence of this type of leadership and attitude is expressed in letters signed by President Johnson and Secretary Freeman in August of 1966 commenting on Forest Service response to a joint review of management practices and manpower utilization. (Exhibit C.) Secretary Freeman pointed out that: "Forest Service enthusiasm and sincerity was illustrated when Chief Ed Cliff presented a plan for action to me at the same time the Survey Team gave me its preliminary recommendations. When I approved this plan he immediately set tight deadlines and assigned his top people to the task." President Johnson's reply stated: "Historically the Forest Service has been an outstanding leader in management." And, "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving."

The superior performance and accomplishments of Mr. Cliff have brought widespread recognition--both formal and informal. The language of the citation he received with his honorary degree of Doctor of Science from Utah State University in 1965 is one measure: (Full Text, Exhibit D.)

"As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century. Your professional career has been a series of successes from the humble beginning as a forest guard to the Chief of our Nation's great Forest Service...You have thought big, planned comprehensively, and worked grandly...Your high scholastic abilities have served your country well... Your leadership has furnished incentive, imagination and studious analysis of utilization and conservation. You have assigned new values to and provided new understanding



of forest, range, and wildlife resources. You have modified and developed, indeed created, new attitudes toward these significant national assets..."

Another outstanding illustration of the superior level of performance attained by Mr. Cliff is his selection in 1962 to receive the highest honor bestowed by the Department of Agriculture, the Distinguished Service Award. His citation reads:

"For consistently outstanding vision, courage, and dedicated leadership in administering and managing the use of National Forests and National Grasslands in an age of conflicting interests and dynamic change."

One measure of public service is stewardship of public resources. Perhaps with more success and skill than any other man, Mr. Cliff has devoted his life to discovering and teaching and applying the principles to follow in administering public lands and resources. Today, he is the leading exponent of conservation as the wise use of natural resources. He has nurtured and given substance to the concept of multiple use resource management.

His record is replete with examples of farsighted planning and program development which have guided the Forest Service through critical periods of change and growth. The scope and significance of this public service is great. For example, in 1952, timber harvests from the National Forests totaled 5.1 billion board feet; in 1965, the figure was 11.9 billion. In 1952 recreation visits to the National Forest System totaled 33 million; in 1965 recreation use totaled 160 million visitor days.

But Mr. Cliff's record and his concept of public service range far wider than the National Forest System which bears his imprint so well. His tenure as Chief has been marked by unprecedented advances in cooperative relationships with timber industries, State forestry organizations, and other Federal agencies. In 1966 the National Forest Products Association honored him with the "Hands of Cooperation Award" to "... recognize your remarkable contributions to forest management and the leadership you have taken in awakening public opinion to the vital role our forest resources play in the economic life of the country." And for his "...inspiration and leadership in the management, preservation and conservation of public and private forest resources." He is held in equally high esteem by leaders in other types of groups--recreation, wildlife, range, research, etc.



## 2. Character

In an organization where integrity and devotion to the principles of public service are traditional and ingrained throughout the ranks, Mr. Cliff's character and personal leadership stand out. He is well known throughout the Forest Service; and he knows literally thousands of employees on a first-name basis because of his outgoing personality, informal manner, and genuine interest in people. It is for this reason that he is able, by personal example, to motivate and inspire personnel throughout the agency toward the highest standards of service and integrity.

The ability to lead the way in solving complex problems and in resolving long-standing disputes and conflicts involving use of public resources has been one of Mr. Cliff's outstanding characteristics throughout his career. He has had the vision, courage, tact and leadership needed to convince others to move in the direction of the public good rather than bog down in the strife and turmoil of short-range, parochial interests. This, too, exemplifies public service of the highest order.

The leadership and direction that flow from Chief Cliff also stem from the professional stature and technical competence for which he is well known in forestry and conservation circles around the world. The reputation and respect that he commands <sup>are</sup> is a vital source of strength to the Forest Service, to the professions which he represents, and, indeed, to the Nation. He has outstanding analytical ability and mature judgment. Yet, his technical knowledge and competence <sup>is</sup> matched with a strong sense of fair play and a sympathetic understanding which guarantees decisions that are objective and scrupulously sound in moral principle.

He has been especially successful in communicating with young people--college students, youth organizations, Future Farmers, and so forth. He conveys an unmistakable feeling of sincerity, integrity, and service that never fails to inspire his audience--large or small. He is exceptionally generous with his time and energy in keeping himself accessible and available to advise, inform and consult with all kinds of groups.

### 3. Service

Mr. Cliff's record of service traces a path of professional and individual growth that could be a model for this type of a Government career. All the stages are there to provide the breadth of experience and the patterns of increasing responsibility so essential to employee development. His career as a Government Forester began with his first assignment as an assistant ranger in August 1931. From 1935 to 1939 he was in charge of wildlife management on the National Forests of the Pacific Northwest Region with headquarters in Portland, Oregon. In May 1939 he was appointed Supervisor of the Siskiyou National Forest and in January 1942 was promoted to the supervisorship of the Fremont National Forest, both in Oregon. In April 1944 Mr. Cliff was transferred to Washington, D.C., as Assistant Chief of the Division of Range Management. In September 1946 he was promoted to <sup>the position of</sup> Assistant Regional Forester in charge of the Division of Range and Wildlife Management for the Intermountain Region, with headquarters at Ogden, Utah. He was appointed Regional Forester for the Rocky Mountain Region with headquarters in Denver, Colorado, holding that position from January 1950 until his transfer to Washington, D.C., in 1952 as Assistant Chief of the Forest Service, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests.

On March 18, 1962, Mr. Cliff was <sup>selected</sup> named to be Chief of the Forest Service. In that capacity he has provided national and international leadership in forestry and related matters of all kinds. Most of his responsibilities fall within three primary areas: (1) a full-scale national program of forestry research; including cooperative work with universities, industry and others; (2) cooperative forestry programs designed to aid and promote improved protection, management and use of resources on State and private lands; this involves all 50 States, timber industries, rural areas development, etc.; and (3) protection, development and management of the National Forest System--an area of some 186 million acres. Since his appointment in 1962, Mr. Cliff has filled this top-level career position with eminent success as a leader, a statesman, an administrator, and perhaps most of all, as a dedicated public servant.

### B. Human Interest Factors

Mr. Cliff enjoys the happy combination of boundless energy, a prodigious capacity for work, insatiable interest in scores of subjects, and a unique ability to digest and then recall the most detailed background information. His articulate, authoritative, and thoughtful responses to questions, at Congressional Hearings for example, are a lesson in the art of oral communication and technical exposition. He is equally at ease with Presidents and shepherders; with learned professors, with young men in Job Corps Conservation Centers, and with peasants in Vietnam.

The painstaking authentic restoration of one of the original old homes in the historic section of Alexandria has been a rewarding hobby for Mr. and Mrs. Cliff in addition to providing them with a home that is a model of early American architecture and antique furnishing. In addition, he has played an important role in helping to preserve the historic values of that city.

Despite any provocation, he is incapable of anything less than a deliberate statesmanlike, well-reasoned response that is appropriate to the high office he occupies and holds in such obvious respect. His is a warm, outgoing, friendly personality devoid of any trace of self-importance. A newspaper item in the June 21, 1966 issue of the Chronicle of Houston, Texas entitled "No Stuffed Shirts in the Forest Service" is a case in point. (Exhibit ~~CA~~ <sup>CB</sup>) The gist of the article was that during an inspection of a Forest Service Recreation Area, Chief Cliff stopped to go over and pick up the pieces of a broken bottle; an illustration of his well-known philosophy that nobody in the Forest Service is too good to do any job that needs doing.

#### C. Participation in Professional, Social, and Civic Matters

One example of his broad perspective and ability to carry additional responsibility, he has an absorbing interest in American Place Names and the many facets of history associated with them. He has been the USDA representative on the Board on Geographic Names since 1953. He was Chairman of the Board 1961-65, and has twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain. He carries a leadership role in The Wildlife Society, The American Society of Range Management, The Wilderness Society, and The National Council of The Boy Scouts of America. He is a member of The Boons and Crockett Club and the Cosmos Club. He is a Fellow in The Society of American Foresters and is the Nation's acknowledged leader in his profession. He is much sought after as a speaker and discussion leader at national meetings of many types of professional and other organizations.

Mr. Cliff responds to the fullest degree possible in meeting requests to participate in banquets, dedications, anniversaries, testimonials, receptions, annual meetings, and other social events. He brings stature and grace to all such occasions.

Mr. Cliff's public service career has <sup>superior</sup> ~~had~~ <sup>involved outstanding</sup> substantial <sup>in international forestry</sup> international impact. He has served as the Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization. In 1966 he was Chairman of the U.S. Delegation to the Sixth World Forestry Congress at Madrid and served as Vice President of the Congress. In the same year he served on a special forestry study team in South Vietnam and reviewed the forestry situation in the Dominican Republic.

D. List of organizations: The list of organizations, journals, news media, etc that would be interested in Mr. Cliff's selection is, of course, extensive.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 31, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Career Service Award for 1967

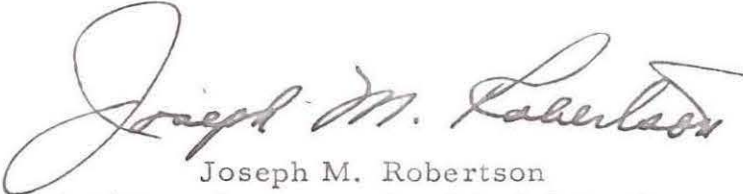
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The National Civil Service League grants ten awards each year in recognition of significant career service in the Federal Government. Awards are based on the following achievements:

1. A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
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3. At least 10 years Federal service. This includes military service. It need not be all in one agency. There must be evidence of achievement and career progression.

Nominations are due in the Office of Personnel by November 10, 1966. The format for nominations is included in Personnel Bulletin No. 451-49 dated October 24, 1966.

Please give this matter serious thought and attention.



Joseph M. Robertson  
Assistant Secretary for Administration

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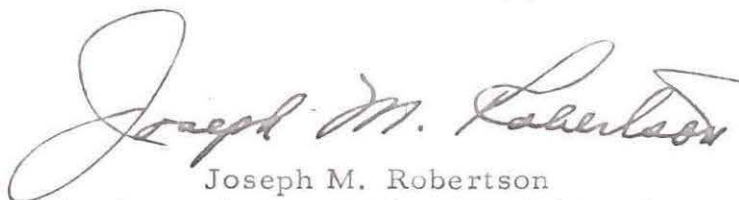
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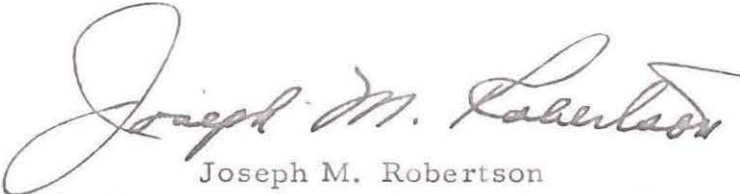
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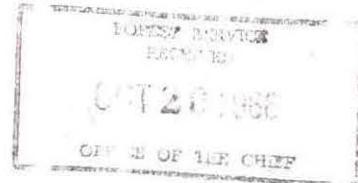


UNITED STATES DEPARTMENT OF AGRICULTURE  
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October 24, 1966

PERSONNEL BULLETIN NO. 451-49

SUBJECT: Career Service Award



NOMINATIONS DUE NOVEMBER 10, 1966

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Agency Heads should select candidates clearly identified as career employees making Government service their life work. Men and women in all grades are eligible. Award criteria and format are included in the attached announcement.

Please submit five copies of each nomination to this Office by November 10, 1966. Four pictures are also required.

Former USDA winners of the Career Service Award are listed on the reverse side of this sheet.

Director of Personnel

Attachment

INQUIRIES: Employee Development, Safety and Welfare Division, Extension 5618

DISTRIBUTION: Agency Heads, Personnel Officers, and Incentive Awards Officers

PB-389

Bulletin Expires: June 1, 1967

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<u>AGENCY</u>	<u>NAME</u>	<u>YEAR</u>
SEC	Ralph S. Roberts (Transferred to State Department)	1961
SCS	Lyle T. Alexander	1959
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## CAREER SERVICE AWARDS

### National Civil Service League Annual Presentation Honoring Career Public Servants

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**THE AWARD:** The Career Service Award recipients will be presented with a scroll and will be guests of honor at a dinner in Washington, D.C. to be addressed by a nationally prominent speaker and attended by many leaders of government, business, education, and the professions.

**BASIS OF SELECTION:**

1. Efficiency and achievement - A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
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**WHAT TO SUBMIT:** Each agency and department head may nominate three candidates by submitting:

1. Four copies of a written statement, no more than five pages in length containing:
  - A. Justification in detail for the nomination in terms of the primary considerations noted as the basis for selection.
  - B. Human interest factors especially related to the candidate's career that would give insight into the candidate's character and assist in promulgation of widespread publicity on the candidate's selection.

(Over)

- C. Comments on the candidate's participation in professional, social and civic activities and organizations.
  - D. A list of organizations, (e.g., schools & C, above) and media (professional journals, home town press, etc.) that might be interested in the candidate's selection and thus promote the prestige of public service.
2. Pictures of the candidate, including four 8" x 10" glossy prints.
  3. Forty copies of a summary statement, preferably one page long, organized as indicated below:

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ORGANIZATIONAL LOCATION:

MARITAL STATUS:

RESIDENCE ADDRESS:

DATE & PLACE OF BIRTH:

EDUCATION AND DEGREES (INCLUDING NAMES OF SCHOOLS):

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BRIEF STATEMENT SETTING FORTH IN SUMMARY THE SUBSTANTIVE ACHIEVEMENTS WHICH QUALIFY THE CANDIDATE FOR CONSIDERATION AND INDICATING THE AGENCY HEAD'S PRIMARY REASON(S) FOR SUBMITTING THE CANDIDATE'S NAME.

Submitted by: \_\_\_\_\_

(agency head's signature on original only)

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Submit materials to National Civil Service League, 1346 Connecticut Ave., N.W., Washington, D.C. 20036

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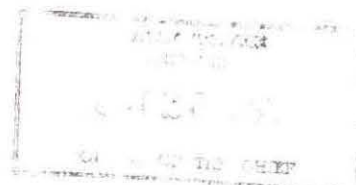


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Submitted by: \_\_\_\_\_  
(agency head's signature on original only)

NOTE: SUPPLEMENTAL MATERIAL MAY BE SUBMITTED, BUT THE MATERIAL ABOVE SHOULD STAND ON ITS OWN.

Submit materials to National Civil Service League, 1346 Connecticut Ave., N.W., Washington, D.C. 20036





**EDWARD P. CLIFF**  
221 NORTH ROYAL STREET  
ALEXANDRIA, VIRGINIA 22314

703 548-3835

June 2, 1972

To Our Forest Service Friends:

I have been retired from the Forest Service for a few days more than a month and am still in somewhat of a daze from the magnificent send-off you gave to Kathryn and me. The reception in the Patio of the Administration Building was great. The program and decor were novel and represented a lot of imagination and hard work on the part of the Committee representing the Forest Service Employees Association. Our thanks to them; and to all of you who attended.

The party at the Marriott was one of the highlights of my life. We were overwhelmed by the outpouring of goodwill and by your generosity. We deeply appreciate the wonderful array of gifts that came from the Forest Service family as a whole, the Foresters' Wives Club, the Regional Foresters, State and Private Forestry and the Area Directors, and the various Regions, Stations, and Areas.

For the gifts that came from all of you -- many thanks. Nothing could have pleased a hunter more than the Beretta Over-and-Under Shotgun, or a camera fan more than the Nicromat Camera with extra-wide angle lens, and the carousel projector and screen. The tape recorder will be most useful in my new business. And the two Wendelin paintings are something special. Kathryn was delighted with the antique pewter mug, the jewelry, and the flowers.

I shall not mention in this note the many lovely gifts from the individual Units of the Service. Instead, I am writing to each a special note of appreciation. I am also striving to respond to the hundreds of letters -- those in the two Books presented at the party, and the hundred or so that have come in since. I have about two-thirds of that pleasant job done. Those of you who have not received a reply to your letter will in due course if my writing hand holds out.

Most of all, Kathryn and I appreciate your loyalty and friendship and the opportunity to say thank you, goodbye, and Godspeed.

Sincerely,

  
EDWARD P. CLIFF

1967

SUMMARY STATEMENT: CAREER SERVICE AWARD NOMINATION

Name, Title and Grade:

Edward P. Cliff  
Chief, Forest Service  
U.S. Department of Agriculture  
Executive Pay Act

Length of Service:

38 years

Marital Status:

Married, two daughters

Organizational Location:

Washington, D.C.

Date and Place of Birth:

9/3/09, Heber City, Utah

Residence Address:

221 North Royal Street  
Alexandria, Virginia

Education and Degrees:

Bachelor of Science in Forestry, 1931;  
Honorary Degree - Dr. of Science, 1965;  
(Utah State University, Logan, Utah)

Career Synopsis: (All Forest Service) -- 1929-31, seasonal work on National Forests. Permanent appointment, August 1931. Various positions thereafter, including Assistant Ranger, Ranger, Jr. Range Examiner, and Forest Supervisor through April 1944, when he was selected Assistant Chief of the Division of Range Management in Washington, D.C. In September 1946, was selected Assistant Regional Forester, Ogden, Utah, then Regional Forester in Denver, Colorado in January 1950. In July 1952, he became Assistant Chief of the Forest Service in charge of National Forest Administration, and Chief in March 1967.

Summary Statement:

In an organization where integrity and the devotion to duty and public service are ingrained through the ranks, Mr. Edward P. Cliff's personal leadership and character stand out. Beginning as a part-time forest guard, he has moved steadily up to head the agency he started with 38 years ago.

The scope and complexity of the operations he directs affect the lives and the livelihood of millions through the everyday use and enjoyment of the nation's natural resources, both on public and private forest lands.

An engaging personality, an informal manner, and genuine interest in people have enabled him to motivate his employees and radiate a beneficial influence in conservation that is far-reaching.

Through greater use of limited natural resources, he has made a significant contribution to revitalizing rural America.

His administrative efficiency is remarkable, his achievements are outstanding, and his character sets a high standard for the entire career public service. In a time when the conservation of man's total environment is at stake, it is a privilege for me to propose a man of Ed Cliff's stature for a Career Service Award.

Submitted by \_\_\_\_\_  
Secretary of Agriculture



EDWARD P. CLIFF

The following is in support of the nomination of Edward P. Cliff, Chief of the Forest Service, for the Career Service Award of the National Civil Service League. In a career spanning more than three decades, Mr. Cliff has exemplified the highest ideals of the career public servant. His record in terms of efficiency, achievement, and character well deserves further recognition.

1. Efficiency in Administration:

The scope and complexity of the operation directed by Mr. Cliff requires alert and efficient management as a standard way of doing business, to which he has applied new and better methods in each of the various positions he has held during a long career. The lands he is responsible for administering -- the National Forest System -- are larger than the combined area of France and the United Kingdom, bigger than 51 independent nations of the world. The agency sells more timber than any company in the world, and runs the world's biggest fire department. Its road system -- 190,000 miles -- would circle the earth seven times. Its work and influence on State and private lands extends to 396 million acres of the country's woodlands. Its full-scale national program of forestry research employs the talents of more than 45 separate scientific disciplines, including cooperative work with universities and industry, and the world-famous Forest Products Laboratory at Madison, Wisconsin. Mr. Cliff directs the activities of 22,000 permanent employees and up to 44,000 including temporary summer workers.

Mr. Cliff's constant concern for maximum effectiveness and safety has led to outstanding training achievements and remarkable savings. A forest fire simulator is a training device that projects a picture of a forest fire on a movie screen and permits off-season training of foreman and fire bosses. It has proved so effective that universities and State governments are now using it, as well as Civil Defense agencies. Since 1952, forest fire losses have been reduced significantly through the use of new aerial fire-fighting techniques, such as infra-red mapping through smoke and darkness, smokejumpers, and the effective Smokey Bear fire prevention public relations campaigns.

A series of training accomplishments, beginning in 1962, resulted in an exemplary set of training guides, programmed instructions, and career development. A new centralized field training unit was established. One training system set up by Mr. Cliff resulted in a \$200,000 savings in one year. Many of these training methods have become models for other government agencies.

His personal interest and encouragement has resulted in a greatly accelerated employee suggestion program. For example, three employees alone suggested ideas resulting in \$120,000 savings last year. Since 1962, employee personal injury rate has been reduced 21 percent and motor vehicle accident rate by 24 percent through more effective leadership, supervision, and training. Mr. Cliff's goal for overall cost reduction and operations improvement in 1966 was \$10.5 million, but savings exceeded this by \$3.8 million.

The ability to pull together, unify, and facilitate such a vast complexity of people and activities is the thing that makes Mr. Cliff's direction and leadership exceptionally outstanding.

## 2. Achievements:

Since he became Chief in 1962, Mr. Cliff's brilliant leadership in the forestry phases of this Department's responsibilities is supported by facts and figures that illustrate unprecedented growth in business, in jobs, and services to the American people.

Timber harvest from National Forests rose from 4.5 billion board feet in 1952, with a value of \$59.3 million to 12 billion board feet in 1967, with receipts to the Treasury of \$174 million. In 1966, the Forest Service passed its second billion in receipts, the second billion having been received in just seven years. He is responsible for creating the image of National Forests as "America's Outdoor Playgrounds." In addition, an interpretive program has been inaugurated whereby visitors to National Forests learn about what they are seeing, and gain an appreciation of the many products and uses of forests generally.

Growing winter sports have been encouraged by new sports areas built on National Forests, to the extent that 70 percent of all winter sports are now centered on these public lands. Private capital invested in these areas totals more than \$75 million.

Recent innovative developments include balloon logging that eliminates damage to critical watersheds and permits timber harvest in inaccessible areas; a gyro-stabilized trail carrier that takes the place of four pack mules; increasing use of biological controls to fight forest insect pests as substitutes for the more poisonous chemical insecticides; and research results that led the way for a \$20 million-a-year industry in the South in the production of plywood from southern pines.

In addition to his work in the United States, Mr. Cliff is known in forestry and conservation circles around the world. He has served as Chairman of the North American Forestry Commission of the United Nations Food and Agricultural Organization, and he served on special studies and forestry missions to South Vietnam, Dominican Republic, and Mexico. He was Chairman of the United States Delegation to the Sixth World Forestry Congress at Madrid and a Vice President of the Congress.

*Australia - Grassland Conf.*

## 3. Character and Human Interest Factors:

Never too busy to stop and chat with people, Mr. Cliff enjoys the happy combination of boundless energy, capacity for work, an insatiable interest in scores of subjects, and the ability to digest and then recall detailed background information. His articulate and thoughtful responses to questions at Congressional hearings, for example, are a lesson in the art of oral communication. He is equally at ease with Presidents and shepherders, with learned professors, young men in Job Corps Centers, or peasants in Vietnam where he has been to look at that country's forests. His is a warm, outgoing personality totally devoid of self-importance.

A recent item in the Houston (Texas) Chronicle is a good example. While inspecting a forest recreation area, Mr. Cliff stopped to go over and pick up the pieces of a broken bottle -- an illustration of his well-known philosophy that no employee is too good to do any job that needs doing. The story was headed, "No Stuffed Shirts in the Forest Service."

During his career, Chief Cliff has been at least once to every one of the 154 National Forests, 19 National Grasslands, and 10 research stations, as well as to a number of foreign countries.

He was an active Boy Scout, re-entered Scouting in 1952, as a Merit Badge Counsellor, and is now a member of the National Council. In Heber, Utah, where he was born and grew up, neighbors still remember him as a studious, athletic boy who had to work hard after his father died, leaving his mother and seven other children.

While working his way through Utah State Agricultural College, he was a guard on the Varsity football team for three years, and captured the American Legion's Award for the letterman with the highest academic average.

The following year, he received the Varsity Football Award and the Reserve Officers' Training Corps Scholarship Medal. His Alma Mater has now honored him with its annual Founder's Day Distinguished Service Award and an honorary Doctor's degree.

The painstaking, authentic restoration of one of the original old homes in historic Alexandria, Virginia, has been a rewarding hobby for Mr. and Mrs. Cliff, in addition to providing them with a home that is a model of early American architecture and antique furnishings. He has also played an important role in helping to preserve the historic values of that city.

As an ardent fisherman and outdoorsman, the Chief puts many a young forester to the test in fly-casting, spotting game or sign, handling the cooking or campfire chores, or putting a diamond hitch on a pack horse.

#### 4. Civil Rights and Equal Opportunity in Employment:

Chief Cliff's leadership in this area includes active operation to employ minority group members. Nationwide needs were determined and recruiting schedules were set, including, for example, increased recruiting at Negro colleges. As a result, minority group members are working in business management, engineering, accounting, digital computer programming, teaching and counselling. Graduates of Job Corps Conservation Centers are urged to continue schooling and aim toward a career with the Forest Service.

#### 5. Basic Change in Forestry and Conservation:

In the years of Ed Cliff's tenure in Washington, as Assistant Chief and as Chief, the whole area of forestry and related natural resource conservation has undergone a basic change -- tied primarily to a growing population, greater mobility, and the need for more productivity from the nation's forests. A mushrooming boom in outdoor recreation places ever greater demands on forest lands. The professional forester is no longer left alone to manage his woods; everybody is interested, and all have ideas about how lands should be managed. Mr. Cliff's answer to this change has been to apply and further refine the Forest Service-developed multiple use principle, to intensify land management so that the increased products and services can be provided from the same land while protecting and enhancing it at the same time.

In nurturing the concept of multiple use, Mr. Cliff has led the way for greater livestock and forage production, water for rural communities, accelerated timber harvests, increased fish and wildlife, and recreation opportunities in the combination

of goods and services best suited to the needs of local areas and the national economy. This concept was sanctioned by the Congress in 1960 in the passage of the Multiple Use and Sustained Yield Act.

Multiple use, now widely practiced by forest industry and internationally accepted, is showing results in revitalizing rural communities while also helping to furnish the outdoor recreation opportunities a highly urbanized nation is demanding. His leadership, as well as many of the programs he directs, encompass the broad conservation of man's total environment -- from a well-managed forest to clear water and clean air. In the vital area of natural resource conservation, he is meeting the problems of a rapidly changing nation with foresight and skill, and a steady hand at the helm.

#### 6. Participation in Professional, Social and Civil Matters

Mr. Cliff has taken active interest in the affairs of his community wherever he has been. His professional interest has also been strong and active. He has contributed to promotion of scientific advancement in many ways like promoting and setting up policy-making conferences and developing scientific literature and periodicals. He is a fellow of the Society of American Foresters, and carries leadership roles in the American Society of Range Management and the Wildlife Society; a member of the Boone and Crockett Club, Cosmos Club, and Wilderness Society; and has long served on the Board of Geographic Names, twice representing the United States at meetings of the Permanent Committee on Geographic Names in Great Britain. He is frequently invited to participate in banquets, dedications, anniversaries, testimonials, receptions, and social events, bringing stature and grace to all occasions.

A LIST OF NEWS MEDIA

Mr. F. W. Mountford, Editor  
WASATCH WAVE  
Heber, Utah

Mr. N. L. Christensen, Editor  
PROVO HERALD  
Provo, Utah

Editor  
SALT LAKE CITY TRIBUNE  
143 S. Main Street  
Salt Lake City, Utah

Mr. Wilfred Woods, Editor  
WENATCHEE WORLD  
Wenatchee, Washington

Editor  
SPOKESMAN REVIEW  
927 Riverside Avenue W.  
Spokane, Washington

Editor  
STANDARD-EXAMINER  
Kiesel Building  
Ogden, Utah

Editor  
STUDENT LIFE  
Utah State University  
Logan, Utah

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WASHINGTON POST  
1515 L. Street, N.W.  
Washington, D.C.

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WASHINGTON STAR  
225 Virginia Avenue, S.E.  
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JOURNAL OF FORESTRY  
1010 16th Street, N.W.  
Washington, D.C.

Mr. James B. Craig, Editor  
AMERICAN FORESTS  
919 17th Street, N.W.  
Washington, D.C.

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THE IZAAK WALTON MAGAZINE  
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Glenview, Illinois

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Conservation Education Division  
National Wildlife Federation  
1412 16th Street, N.W.  
Washington, D.C.

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NATIONAL PARKS MAGAZINE  
1300 New Hampshire Avenue, N.W.  
Washington, D.C.

Mr. Albert G. Hall, Editor  
WHAT'S HAPPENING IN FORESTRY  
P.O. Box 4553  
Washington, D.C.

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Box 5041  
Portland, Oregon

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OREGON JOURNAL  
1320 S.W. Broadway  
Portland, Oregon

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Denver, Colorado

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KUSU-TV  
Logan, Utah

Mr. Kerry Lease, News Director  
KVNU  
Logan, Utah

KBYU-TV  
Attention: Roy Gibson, News Director  
Salt Lake City, Utah

KBYU-FM  
Brigham Young University  
Provo, Utah

Radio Station KMEL  
Wenatchee, Washington

Mr. Roland Herriges, News Director  
KHQ-TV  
Spokane, Washington

Radio Station KHQ  
Spokane, Washington

Mr. Bert Tucker, News Director  
Radio Station KDNC  
Davenport Hotel  
Spokane, Washington

KWCS-TV  
1122 Washington Building  
Ogden, Utah

Mr. Lee Jorgensen, News Director  
Radio Station KANN  
Ogden, Utah

Mr. Deacon Anderson, News Director  
KING-TV  
320 Aurora Avenue N.  
Seattle, Washington

Radio Station WTOP  
Broadcast House  
Washington, D.C.

KOMO-TV  
Mr. John Komo, News Director  
100 4th Avenue N.  
Seattle, Washington

Radio Station KAYO  
Mr. Bill Goff, News Director  
2939 4th Avenue South  
Seattle, Washington

Radio Station KBLE  
Mr. George A. Wilson, President  
114 Lakeside Avenue  
Seattle, Washington

Mr. Richard Ross, News Director  
KGW-TV  
1501 S.W. Jefferson Street  
Portland, Oregon

KOIN-TV  
Mr. John Armstrong, Exec. News Editor  
140 S.W. Columbia Street  
Portland, Oregon

Radio Station KGW  
Mr. James B. Miller, News Director  
1501 S.W. Jefferson Street  
Portland, Oregon

Radio Station KOIN  
Mr. Lester Halpin, News Director  
140 S.W. Columbia Street  
Portland, Oregon

WTOP-TV  
Mr. Edward F. Ryan, News Director  
40th & Brandywine Streets, N.W.  
Washington, D.C.

WETA-TV  
1225 19th Street, N.W.  
Washington, D.C.

WMAL-TV  
Mr. Theodore N. McDowell, News Manager  
4461 Connecticut Avenue, N.W.  
Washington, D.C.

Radio Station WRC  
Mr. David Dary, News Manager  
2001 Nebraska Avenue, N.W.  
Washington, D.C.

UNITED STATES DEPARTMENT OF AGRICULTURE  
OFFICE OF PERSONNEL  
WASHINGTON, D.C. 20250

October 11, 1967

PERSONNEL BULLETIN NO. 451-63

SUBJECT: Career Service Award

*Submitted. Hand carry  
11/6/67 to Dr. Doherty's  
Office -*  
*(MS)*

NOMINATIONS DUE NOVEMBER 6, 1967

The National Civil Service League contributes yearly to public recognition of quality in Government service through the Career Service Award. Federal employees with at least 10 years service whose careers have been outstanding, are eligible for nomination. This award is granted for efficiency, achievement, and character.

Agency Heads should select persons clearly identified as career employees making Government service their lifework. Men and women in all grades are eligible. Award criteria and format are shown in the attached announcement.

Please submit five copies of each nomination to this Office by November 6, 1967. Five pictures are also needed.

Former USDA winners of the Career Service Award are listed on the reverse side of this sheet.

*Carl R. Barnes*

Director of Personnel

Attachment

**INQUIRIES:** Employee Development, Safety and Welfare Division,  
Extension 5618

**DISTRIBUTION:** Agency Heads, Personnel Officers, and Incentive  
Awards Officers

PB-455

**BULLETIN EXPIRES:** June 1, 1968

USDA Winners of the Career Service Award

<u>AGENCY</u>	<u>NAME</u>	<u>YEAR</u>
ASCS	Horace D. Godfrey	1966
SEC	Ralph S. Roberts (Transferred to State Department)	1961
SCS	Lyle T. Alexander	1959
FS	Dr. Richard E. McArdle (Retired)	1958
AMS	Richard T. Cotton (Retired)	1956



CAREER SERVICE AWARDS

National Civil Service League Annual Presentation  
Honoring Career Public Servants

PURPOSE:

This National Civil Service League program is undertaken to strengthen the public service by bringing national recognition to significant careers in the Federal Service.

The League will grant awards to ten career employees who exemplify in an outstanding manner the primary characteristics of the career service: efficiency, achievement, character, and service. Extensive publicity through television, radio, magazines, and newspapers will be given to the selections and the presentation of the awards.

THE AWARD:

The Career Service Award recipients will be presented with a scroll and will be guests of honor at a dinner in Washington, D. C. to be addressed by a nationally prominent speaker and attended by many leaders of government, business, education, and the professions.

BASIS OF SELECTION:

1. Efficiency and achievement - A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
2. Character - A record of integrity and devotion to the principles of public service.
3. Service - At least 10 years (including military service), not necessarily all in one agency. This must give evidence of achievement and career progression.

INSTRUCTIONS TO AGENCIES NOMINATING CANDIDATES

Agency and department heads are invited to nominate candidates. Men and women in all grades and occupations, in the field, overseas, and in the departmental service are eligible. Nominees must meet the "Basis of Selection" criteria established in the Announcement (see above). They must be employed in one of the career services of the Federal government or by their records, be clearly identified as career employees making government service their lifework.

WHAT TO SUBMIT: Each agency and department head may nominate three candidates by submitting:

1. Four copies of a written statement, no more than five pages in length containing:
  - A. Justification in detail for the nomination in terms of the primary considerations noted as the basis for selection.
  - B. Human interest factors especially related to the candidate's career that would give insight into the candidate's character and assist in promulgation of widespread publicity on the candidate's selection.

(over)

- C. Comments on the candidate's participation in professional, social and civic activities and organizations.
  - D. A list of organizations, (e.g., schools & C, above) and media (professional journals, home town press, etc.) that might be interested in the candidate's selection and thus promote the prestige of public service.
2. Pictures of the candidate, including four 8" x 10" glossy prints.
  3. Forty copies of a summary statement, preferably one page long, organized as indicated below:

NAME, TITLE AND GRADE:

LENGTH OF SERVICE:

ORGANIZATIONAL LOCATION:

MARITAL STATUS:

RESIDENCE ADDRESS:

DATE & PLACE OF BIRTH:

EDUCATION AND DEGREES (INCLUDING NAMES OF SCHOOLS):

CHRONOLOGICAL SYNOPSIS OF CAREER SERVICE PROGRESSION, SHOWING TITLES & GOVERNMENT ORGANIZATIONS:

BRIEF STATEMENT SETTING FORTH IN SUMMARY THE SUBSTANTIVE ACHIEVEMENTS WHICH QUALIFY THE CANDIDATE FOR CONSIDERATION AND INDICATING THE AGENCY HEAD'S PRIMARY REASON(S) FOR SUBMITTING THE CANDIDATE'S NAME.

Submitted by: \_\_\_\_\_

(Signature of Head of Department)

NOTE: SUPPLEMENTAL MATERIAL MAY BE SUBMITTED, BUT THE MATERIAL ABOVE SHOULD STAND ON ITS OWN.

Late 1966

# BIOGRAPHICAL SKETCH

## SUMMARY STATEMENT: CAREER SERVICE AWARD NOMINATION

### NAME, TITLE AND GRADE

Edward P. Cliff  
Chief, Forest Service, U.S.  
Department of Agriculture  
Executive Pay Act

### LENGTH OF SERVICE

36 years  
41

### MARITAL STATUS

Mr. Cliff is married to the former Kathryn Mitchell of Logan, Utah. They have two daughters.

### ORGANIZATIONAL LOCATION

Washington, D.C.

### DATE AND PLACE OF BIRTH

September 3, 1909  
Heber City, Utah

### RESIDENCE ADDRESS

221 North Royal Street  
Alexandria, Virginia

### EDUCATION AND DEGREES

Bachelor of Science in Forestry, 1931, Utah State University, Logan, Utah  
Honorary Degree - Doctor of Science, 1965, Utah State University, Logan, Utah

### CAREER SYNOPSIS (All Forest Service)

- 1929-31 (summers): Adm. Guard; Range and Erosion Surveys, Western Pine Beetles Control; Cache National Forest; Utah and Boise National Forests, Idaho.
- Aug. 1931-May 1934: Asst. District Ranger, and District Ranger (1939), Wenatchee National Forest, Washington.
- May 1934-May 1939: Jr. Range Examiner and Assoc. Regional Forest Inspector, Pacific Northwest, Portland, Oregon.
- May 1939-Dec. 1941: Forest Supervisor, Siskiyou National Forest, Oregon.
- Dec. 1941-Apr. 1944: Forest Supervisor, Fremont National Forest, Oregon.
- Apr. 1944-Sep. 1946: Assistant Chief, Division of Range Management, Washington, D.C.
- Sep. 1946-Jan. 1950: Assistant Regional Forester, Intermountain Region, Ogden, Utah.
- ✓ Jan. 1950-July 1952: Regional Forester, Rocky Mountain Region, Denver, Colorado.
- July 1952-Mar. 1962: Assistant Chief, National Forest Administration, Washington, D.C.
- Mar. 1962-Present: Chief of the Forest Service, Washington, D.C.

A long and brilliant record of Government service, culminating in a sustained period of outstanding achievements as the Nation's leading professional forester and public land manager, clearly justifies top-level recognition of Mr. Cliff's performance as a career public servant. His qualifications as a candidate for a Career Service Award are unsurpassed. They include leadership, character, and demonstrated ability of the highest order in promoting and strengthening the efficiency, competence, and dedication of a major public service agency. Under his stewardship the National Forest System has far exceeded all previous outputs of public benefits and the resources therein have never been better protected or managed. Through his guidance, forestry research, cooperative forestry programs and related matters have reached new heights of productive strength and made unequalled contributions to the Nation's welfare. Mr. Cliff personifies the ideal public servant. His example has been and is now a significant upward force shaping the character and performance of Government service. He would be an excellent choice.

Submitted by:

Orville L. Freeman, Secretary  
of Agriculture

Nomination for Career Service Award

A. JUSTIFICATION FOR NOMINATION

Throughout a career spanning more than three decades of ever-increasing responsibilities, Mr. Cliff has demonstrated those qualities which exemplify the highest ideals of public service. He has made a record and set an example of leadership that is truly outstanding in terms of efficiency, achievement, character, and service.

1. Efficiency and Achievement

Mr. Cliff has proved to be an effective manager of men and money. Sustained and productive efforts to eliminate opportunities for duplication or waste have come from his personal leadership in the continuous struggle to reduce costs. (Exhibits A and B.) Tangible evidence of this type of leadership and attitude is expressed in letters signed by President Johnson and Secretary Freeman in August of 1966 commenting on Forest Service response to a joint review of management practices and manpower utilization. (Exhibit C.) Secretary Freeman pointed out that: "Forest Service enthusiasm and sincerity was illustrated when Chief Ed Cliff presented a plan for action to me at the same time the Survey Team gave me its preliminary recommendations. When I approved this plan he immediately set tight deadlines and assigned his top people to the task." President Johnson's reply stated: "Historically the Forest Service has been an outstanding leader in management." And, "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving."

The superior performance and accomplishments of Mr. Cliff have brought widespread recognition--both formal and informal. The language of the citation he received with his honorary degree of Doctor of Science from Utah State University in 1965 is one measure: (Full Text, Exhibit D.)

"As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century. Your professional career has been a series of successes from the humble beginning as a forest guard to the Chief of our Nation's great Forest Service...You have thought big, planned comprehensively, and worked grandly...Your high scholastic abilities have served your country well... Your leadership has furnished incentive, imagination and studious analysis of utilization and conservation. You have assigned new values to and provided new understanding

of forest, range, and wildlife resources. You have modified and developed, indeed created, new attitudes toward these significant national assets..."

Another outstanding illustration of the superior level of performance attained by Mr. Cliff is his selection in 1962 to receive the highest honor bestowed by the Department of Agriculture, the Distinguished Service Award. His citation reads:

"For consistently outstanding vision, courage, and dedicated leadership in administering and managing the use of National Forests and National Grasslands in an age of conflicting interests and dynamic change."

One measure of public service is stewardship of public resources. Perhaps with more success and skill than any other man, Mr. Cliff has devoted his life to discovering and teaching and applying the principles to follow in administering public lands and resources. Today, he is the leading exponent of conservation as the wise use of natural resources. He has nurtured and given substance to the concept of multiple use resource management.

His record is replete with examples of farsighted planning and program development which have guided the Forest Service through critical periods of change and growth. The scope and significance of this public service is great. For example, in F.Y. 1952, timber harvests from the National Forests totaled 4.4 billion board feet; in F.Y. 1966, the figure was 12.1 billion. In 1952 recreation visits to the National Forest System totaled 33 million; in 1965 recreation use totaled 160 million visitor days.

But Mr. Cliff's record and his concept of public service range far wider than the National Forest System which bears his imprint so well. His tenure as Chief has been marked by unprecedented advances in cooperative relationships with timber industries, State forestry organizations, and other Federal agencies. In 1966 the National Forest Products Association honored him with the "Hands of Cooperation Award" to "... recognize your remarkable contributions to forest management and the leadership you have taken in awakening public opinion to the vital role our forest resources play in the economic life of the country." And for his "... inspiration and leadership in the management, preservation and conservation of public and private forest resources." He is held in equally high esteem by leaders in other types of groups such as recreation, wildlife, range, research, and administrative management.

## 2. Character

### *Personal Qualities*

- ✓ In an organization where integrity and devotion to the principles
- ✓ public service are traditional and ingrained throughout the ranks,
- ✓ Mr. Cliff's character and personal leadership stand out. He is well known throughout the Forest Service; and he knows literally thousands of employees on a first-name basis because of his outgoing personality,



informal manner, and genuine interest in people. It is for this reason that he is able, by personal example, to motivate and inspire <sup>personnel</sup> ~~personnel~~ <sup>people</sup> throughout the agency toward the highest standards of service and integrity.

*insert sentence from p. 4* → The ability to lead the way in solving complex problems and in resolving long-standing disputes and conflicts involving use of public resources has been one of Mr. Cliff's outstanding characteristics throughout his career. He has had the vision, courage, tact and leadership needed to convince others to move in the direction of the public good rather than bog down in the strife and turmoil of short-range, parochial interests. ~~This, too, exemplifies public service of the highest order.~~

The leadership and direction that flow from Chief Cliff also stem from the professional stature and technical competence for which he is well known in forestry and conservation circles around the world. The reputation and respect that he commands are a vital source of strength to the Forest Service, to the professions which he represents, and, indeed, to the Nation. He has outstanding analytical ability and mature judgment. Yet, his technical knowledge and competence are matched with a strong sense of fair play and a sympathetic understanding which guarantee decisions that are objective and scrupulously sound in moral principle.

He has been especially successful in communicating with young people-- college students, youth organizations, Future Farmers, and so forth. He conveys an unmistakable feeling of sincerity, integrity, and service that never fails to inspire his audience--large or small. He is exceptionally generous with his time and energy in keeping himself accessible and available to advise, inform and consult with all kinds of groups.

### 3. Service

Mr. Cliff's record of service traces a path of professional and individual growth that could be a model for this type of a Government career. All the stages are there to provide the breadth of experience and the patterns of increasing responsibility so essential to employee development. His career as a Government Forester began with his first assignment as an assistant ranger in August 1931. From 1935 to 1939 he was in charge of wildlife management on the National Forests of the Pacific Northwest Region with headquarters in Portland, Oregon. In May 1939 he was appointed Supervisor of the Siskiyou National Forest and in January 1942 was promoted to the supervisorship of the Fremont National Forest, both in Oregon. In April 1944 Mr. Cliff was transferred to Washington, D.C., as Assistant Chief of the Division of Range Management. In September 1946 he was promoted to the position of Assistant Regional Forester in charge of the Division of Range and Wildlife Management for the Intermountain Region, with headquarters at Ogden, Utah. He was appointed Regional Forester for the Rocky Mountain Region with headquarters in Denver, Colorado, holding that

position from January 1950 until his transfer to Washington, D.C., in 1952 as Assistant Chief of the Forest Service, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests.

On March 18, 1962, Mr. Cliff was selected to be Chief of the Forest Service. In that capacity he has provided national and international leadership in forestry and related matters of all kinds. Most of his responsibilities fall within three primary areas: (1) a full-scale national program of forestry research; including cooperative work with universities, industry and others; (2) cooperative forestry programs designed to aid and promote improved protection, management and use of resources on State and private lands; this involves all 50 States, timber industries, rural areas development, etc.; and (3) protection, development and management of the National Forest System--an area of some 186 million acres. Since his appointment in 1962, Mr. Cliff has filled this top-level career position with eminent success as a leader, a statesman, an administrator, and perhaps most of all, as a dedicated public servant.

*Added sentence to P3*

B. HUMAN INTEREST FACTORS

Mr. Cliff enjoys the happy combination of boundless energy, a prodigious capacity for work, insatiable interest in scores of subjects, and a unique ability to digest and then recall the most detailed background information. His articulate, authoritative, and thoughtful responses to questions, at Congressional Hearings for example, are a lesson in the art of oral communication and technical exposition. He is equally at ease with Presidents and shepherders; with learned professors, with young men in Job Corps Conservation Centers, and with peasants in Vietnam.

Despite any provocation, he is incapable of anything less than a deliberate statesmanlike, well-reasoned response that is appropriate to the high office he occupies and holds in such obvious respect. His is a warm, outgoing, friendly personality devoid of any trace of self-importance. A newspaper item in the June 21, 1966 issue of the Chronicle of Houston, Texas entitled "No Stuffed Shirts in the Forest Service" is a case in point. (Exhibit E.) The gist of the article was that during an inspection of a Forest Service Recreation Area, Chief Cliff stopped to go over and pick up the pieces of a broken bottle; an illustration of his well-known philosophy that nobody in the Forest Service is too good to do any job that needs doing.

The painstaking authentic restoration of one of the original old homes in the historic section of Alexandria has been a rewarding hobby for Mr. and Mrs. Cliff in addition to providing them with a home that is a model of early American architecture and antique furnishing. In addition, he has played an important role in helping to preserve the historic values of that city.



C. PARTICIPATION IN PROFESSIONAL, SOCIAL, AND CIVIC MATTERS

As one example of his broad perspective and ability to carry additional responsibility, he has an absorbing interest in American Place Names and the many facets of history associated with them. He has been the USDA representative on the Board on Geographic Names since 1953. He was Chairman of the Board 1961-65, and has twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain. He carries a leadership role in The Wildlife Society, The American Society of Range Management, The Wilderness Society, and The National Council of The Boy Scouts of America. He is a member of The Boone and Crockett Club and the Cosmos Club. He is a Fellow in The Society of American Foresters and is one of the Nation's acknowledged leaders in this profession. He is much sought after as a speaker and discussion leader at national meetings of many types of professional and other organizations.

Mr. Cliff responds to the fullest degree possible in meeting requests to participate in banquets, dedications, anniversaries, testimonials, receptions, annual meetings, and other social events. He brings stature and grace to all such occasions.

Mr. Cliff's public service career has involved superior statesmanship in international forestry. He has served as the Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization. In 1966 he was Chairman of the U.S. Delegation to the Sixth World Forestry Congress at Madrid and served as Vice President of the Congress. In the same year he served on a special forestry study team in South Vietnam and reviewed the forestry situation in the Dominican Republic *and Mexico*.

D. LIST OF ORGANIZATIONS

The list of organizations, journals, news media, etc., that would be interested in Mr. Cliff's selection is so extensive that it must be presented on separate sheets.

SUMMARY STATEMENT

*Jul*

Name, Title, and Grade

Horace D. Godfrey  
Administrator, ASCS  
Executive Level V

Organizational Location

Washington, D. C.

Residence Address

1126 Anesbury Lane  
Alexandria, Va.

Education and Degrees:

Waxhaw High School  
Waxhaw, N. C.

Charlotte Business School  
Charlotte, N. C.

N. C. State University  
Raleigh, N. C.  
(No degree)

*Winner  
1966*

Length of Service:

32 years

Marital Status:

Married, 3 children

Date and Place of Birth:

August 22, 1915  
Waxhaw, N. C.

Return To:

**E. R. DRAHEIM**

**OP**

**341-W**

Chronological Synopsis: August 1934-May 1948 Various positions in USDA-PMA and predecessor agencies, including Principal Clerk, Junior Field Officer, Senior Administrative Assistant, Raleigh ASCS State Office, Raleigh, North Carolina. June 1941-December 1942 Military service. May 1948-December 1960 State Administrative Officer, ASCS State Office, Raleigh, N. C. January 1961-Present Administrator, ASCS.

Summary Statement:

Mr. Horace D. Godfrey is a career public servant who has come up through Civil Service ranks to head the Agency he has worked for since 1934. In his job as Administrator, he has accomplished goals that could only have been reached by a man with his unique combination of long-time career service plus extraordinary leadership and administrative ability. As I have said publicly, I do not know of a better administrator or a better administered agency anywhere in the entire Federal Government. Under his leadership, ASCS has taken on new programs, growing out of major new legislation in each of 5 straight years, and done this with a reduction in manpower and administrative costs. At the same time, Mr. Godfrey has instituted important changes growing out of the Nation's goal of equal opportunity for minority groups--exhibiting enormous courage, tact, and persuasion in accomplishing this transition smoothly and with continued growth in his Agency's efficiency. The new programs that ASCS has initiated under Mr. Godfrey in the past six years have revived farm income, eliminated wasteful oversupplies, and resulted in large savings to the Government. These programs, plus expanded exports, have brought farmers to a supply balance that permits us now to look toward expanded production of some crops. This is truly "a new era" in agriculture, and I am delighted to propose, for a Career Service Award, a man who has done so much to help create a brighter future for the farmers and consumers of America.

Submitted by:

Orville L. Freeman

Secretary of Agriculture

HORACE D. GODFREY

The following information is in support of the nomination of Horace D. Godfrey for the Career Service Award of the National Civil Service League. Mr. Godfrey is Administrator of the Agricultural Stabilization and Conservation Service of the U. S. Department of Agriculture. He is a product of the career service, having been an employee of the Department of Agriculture since 1934 except for duty with the Air Force in World War II.

1. Efficiency in Administration:

As State Administrative Officer for ASCS in North Carolina for 12 years, Mr. Godfrey achieved a record of efficiency and performance which brought recognition of that State ASCS organization as one of the best government field operations in the United States. Since he became Administrator of that Agency in Washington in 1961, his leadership has brought achievements in employee efficiency, productivity, and performance that are unprecedented in that Agency and generally recognized as outstanding throughout the Federal Government. His personal efficiency and productivity are evidenced by the breadth and variety of his achievements in program administration, his success in advancing the objectives and philosophy of the career service, and his effectiveness in inspiring employees to maximum effort and maximum concern for the public interest.

In the past six years, ASCS has put into operation a number of major new programs. Notwithstanding this additional workload, the Agency has reduced its employment by using a variety of means to increase employee productivity. The man years used in fiscal 1966 were 1,842 fewer than in fiscal 1960 -- a reduction of 6.2 percent. Over-all productivity during this period was increased by more than a third. The importance of the new programs is evidenced by the fact that in fiscal 1966 they required over 50 percent of the total man-power used. This accomplishment was the product of progressive changes in organization, systems and operating methods. It reflects Mr. Godfrey's skill as an administrator based on many years of career service.

2. Leadership in Career Development:

A hallmark of Mr. Godfrey's service since the early years of his career has been an enthusiasm for employee development and an unusual ability to innovate and invent opportunities and institutions to further the careers of both permanent and part-time people.

- (a) In 1935, Mr. Godfrey initiated and carried forward a new policy of employing school teachers and university students on a temporary and part-time basis -- a plan which in three decades has helped many hundreds of young people to get an education.
- (b) Mr. Godfrey began in 1938 a concerted effort to train college and high school students to perform crop measurement work, an activity which in the 99 counties has accounted for about 3,000 temporary jobs a year. Many ultimately graduated from college to become professional career people in agriculture. Mr. Godfrey also suggested to colleges and high schools that training programs be developed and furnished technical personnel to assist in teaching the measurement of land with aerial photographs.

- (c) In the early 1950's, Mr. Godfrey began in North Carolina the Nation's first comprehensive educational program aimed at elected farmer committeemen and ASCS county office employees. These periodic program clinics were followed by quarterly reviews aimed at improved management in county offices.
- (d) In 1958, Mr. Godfrey initiated the Nation's first ASCS State-wide educational training school for county ASCS personnel. This school included an intensive 8- to 10-week course, with a university-type curriculum including regular examinations. This is now a national pattern for intensive education of ASCS employees.
- (e) Mr. Godfrey arranged to use the Institute of Government, University of North Carolina, for management seminars to train ASCS County Office Managers. All County Office Managers in North Carolina have attended a two-day seminar approximately every two years.
- (f) Since Mr. Godfrey became Administrator of ASCS in Washington, training and development have been expanded and intensified throughout the Service as a result of his personal dedication to the ideal of professional development. In 1965, the staff which he created to perform this work was given three major awards for its accomplishment. He has further developed this effort by establishing a fully equipped Training Center in the Washington Office.
- (g) Mr. Godfrey recently instituted a series of Executive Leadership Seminars, in which ASCS supervisors at all levels are working on identified management problems. This series will form the base for a career planning and development program, to embrace the entire ASCS organization. Included will be a personnel survey to identify supervisory talent, a model county office manager training program, an understudy training program for field offices, and a management intern program in Washington.

### 3. Equal Opportunity in Employment and Program Participation:

Mr. Godfrey has done an extraordinary job in implementing in ASCS the national policy of equal opportunity for minority groups. Since January 1965, when the present USDA regulations as to non-discrimination were issued, the number of permanent Negro employees in county offices rose from none to 194. During the peak of compliance work and other seasonal employment in the summer of 1966, Negroes held 3,032 such jobs -- more than 14 percent of the 20,650 employed in this type of work. Elections of Community Committeemen this fall reflect an increase of 160% in the number of regular members in 8 Southern States.

In May 1965, the Secretary presented a special merit award to Mr. Godfrey: "For extraordinarily effective administration of the policy of eliminating discrimination of any kind in the ASCS programs, and for outstanding progress accomplished, through his personal leadership, skill and tact, toward balanced employment of minority group members, particularly in ASCS State and county offices."

### 4. The Advancement of Understanding:

Mr. Godfrey has an unusual grasp of the power of education and communication in furthering understanding between the various groups that are important in economic and social progress. Both in North Carolina and at the Washington level, he has been a strong proponent of Government information programs.

Returning to North Carolina from World War II, Mr. Godfrey recognized an "understanding gap" between rural and urban people. He began a program of cooperation with North Carolina State University, the vocational education system, and the agri-business community, to familiarize the public with the importance of farming and farm programs. He was a force in initiating the farmer-businessman banquets which are now annual affairs in many North Carolina counties.

An intensive educational campaign was carried out with the cooperation of the news media. By the late 1950's, for example, every television station in the State was featuring an ASCS person at least once a week. Much of the success of this type of work was due to Mr. Godfrey's personal interest in the training of employees in communications skills. The success of all these efforts is reflected in the fact that Federal farm programs have unusually high participation in North Carolina and exceptional support from the business community.

In Washington, Mr. Godfrey has continued his strong interest in public information. He has given vigorous support to the work of the professional information staff, as well as to the improvement of the communications abilities of other employees. He is himself unusually skilled at public speaking and the other arts of dealing with the public and with the press and broadcast media. He combines in a rare way an understanding of the most minute workings of farm programs with the ability to view these programs in terms of their broad policy significance. He has the power to communicate this significance, no matter what the level of understanding and experience of his audience.

#### 5. Assistance to the Legislative Branch:

During the past 6 years, Mr. Godfrey has been a key person not only in administrative direction, but in the presentation and explanation of farm legislation to the Congress and to the public. His experience and counsel entered importantly into the enactment of major legislation each year for 5 straight years, culminating in the Food and Agriculture Act of 1965 -- a legislative milestone in the sense that it provides a continuity of programs over a period of years.

#### 6. The Basic Improvement in Agriculture:

In the final analysis, Mr. Godfrey's contributions at the national level can best be measured by the fundamental improvement that has taken place in the food-agriculture economy. During the past 6 years, and under Mr. Godfrey's direct supervision, the vital commodity programs have increased farm income to the highest gross level in history and the highest net in almost 20 years. They have assured stable domestic markets and have enabled American consumers to buy food at lower real cost than in any other nation. They have succeeded in balancing supplies to the point where grains are no longer in surplus and cotton stocks will be down by a fourth at the end of this marketing year. Under his direction, ASCS programs and policies have helped to bring U. S. agricultural exports to the highest level in history -- in terms of both volume and dollar sales.

## 7. Character of the Nominee:

Throughout his long and successful career, both in North Carolina and on the national scene, Mr. Godfrey has shown deep and continuing moral strength and self-discipline, both in meeting his public trust and in providing the leadership that brings high achievement from other career people. Especially in his Washington assignment, he has dealt with economic and social problems of extreme difficulty. He has never faltered; but has at all times exhibited extraordinary fortitude and determination in the public interest, even when the questions at hand were sensitive and controversial.

Mr. Godfrey feels a deep concern both for the welfare of farmers and the needs of consumers, and he has the wisdom and courage to deal fairly in matters where interests might seem to conflict. He has through a combination of example, challenge, driving effort, and persistence, made it clear to others that nothing less than outstandingly successful administration is worthy of the career servant's obligation to the public. Mr. Godfrey has the ability to inspire followers by making them see the importance of their work in the broad context of the Nation's progress.

## 8. Service:

Mr. Godfrey entered the U. S. Department of Agriculture in August 1934 as a comptometer operator in the North Carolina State Office of the Agricultural Adjustment Administration, the original name of the Agency he now heads. During a period of 14 years, interrupted by wartime military duty, he worked his way up through the ranks to the position of State Administrative Officer. In 1948, at the time he assumed that topmost position in the State Office, he had served at virtually every level of assignment in that Office.

As State Administrative Officer, Mr. Godfrey supervised the operations of the State Office and 99 county offices reporting to it. In that capacity, he became recognized as the outstanding Administrative Officer in the Nation. In 1957, he received from the Department of Agriculture an award for superior service in leadership in the operation of North Carolina county offices, and for achieving the fullest cooperation of all agricultural agencies in the State. He received subsequent recognition for sustained superior work. (During those years, ASCS was known as the Production and Marketing Administration and later the Commodity Stabilization Service.)

In January 1961, Mr. Godfrey was appointed Administrator of the Commodity Stabilization Service (soon to become ASCS) and Executive Vice President of the Commodity Credit Corporation. In that position, he assumed the administration of a large complex of commodity and conservation programs vitally necessary to the economic welfare of the Nation. These are multi-billion dollar operations involving nearly all farmers, all business elements involved in commodity transactions, and many other agencies including those handling international relationships.

Mr. Godfrey's effective administration of these diverse activities brought to him in 1964 the highest award that may be conferred by the Secretary of Agriculture -- the USDA Distinguished Service Award awarded for his distinctive national leadership and for outstanding skill in administration.

Mr. Godfrey's influence also extends broadly to the international scene. For 5 years, he has served as Chairman of the Standing Committee of the International Cotton Advisory Committee, and he has been a trusted adviser to the Secretary of Agriculture in complicated and sensitive negotiations with other cotton producing countries. He has assisted in expanding exports of tobacco and other commodities and in staffing overseas positions in the field of technical assistance to developing countries.

#### 9. Human Interest Factors:

Mr. Godfrey is a farm boy from the Piedmont of North Carolina -- who rose to become Administrator of the biggest business of its kind in the world. Price support and adjustment programs have led ASCS and the Commodity Credit Corporation into supply management responsibilities on a large scale. The ASCS deals on a day-to-day basis with hundreds of thousands of producers, thousands of processors, carriers, exporters, handlers, warehousemen, and others. Its operations involve the handling of literally millions of documents and transactions -- and billions of dollars -- in a 12-month period.

At the beginning of his career in USDA, Mr. Godfrey was known as one of the fastest comptometer operators in the Service. As Administrator, he is still quick with numbers, as any errant ASCS statistician is apt to discover. His interest in the day-to-day activities of rank-and-file employees is unflagging, and this concern for the individual has won him wide respect and friendship within the Service.

Mr. Godfrey is a "people oriented" administrator whose success is closely related to his ability to identify with the needs of people, inspire the loyalty of people, and motivate people to action. He is concerned with agriculture as people, and his economics are extremely "warm blooded."

His limited periods away from the job are taken up with his family, two sons still being at home. He is a sometime hunter and fisherman. He is a trustee of the Aldersgate Methodist Church in Alexandria, Virginia.

#### 10. Participation in Organizations and Activities:

Mr. Godfrey has been a member of the North Carolina Farm Bureau and the Capital Grange, Raleigh, N. C. He is a member of the William G. Hill Masonic Lodge #218, A.F. & A.M., Raleigh, N. C. He has had close relationships with many organizations in agriculture, especially in conservation and the seed trade. As North Carolina State Administrative Officer for ASCS, he was instrumental in establishing a Board of Agencies and Farm Organizations, composed of the heads of all agricultural agencies and farm organizations in the State, with improved relations and improved service to farmers resulting.

#### 11. List of Organizations and Media:

Charlotte Observer, Charlotte, N. C.; Winston-Salem Journal, Winston-Salem, N.C.; News and Observer, Raleigh, N. C.; Progressive Farmer Magazine, Insurance Bldg., Raleigh, N. C.; Rocky Mount Evening Telegram, Rocky Mount, N. C.; Associated Press, News and Observer Building, Raleigh, N. C.; United Press International, News and Observer Building, Raleigh, N. C.; Southern Planter, Richmond, Va.; Carolina Farmer, First-Citizens Bank Bldg., Raleigh, N. C.; Goldsboro News-Argus, Goldsboro, N. C.; Free Press, Kinston, N. C.; Nashville Tennessean, Nashville, Tenn. Station WBT, Charlotte; Station WFMJ-TV, Greensboro; Station WGHP, High Point; Tobacco Radio Network, Raleigh; WPTF Radio, Raleigh; WITN-TV, Washington; Century Studies, Raleigh; WSB Radio, Atlanta; WSGN-TV, Birmingham; WAPI-TV, Birmingham; WSFA-TV, Montgomery.



Routing Slip  
CHIEF'S OFFICE

Date: 11/2

3 CLIFF Rm. 3008

2 GREELEY Rm. 3010

\_\_\_\_\_ HENDEE Rm. 3101

\_\_\_\_\_ JEMISON Rm. 3007

\_\_\_\_\_ RASMUSSEN Rm. 3013

\_\_\_\_\_ NELSON Rm. 3016

\_\_\_\_\_ PYLES Rm. 3029

1 THORNTON Rm. 3016

\_\_\_\_\_ FOX Rm. 3101

\_\_\_\_\_ DICKERMAN Rm. 3007

\_\_\_\_\_ SPILLERS Rm. 3013

\_\_\_\_\_ PAYNE Rm. 3019

\_\_\_\_\_ DROEGE Rm. 3019

\_\_\_\_\_ BARBER Rm. 3008

COMMENTS: This is an advance copy. One other was received; sent to Mr. Hendee

CAREER SERVICE



THE UNIVERSITY OF CHICAGO  
LIBRARY

*Copies rec'd - 1 sent Mr. Hendie*

UNITED STATES DEPARTMENT OF AGRICULTURE  
OFFICE OF THE SECRETARY  
WASHINGTON, D. C. 20250

October 31, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Career Service Award for 1967

The Department is overdue a Career Service Award winner. No USDA employee has won the award in the past five years. You can help break the drought in this one by nominating the best employees in your agency.

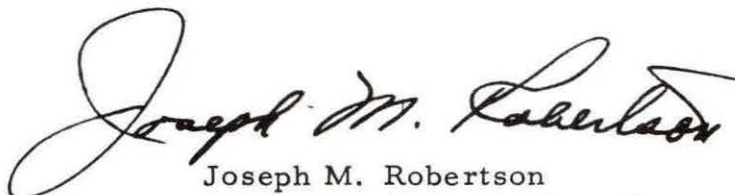
*Per*

The National Civil Service League grants ten awards each year in recognition of significant career service in the Federal Government. Awards are based on the following achievements:

1. A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
2. A record of integrity and devotion to the principles of public service.
3. At least 10 years Federal service. This includes military service. It need not be all in one agency. There must be evidence of achievement and career progression.

Nominations are due in the Office of Personnel by November 10, 1966. The format for nominations is included in Personnel Bulletin No. 451-49 dated October 24, 1966.

Please give this matter serious thought and attention.



Joseph M. Robertson  
Assistant Secretary for Administration

SUMMARY STATEMENT: CAREER SERVICE AWARD NOMINATION

NAME, TITLE AND GRADE

Edward P. Cliff  
Chief, Forest Service, U.S.  
Department of Agriculture  
Executive Pay Act

LENGTH OF SERVICE

36 years

MARITAL STATUS

Mr. Cliff is married to the former Kathryn Mitchell of Logan, Utah. They have two daughters.

ORGANIZATIONAL LOCATION

Washington, D.C.

DATE AND PLACE OF BIRTH

September 3, 1909  
Heber City, Utah

RESIDENCE ADDRESS

221 North Royal Street  
Alexandria, Virginia

EDUCATION AND DEGREES

Bachelor of Science in Forestry, 1931, Utah State University, Logan, Utah  
Honorary Degree - Doctor of Science, 1965, Utah State University, Logan, Utah

CAREER SYNOPSIS (All Forest Service)

1929-31 (summers): Adm. Guard; Range and Erosion Surveys, Western Pine Beetles Control; Cache National Forest; Utah and Boise National Forests, Idaho.  
Aug. 1931-May 1934: Asst. District Ranger, and District Ranger (1939), Wenatchee National Forest, Washington.  
May 1934-May 1939: Jr. Range Examiner and Assoc. Regional Forest Inspector, Pacific Northwest, Portland, Oregon.  
May 1939-Dec. 1941: Forest Supervisor, Siskiyou National Forest, Oregon.  
Dec. 1941-Apr. 1944: Forest Supervisor, Fremont National Forest, Oregon.  
Apr. 1944-Sep. 1946: Assistant Chief, Division of Range Management, Washington, D.C.  
Sep. 1946-Jan. 1950: Assistant Regional Forester, Intermountain Region, Ogden, Utah.  
Jan. 1950-July 1952: Regional Forester, Rocky Mountain Region, Denver, Colorado.  
July 1952-Mar. 1962: Assistant Chief, National Forest Administration, Washington, D.C.  
Mar. 1962-Present: Chief of the Forest Service, Washington, D.C.

A long and brilliant record of Government service, culminating in a sustained period of outstanding achievements as the Nation's leading professional forester and public land manager, clearly justifies top-level recognition of Mr. Cliff's performance as a career public servant. His qualifications as a candidate for a Career Service Award are unsurpassed. They include leadership, character, and demonstrated ability of the highest order in promoting and strengthening the efficiency, competence, and dedication of a major public service agency. Under his stewardship the National Forest System has far exceeded all previous outputs of public benefits and the resources therein have never been better protected or managed. Through his guidance, forestry research, cooperative forestry programs and related matters have reached new heights of productive strength and made unequalled contributions to the Nation's welfare. Mr. Cliff personifies the ideal public servant. His example has been and is now a significant upward force shaping the character and performance of Government service. He would be an excellent choice.

Submitted by:

Orville L. Freeman, Secretary  
of Agriculture

Single Space

CLIFF, EDWARD P., Chief  
Forest Service, USDA

Nomination for Career Service Award

A. Justification for Nomination

Throughout a career spanning more than three decades of ever-increasing responsibilities, Mr. Cliff has demonstrated those qualities which exemplify the highest ideals of public service. He has made a record and set an example of leadership that is truly outstanding in terms of efficiency, achievement, character, and service. There is so much to recommend this man that one can only highlight his extraordinary record. A host of detailed accomplishments and a wealth of respect and admiration from those who know him undergird this capsule statement which justifies his nomination for a Career Service Award.

1. Efficiency and Achievement

Mr. Cliff has been instrumental in promoting efficiency in Forest Service programs. He has had a major role in building the agency's reputation as an effective manager of men and money. Full use has been made of both in-service study teams and "outside" analysts in a sustained and productive effort to eliminate opportunities for duplication or waste. Under Mr. Cliff's direction, modern methods of personnel management and administrative science have been refined and applied.

In Fiscal Year 1966 the Forest Service cost reduction and operations improvement goal of \$10.5 million was exceeded by \$3.8 million. This would be a significant accomplishment in any case, but it is remarkable in the context of previous strong efforts toward efficiency that had already streamlined procedures to near optimum conditions. On April 5, 1966, Mr. Cliff was among the Agency Heads who described outstanding cost reduction achievements for President Johnson at an Award Ceremony in the USDA Patio where the Forest Service received more awards than any other USDA agency. (Photo, Exhibit A.) The Cost Reduction and Management Improvement Booklet of October 1966 provides another illustration of Chief Cliff's interest in efficiency. (Exhibit B.)

Mr. Cliff provides personal leadership in the continuous struggle to reduce unit costs and thus produce more units of output. Tangible evidence of this type of leadership and attitude is expressed in letters signed by President Johnson and Secretary Freeman in August of 1966 commenting on Forest Service response to a joint review of management practices and manpower utilization. (Exhibit C.) Secretary Freeman pointed out that:

"Forest Service enthusiasm and sincerity was illustrated when Chief Ed Cliff presented a plan for action to me at the same time the Survey Team gave me its preliminary recommendations. When I approved this plan he immediately set tight deadlines and assigned his top people to the task."

President Johnson's reply stated:

"Historically the Forest Service has been an outstanding leader in management. The further actions set forth in your letter indicates clearly that the Forest Service and you intend to do everything possible to maintain this well-earned reputation."

And,

"Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving."

Intangible evidence of Mr. Cliff's noteworthy leadership is apparent in the cost-conscious attitude that pervades the entire organization.

The superior performance and accomplishments of Mr. Cliff have brought widespread recognition--both formal and informal. To tabulate the many honors that have come to him because of what he has done is most impressive. But it is also the less obvious day-to-day and year-to-year performance, sustained at an exceptionally high level and always measuring up to his own high standards that so distinguishes this man.

His exceptional ability and outstanding characteristics have been recognized throughout his career. A long series of key assignments culminated in his appointment as Chief of the Forest Service in 1962--the top career forestry position in the public service.

In 1965 Mr. Cliff received an honorary degree of Doctor of Science from Utah State University. The language of that citation is one measure of his superior performance and accomplishments:

"As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century. Your professional career has been a series of successes from the humble beginning as a forest guide to the Chief of our Nation's great Forest Service. Your wide experiences have provided for you an intimate acquaintance with

"Forest Service and industry was  
represented when Mr. Hill presented a  
report to us at the time the law was  
passed. I am sure that the industry  
and the Forest Service will be  
pleased to see the results of the law."

President Wilson's reply stated:

"Historically the Forest Service has been an  
outstanding leader in management. The  
national set forth in your letter indicates clearly  
that the Forest Service and you intend to do every-  
thing possible to maintain this well-earned  
reputation."

and

"Again, let me commend you and the Forest Service  
for both your approach to improved management and  
for the excellent results you are achieving."

Intensive evidence of Mr. Hill's leadership is  
apparent in the numerous articles that pervade the entire  
organization.

The superior performance and cooperation of Mr. Hill have  
been widely recognized throughout the Forest Service and  
the many honors that have come to him because of what  
he has done in his position. He is also the one who  
has been the driving force in the Forest Service for the  
past several years, and his leadership has been  
recognized throughout the Forest Service.

His exceptional ability and outstanding characteristics have been  
recognized throughout his career. A long series of key assignments  
originated in his appointment as Chief of the Forest Service in 1902--  
the top career position in the Forest Service.

In 1902 Mr. Hill received an honorary degree of Doctor of Science  
from Utah State University. The language of that citation is one  
measure of his superior performance and contributions:

"As Administrator of Science and Forest Service  
you have distinguished yourself for a number of  
years. Your professional career has been a  
series of successes from the humble beginning as  
Forest Guide to the Chief of our Nation's great  
Forest Service. Your wide experience and  
wisdom provided for you an intimate acquaintance with

millions of acres of this broad land's vital resources and thousands of its professional and nonprofessional employees. Truly a great "Sun of Paul" you have thought big, planned comprehensively, and worked grandly. Your broad fields of interests have borne fruitful results in your knowledgeable approach to the problems at hand. Your high scholastic abilities have served their country well in giving scientific stature to a professional field long underrated and under developed. Your leadership has furnished incentive, imagination and studious analysis of utilization and conservation. You have assigned new values to and provided new understanding of forest, range, and wildlife resources. You have modified and developed, indeed created, new attitudes toward these significant national assets. In acknowledgment of your perceptive and dedicated service, and in recommendation of your personal and professional achievements, the Board of Trustees of Utah State University takes pride in recommending you, a distinguished alumnus, for the Honorary Degree of Doctor of Science."

Another outstanding illustration of the superior level of performance attained by Mr. Cliff is his selection in 1962 to receive the highest honor bestowed by the Department of Agriculture, the Distinguished Service Award. His citation reads:

"For consistently outstanding vision, courage, and dedicated leadership in administering and managing the use of National Forests and National Grasslands in an age of conflicting interests and dynamic change."

At the time of the nomination Mr. Cliff was Assistant Chief of the Forest Service in charge of National Forest Resource Management.

Additional evidence of Mr. Cliff's efficiency and achievement will be apparent in the following sections of this justification statement.

## 2. Character

In an organization where integrity and devotion to the principles of public service are traditional and ingrained throughout the ranks, Mr. Cliff's character and personal leadership stand out. He is well known throughout the Forest Service; and he knows literally thousands of employees on a first-name basis because of his outgoing personality, informal manner, and genuine interest in people. It is for this reason that he is able, by personal example, to motivate and inspire personnel throughout the agency toward the highest standards of service and integrity.



difficult of some of this broad land's vital  
 resources and the preservation of the wilderness and  
 non-conventional amenities. It is a fact that  
 of land "you have brought this country's  
 sensitively, and worked steadily. Your staff's  
 of interests have found fruitful results in your  
 interdisciplinary approach to the problems at hand.  
 -our high scientific standards have served their  
 country well in giving scientific status to a  
 professional field for centuries and under  
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 sensitive, imaginative and dynamic analysis of  
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 new values to and provided new perspectives on  
 forest, range, and wildlife resources. You have  
 received and developed, tested, and created, new atti-  
 tudes toward these vital national assets.  
 in acknowledgment of your perspective and leadership  
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 and professional achievements, the Board of Forestry  
 of the University takes with it in recognition  
 your distinguished service, for the service, please  
 "Doctor of Science".

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 Service Award. His citation reads:

"For consistently outstanding vision, courage,  
 and dedicated leadership in administering and  
 managing the use of National Forests and  
 National Reserves in a time of conflicting  
 interests and dynamic change."

At the time of the nomination for Cliff was Assistant Director of the  
 Forest Service in charge of National Forest Reserves.

Additional evidence of Mr. Cliff's efficiency and competence will  
 be apparent in the following sections of this justification statement.

Efficiency

In an organization where integrity and devotion to the principles of  
 public service are traditional and ingrained throughout the ranks,  
 Mr. Cliff's character and personal leadership stand out as well  
 known throughout the Forest Service; and he knows himself thoroughly  
 as a first-name basis because of his outgoing personality,  
 informal manner, and genuine interest in people. It is for this reason  
 that as he aids, by personal example, to improve the quality of personnel  
 throughout the agency toward the highest standards of service and  
 integrity.

The leadership and direction that flows from Chief Cliff also stems from the professional stature and technical competence for which he is well known in forestry and conservation circles around the world. The reputation and respect that he commands is a vital source of strength to the Forest Service, to the professions which he represents, and, indeed, to the Nation. He has outstanding analytical ability and mature judgment. Yet, his technical knowledge and competence is matched with a strong sense of fair play and a sympathetic understanding which guarantees decisions that are objective and scrupulously sound in moral principle.

One measure of public service is stewardship of public resources. Mr. Cliff has been deeply and personally involved for more than 35 years in protecting, developing, managing, and guiding the use of public land resources. Perhaps with more success and skill than any other man, he has devoted his life to discovering and teaching and applying the principles to follow in administering public lands and resources. Today, he is the leading exponent of conservation as the wise use of natural resources. He has nurtured and given substance to the concept of multiple use resource management--the coordination of uses needed to assure optimum flows of goods and services for the public on a sustained basis.

His record is replete with examples of farsighted thinking and planning and program development which have guided the Forest Service through critical periods of change and growth. Two examples may illustrate, in a very incomplete way, the scope and significance of the public service involved. In 1952 timber harvests from the National Forests totaled 5.1 billion board feet; in F.Y. 1965 the figure was 12.5 billion. In 1952 recreation visits to the National Forest System totaled 33 million; in 1965 recreation use totaled 160 million visitor-days. During this same period, there were concurrent sharp rises in other demands upon these public lands.

The ability to lead the way in solving complex problems and in resolving long-standing disputes and conflicts involving use of public resources has been one of Mr. Cliff's outstanding characteristics throughout his career. He has had the vision, courage, tact and leadership needed to convince others to move in the direction of the public good rather than bog down in the strife and turmoil of short-range, parochial interests. [This, too, exemplifies public service of the highest order.]

But Mr. Cliff's record and his concept of public service range far wider than the National Forest System which bears his imprint so well. His tenure as Chief has been marked by unprecedented advances in cooperative relationships with timber industries, State forestry organizations, and other Federal agencies. In 1966 the National Forest Products Association honored him with the "Hands of Cooperation Award" to "... recognize your remarkable contributions to forest

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strength to the forest service and a significant contribution  
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based in forest policy.

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forestry and conservation management, and in the use  
of public land resources. Perhaps with more success and skill than  
any other man, he has devoted his life to elevating and  
applying the principles of conservation to the public lands  
and resources. Today, he is the leading expert on conservation  
policy and administration. He has been instrumental in the  
development of the public lands system and in the  
enactment of the public lands laws. He has been a leading  
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management and the leadership you have taken in awakening public opinion to the vital role our forest resources play in the economic life of the country." And for his "...inspiration and leadership in the management, preservation and conservation of public and private forest resources." Also in 1966, Wood and Wood Products magazine gave a full page "Salute to Edward P. Cliff for his contribution to the advancement of the wood industry." He is held in equally high esteem by leaders in the fields of wildlife management, outdoor recreation, range management, forestry research, conservation education, and public administration. In October 1966, The National Parks Association honored Mr. Cliff with a special reception.

Mr. Cliff's public service career has had substantial international impact. He has served as the Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization. In 1966 he was Chairman of the U.S. Delegation to the Sixth World Forestry Congress at Madrid and served as Vice President of the Congress. In the same year he served on a special forestry study team in South Vietnam and reviewed the forestry situation in the Dominican Republic.

Outstanding public service has resulted from Chief Cliff's skillful and effective public statements relating to natural beauty, the principles of conservation, the prospective demand for timber and other forest products, the challenges of forest protection and management, and related matters. The titles of his writings and published articles would take pages to enumerate. He has used radio, television, movies, and other media to bring appropriate messages to the public. For example, when plans were announced for a White House Conference on Natural Beauty in 1962, Mr. Cliff personally conceived the idea of a publication furnishing conference participants an up-to-date summary of Forest Service experience and knowledge in this field. Kiplinger's Agricultural Letter had this editorial comment on the result: "Highly practical.....after reading it we'll be surprised if you're not moved to go right out and plant a tree.... Hats off to the Forest Service for making sense out of the 'beauty' campaign."

He has been especially successful in communicating with young people-- college students, youth organizations, Future Farmers, and so forth. He conveys an unmistakable feeling of sincerity, integrity, and service that never fails to inspire his audience--large or small. He is exceptionally generous with his time and energy in keeping himself accessible and available to advise, inform and consult with all kinds of groups.

In summary, Mr. Cliff has made a career of Government Service his life work. His outstanding achievements are due in large part to his innate integrity and to his dedication to the principles of public service that is so obvious to all who know him.

### 3. Service

Mr. Cliff's record of service traces a path of professional and individual growth that could be a model for this type of a Government career. All the stages are there to provide the breadth of experience and the patterns of increasing responsibility so essential to employee development. His career as a Government Forester began with his first assignment as an assistant ranger in August 1931. From 1935 to 1939 he was in charge of wildlife management on the National Forests of the Pacific Northwest Region with headquarters in Portland, Oregon. In May 1939 he was appointed Supervisor of the Siskiyou National Forest and in January 1942 was promoted to the supervisorship of the Fremont National Forest, both in Oregon. In April 1944 Mr. Cliff was transferred to Washington, D.C., as Assistant Chief of the Division of Range Management. In September 1946 he was promoted to become Assistant Regional Forester in charge of the Division of Range and Wildlife Management for the Intermountain Region, with headquarters at Ogden, Utah. He was appointed Regional Forester for the Rocky Mountain Region with headquarters in Denver, Colorado, holding that position from January 1950 until his transfer to Washington, D.C., in 1952 as Assistant Chief of the Forest Service, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests.

On March 18, 1962, Mr. Cliff was named to be Chief of the Forest Service. In that capacity he has provided national and international leadership in forestry and related matters of all kinds. Most of his responsibilities fall within three primary areas: (1) a full-scale national program of forestry research; including cooperative work with universities, industry and others; (2) cooperative forestry programs designed to aid and promote improved protection, management and use of resources on State and private lands; this involves all 50 States, timber industries, rural areas development, etc.; and (3) protection, development and management of the National Forest System--an area of some 186 million acres. Since his appointment in 1962, Mr. Cliff has filled this top-level career position with eminent success as a leader, a statesman, an administrator, and perhaps most of all, as a dedicated public servant.

#### B. Human Interest Factors

Mr. Cliff enjoys the happy combination of boundless energy, a prodigious capacity for work, insatiable interest in scores of subjects, and a unique ability to digest and then recall the most detailed background information. His articulate, authoritative, and thoughtful responses to questions, at Congressional Hearings for example, are a lesson in the art of oral communication and technical exposition. He is equally at ease with Presidents and shepherders; with learned professors, with young men in Job Corps Conservation Centers, and with peasants in Vietnam.

The painstaking authentic restoration of one of the original old homes in the historic section of Alexandria has been a rewarding hobby for Mr. and Mrs. Cliff in addition to providing them with a home that is a model of early American architecture and antique furnishing. In addition, he has played an important role in helping to preserve the historic values of that city.

Despite any provocation, he is incapable of anything less than a deliberate statesmanlike, well-reasoned response that is appropriate to the high office he occupies and holds in such obvious respect. His is a warm, outgoing, friendly personality devoid of any trace of self-importance. A newspaper item in the June 21, 1966 issue of the Chronicle of Houston, Texas entitled "No Stuffed Shirts in the Forest Service" is a case in point. (Exhibit 6.) The gist of the article was that during an inspection of a Forest Service Recreation Area, Chief Cliff stopped to go over and pick up the pieces of a broken bottle; an illustration of his well-known philosophy that nobody in the Forest Service is too good to do any job that needs doing.

Mr. Cliff continues to participate in outdoor activities. He fishes and hunts whenever and wherever opportunities arise. Days in the saddle on pack trips into the wilderness to study management problems and discuss policy issues are welcome parts of his official duties. He continues to improve the special skills in taxonomic botany and in fish and wildlife habitat matters that developed early in his career.

#### C. Participation in Professional, Social, and Civic Matters

One example of his broad perspective and ability to carry additional responsibility, he has an absorbing interest in American Place Names and the many facets of history associated with them. He has been the USDA representative on the Board on Geographic Names since 1953. He was Chairman of the Board 1961-65, and has twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain. He carries a leadership role in The Wildlife Society, The American Society of Range Management, The Wilderness Society, and The National Council of The Boy Scouts of America. He is a member of The Boone and Crockett Club and the Cosmos Club. He is a Fellow in The Society of American Foresters and is the Nation's acknowledged leader in his profession. He is much sought after as a speaker and discussion leader at national meetings of many types of professional and other organizations.

Mr. Cliff responds to the fullest degree possible in meeting requests to participate in banquets, dedications, anniversaries, testimonials, receptions, annual meetings, and other social events. He brings stature and grace to all such occasions.



## NATIONAL CIVIL SERVICE LEAGUE CAREER SERVICE AWARD CITATION

EDWARD P. CLIFF

Chief, Forest Service  
Department of Agriculture

Ed Cliff's eminent career has exemplified the highest ideals of the public service. Beginning in 1931 as an Assistant District Ranger in the State of Washington, he progressed rapidly by 1950 to the post of Regional Forester in Denver. In 1952 he became the Assistant Chief of the Forest Service, and in 1962 was appointed to the nation's highest forestry post.

Mr. Cliff's rare leadership in advancing the science and art of forestry on the public and private forest lands of this nation has won him renown in conservation circles around the world. He has served as Vice President of the World Forestry Congress and has represented our country at innumerable international conferences as well as being an active participant in professional and civic affairs. Secretary Orville Freeman says of him: ". . . . the ability to pull together, unify and facilitate such a vast complexity of people and activities is the thing that makes his leadership outstanding."

### CITATION

Edward P. Cliff, able and ardent conservator, under your vigorous and enlightened leadership this nation has progressively advanced the protection and wise management of the precious resources forming our natural environment. Your judicious administration and introduction of the multiple use principle has mitigated the increasing pressures on our forest and range lands. We honor you for singular capacity to inspire staff, for warmth in human relationships, and for personal modesty. Your career is a testament to the integrity and competence of the public service and merits the highest public honor.

Rockefeller Award -  
Prepared in 1966

**EDWARD P. CLIFF**

Chief, Forest Service

U.S. Department of Agriculture

PRACTICAL FORESTER

ABLE ADMINISTRATOR

DEVELOPER OF LAND AND PEOPLE



Edward P. Cliff

Chief, Forest Service

U.S. Department of Agriculture

Official Biography

**Edward P. Cliff**

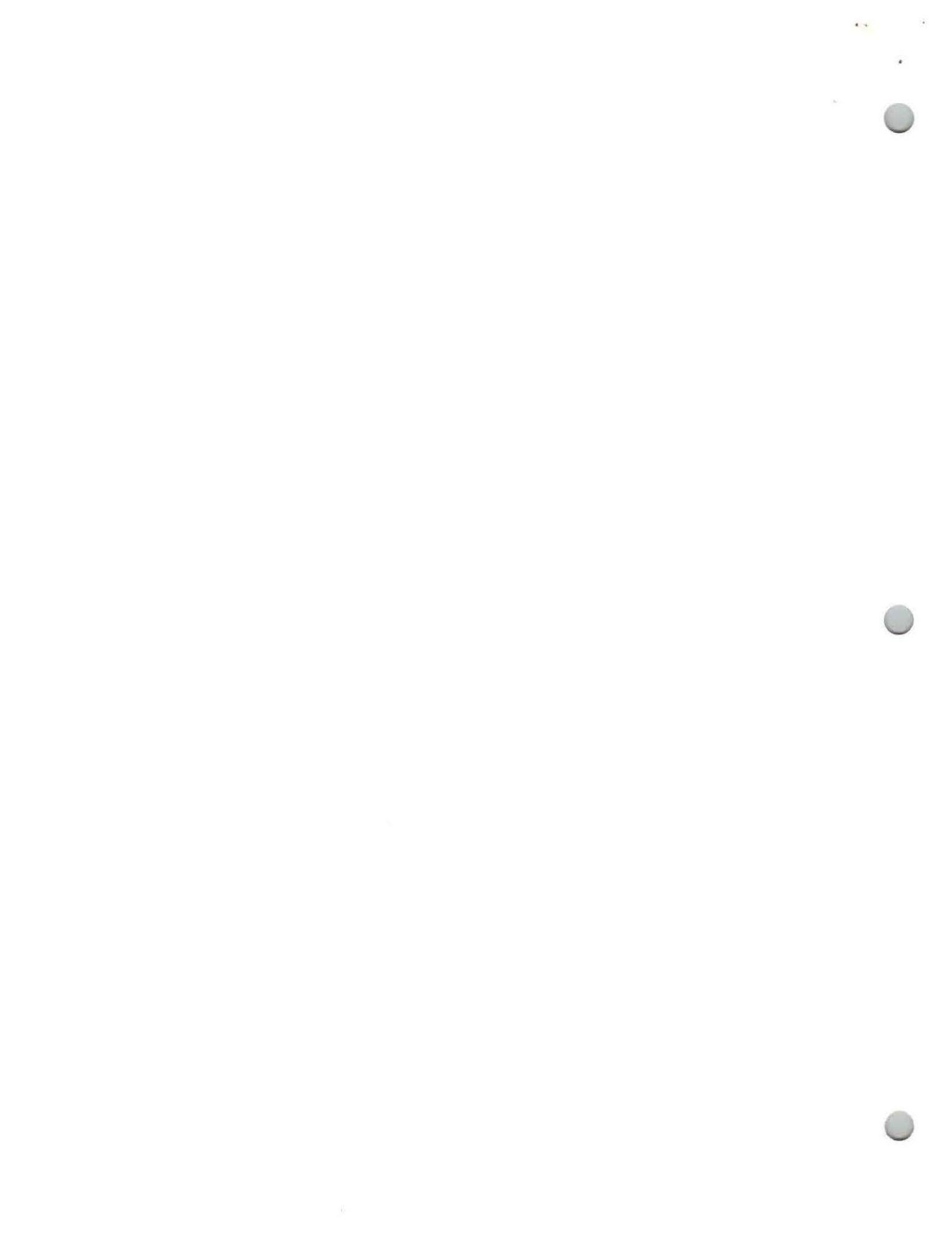
Chief, Forest Service, U.S. Department of Agriculture

A career Government forester for 34 years, Mr. Cliff is 56 years old and a native of Utah. He holds a B.S. degree from the Utah State University which has also awarded him an honorary degree of Sc.D. He has been Chief of the Forest Service since March 1962. Before that, for ten years, he was Assistant Chief of the Forest Service in charge of the National Forest Resource Management Divisions, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests.

Starting as an assistant forest ranger in 1931 on the Wenatchee National Forest in Washington, Mr. Cliff made his way rapidly up the career ladder, experiencing a wide range of activities and responsibility: in charge of wildlife management for the National Forests of the Pacific Northwest; Supervisor of the Siskiyou National Forest and the Fremont National Forest, both in Oregon; Assistant Regional Forester in charge of Range and Wildlife Management for the Intermountain Region; Regional Forester with full responsibility for all State and private forestry activities and for 15 National Forests in the Rocky Mountain Region.

Mr. Cliff has been the U.S. Department of Agriculture representative on the Board of Geographic Names since 1953 and has served as Chairman of the Board since 1961. He is Chairman of the North American Forestry Commission of the United Nation's Food and Agriculture Organization, a member of the Wildlife Society, the American Society of Range Management, the Wilderness Society, the National Council of the Boy Scouts of America, the Boone and Crockett Club, the Cosmos Club, and a Fellow of the Society of American Foresters.

The Chief Forester is married to the former Kathryn Mitchell of Logan, Utah. They have two children and live in Alexandria, Va.



We have, on occasion, heard those who deal directly and often with the U.S. Forest Service--lumbermen, graziers, even recreationists--complain bitterly about its policies and practices.

It is not responsive enough, these folk say--responsive, that is, to these folk's own special interests. Perhaps they are not putting as much timber up for sale as a lumberman would like. Perhaps they are cutting down on grazing allotments. Perhaps they are not quick enough in developing or improving a recreational site.

A pox on all these.

The U.S. Forest Service is dedicated to the service of no special interest. It is dedicated to the whole U.S. public, for "The greatest good for the greatest number in the long run."

--Portion of an editorial in the  
MEDFORD MAIL TRIBUNE  
Medford, Oregon  
September 3, 1965

## PROPOSED CITATION

Edward P. Cliff, Chief, Forest Service  
U.S. Department of Agriculture

"For distinguished, courageous service despite growing conflicts in the use of America's forests and grasslands--

Through his knowledge and experience as a down-to-earth forester; through his ability as an administrator who has significantly furthered the protection and wise use of the Nation's wild lands; through his spirited devotion to service in the public interest, and as a developer of land and people."



# STATEMENT OF JUSTIFICATION

## Duties and Responsibilities

Chief Forester

Position No. 1

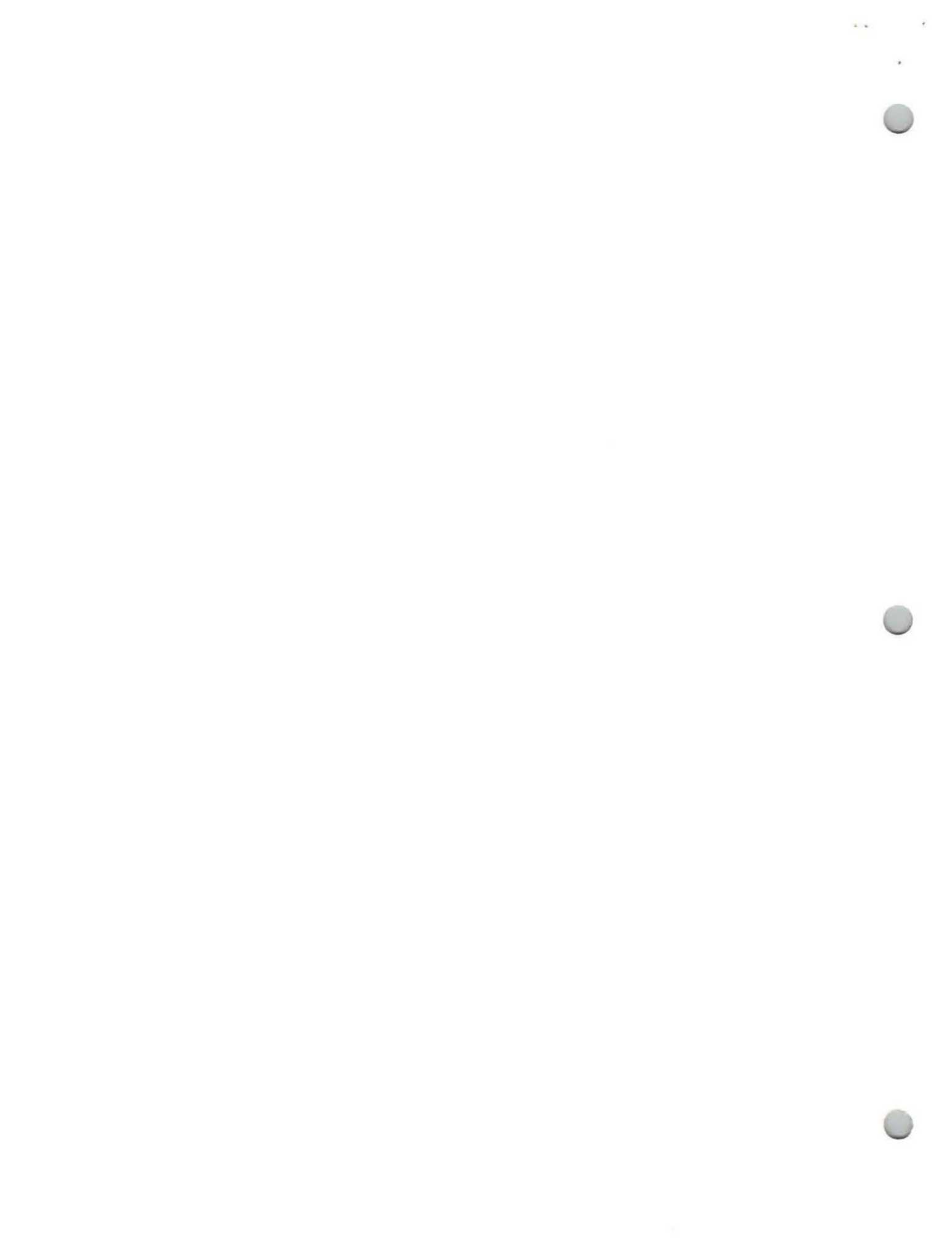
"Under general administrative direction of the Secretary of Agriculture, as Chief, Forest Service, is responsible for the technical leadership and the administrative direction of one of the largest and most important professional and scientific bureaus, involving the coordination and integration of the work of the various administrative units of the bureau and particularly the coordination and integration of forestry in its broadest sense with other agricultural activities toward objectives of benefit to all forest industries, and to the social and economic status of people resident in or near forested areas, and to the general welfare of the Nation." (Official description of duties)

The Chief of the Forest Service directs the management, protection, and development of 186 million acres of publicly owned land in 154 National Forests and 19 National Grasslands in 41 States and Puerto Rico which make up the National Forest System. The products and benefits of the natural resources of these areas reach into almost every segment of American life. Timber for industry, forage for livestock, water for communities, industries, and agriculture, and public recreation including hunting and fishing, are all provided under the sustained yield, multiple use management concept.

In the field of protection and management of State and privately owned lands, the Chief of the Forest Service directs a cooperative program with State Foresters in 49 States. This activity includes the prevention and control of forest fires, insects, and disease on some 395 million acres of forest land owned by industry, farmers, and other private land owners. Technical assistance is also provided in scientific forest management, in the production and planting of forest tree seedlings, and in more efficient marketing of forest products.

Forestry research is carried on by the Forest Service at nine regional Experiment Stations, the national Forest Products Laboratory, the Washington Office, the Institute of Tropical Forestry, and with cooperating universities. In providing leadership in forestry research, the Chief of the Forest Service directs investigations in the entire field of forestry and wildland management.

In fulfilling the duties and responsibilities assigned to him, the Chief of the Forest Service directs the work of 18,000 yearlong employees (at peak work and fire seasons, up to 40,000 people may be on the Forest Service payroll). Included in the yearlong personnel are nearly 8,000 professional employees. These are the technical staff that mans the Washington Office, 9 regional headquarters, 130 Forest Supervisor headquarters, 823 Forest Ranger Districts, the Research installations outlined above and some 80 additional Research locations.



# STATEMENT OF JUSTIFICATION

## Summary of Achievements

An adroit responsiveness to the times and to the needs of the times; a keen, analytical mind that enables him to go quickly to the heart of the most complex problems, an unusual ability to develop imaginative solutions to those problems--these attributes characterize Mr. Cliff's achievements.

During his ten years as Assistant Chief and, since 1962, as Chief of the Forest Service, he has had the major role in gearing up the Forest Service to meet heavier and heavier demands upon a relatively static land and resource base. His successful approach to this challenge and his success in meeting it has called for perseverance on a very high plane, great tact, and boundless energy.

He has driven forward, with little or no fanfare, but with an unparalleled steadfastness of purpose, in every field of Forest Service endeavor.

### Under his direction and leadership:

- A. Contributions of the National Forest System to the Nation's welfare have skyrocketed.
- B. Forest Service research programs have opened new horizons of achievement.
- C. New life and activity have come to the State and privately owned forest lands of the Nation.
- D. The Forest Service has blazed an enviable trail in administrative management, has established a new concept in conservation education, and is maintaining its major position in world forestry.
- E. The Forest Service has assumed a major role in the effort to protect and enhance natural beauty throughout America.





## STATEMENT OF JUSTIFICATION

Under his direction and leadership, contributions of the National Forest System to the Nation's welfare have skyrocketed.

In all resource fields--water, timber, wildlife, recreation, forage--use of the National Forests and National Grasslands continues to intensify at an extraordinary rate. This results from the increasing needs of our growing Nation and from the greater awareness on the part of the public of the values of these public properties and the benefits to be derived from them.

In two fields particularly--timber and recreation--the statistical records tell a dramatic story testifying to Mr. Cliff's outstanding direction and leadership. During his service as Assistant Chief in charge of National Forest Administration, the National Forest timber harvest rose from 5.1 billion board feet to 9.4 billion. In Fiscal Year 1965, after three years as Chief Forester, Mr. Cliff reported the timber cut on the National Forests as a record 11.24 billion board feet--enough wood to build 1 1/4 million homes. The 1965 cut was valued at \$161 million and represented about one-fourth of all timber harvested in the United States that year. Since it is figured that, for each dollar's worth of timber cut, \$25 worth of business is created in the transportation, processing, utilization and marketing of lumber products, the harvest of 1965 was credited with adding upwards of \$4 billion to the National economy.

More than any other individual, Mr. Cliff has been responsible for creating the image of the National Forests as "America's Outdoor Playgrounds". Every year more and more Americans are "discovering" their National Forests and the use figures have literally exploded. Since 1952, when he was Assistant Chief, until 1962 when he became Chief, and to the present time, each year has seen records for picnicking, camping, hunting, fishing, and all other forms of outdoor recreation made, broken, and rebroken. In 1952, recreation visits totalled 33 million. In 1964, the use had more than quadrupled; recreation visits totalled 133.7 million.

These achievements, with parallels in the other National Forest resource fields, are the more remarkable when viewed against what has taken place on the National Forests since 1952 when Mr. Cliff first became responsible for their management and the use of their resources.

These have been years of great change, of expanding population shifting in its areas of concentration, with a resulting buildup of pressure on natural resources. This has been most dramatic on the West Coast, in the Southwest, and in many of the Rocky Mountain States. It is here that a disproportionate part of National Forest acreage is located and, in many instances, there is an extremely critical balance between watershed stability and production on one hand, and the growing demand for more and more water on the other.

While the total area of the National Forest System has itself changed but very little, demands for National Forest goods and services have grown tremendously. This has called for drastic management and development measures. For



## STATEMENT OF JUSTIFICATION

the past thirteen years Mr. Cliff has aggressively asserted his leadership in every phase of the planning and in effecting the necessary changes.

Ranger district after ranger district has rapidly passed from a protection and custodian status to one of optimum resource utilization under full multiple use management. Nevertheless, in area after area, demands often have exceeded the capacity of the National Forests to meet them and still maintain sustained-yield objectives. In consequence, the demand for one resource has increasingly found itself in conflict with the demand for other resources. Users have found themselves in competition with other users of the same resource, and with the users of other resources, with ever-growing frequency.

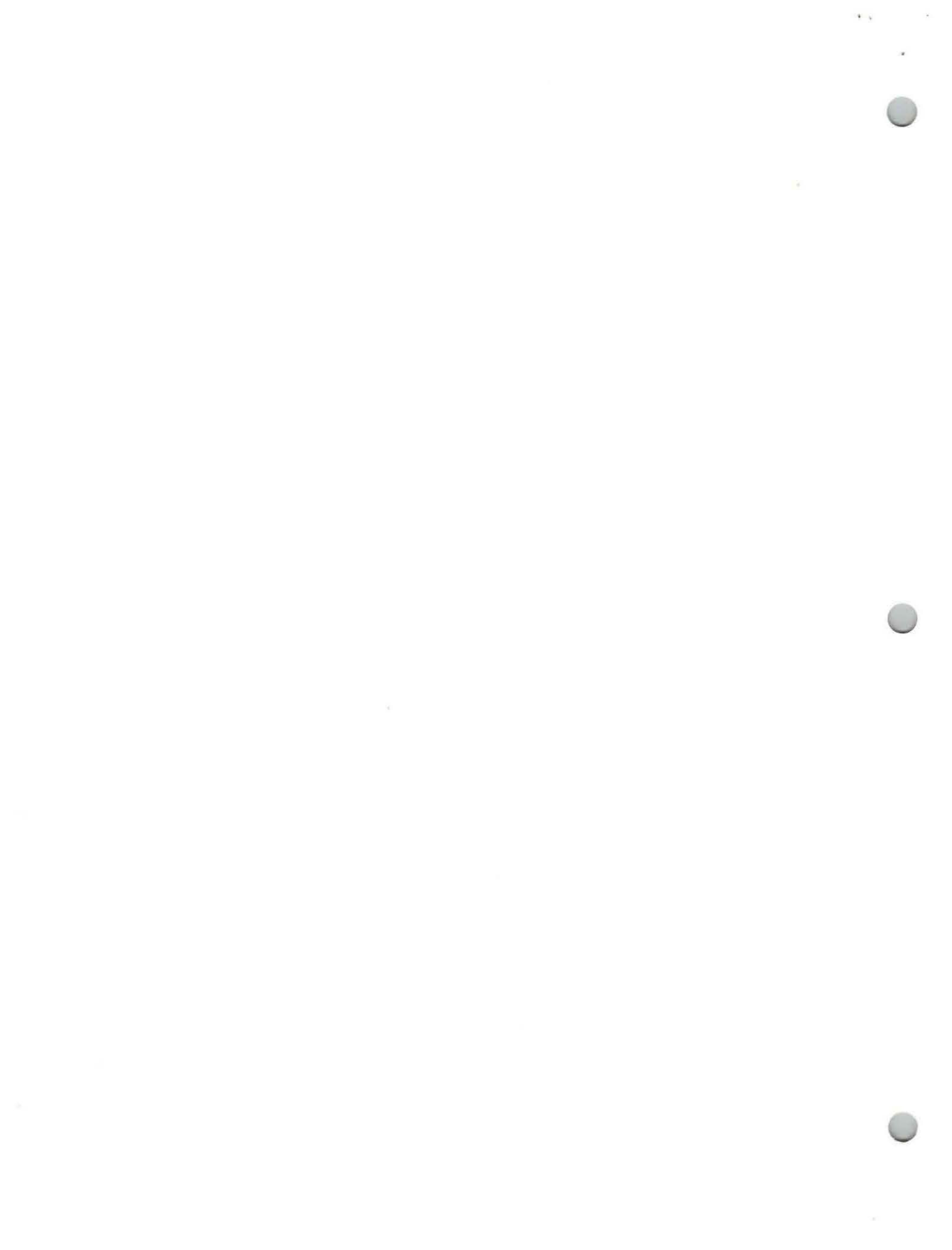
Timbermen have seen forest stands in which they are interested set aside in wilderness or other limited use areas; and wilderness advocates have found logging underway in areas they would like to see added to the Wilderness System. Fishermen have found their favorite stream threatened by the growing needs of irrigation districts. Livestockmen have been confronted with adjustments in their National Forest grazing permits because of the needs of what they were convinced were oversize big game herds. Sportsmen and State wildlife authorities have become vexed because they believed that key grouse nesting areas were threatened by reforestation projects and that key big game winter ranges were threatened with over-use by livestock under permit. Long-held summer home permits have had to give way to developments for day-use picnicking and picnickers have found their chosen spots usurped by campers. Campers have found their favorite sites pre-empted by Girl Scout encampments and Girl Scouts have found themselves competing for the same sites with the Boy Scouts and "Y" Clubs.

The list of conflicts--real or imaginary, existing or threatening--is long. The problems of the Forest Service have become more and more complex; the making of administrative decisions involving National Forest uses correspondingly have become more and more complicated and difficult.

Mr. Cliff has been successful in converting serious differences of opinion and potentially dangerous conflicts into situations of mutual benefit. Through his own efforts and fervent commitment to the value of open-minded and outspoken exchange, he has achieved more effective working relationships than ever before with principal, organized groups of National Forest users, expressly the livestock industry and the timber industry.

Back of these selected accomplishments in the field of National Forest administration and resource use, these additional personal contributions of Edward P. Cliff stand out:

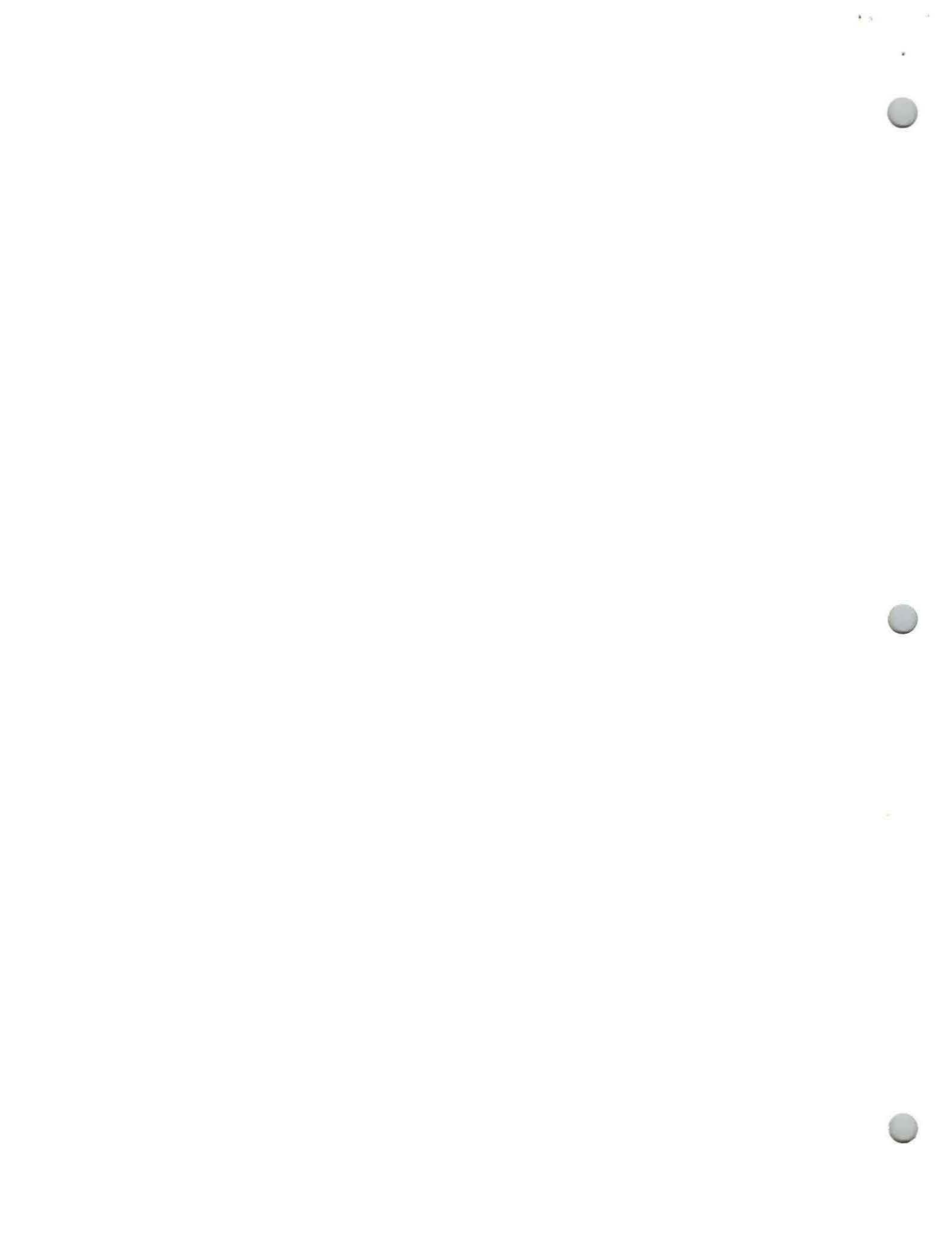
1. He conceived and developed in the late Fifties, the program "Operation Multiple Use" calling for heroic measures in the protection, management, and development of the water, timber, forage, wildlife, and recreation resources of the National Forests. This Program was designed to help these public forest lands make their optimum contribution to the Nation's welfare. It was the forerunner of the "Development Program for the National Forests" presented by the President to the Congress in



## STATEMENT OF JUSTIFICATION

September 1961. Mr. Cliff also conceived and perfected this broader program which is currently underway.

2. He spearheaded and supervised the most comprehensive survey of the broad National Forest recreation situation ever undertaken. This intensive survey took two years to make and it represents the most sophisticated appraisal that has been made in its field. Its objectives and its methods are being widely copied. Its information is now furnishing the basic ingredients from which complete management plans for the recreational use of all units of the National Forest System are being prepared. These plans will meet pressing current situations and provide for the increasingly complex situations of the future.
3. He was primarily responsible for developing the plans that led to passage of the Multiple Use Mining Act in 1955, and the truly remarkable execution of its provisions since its enactment. This Act (PL167) in ten years has virtually solved a problem that had plagued National Forest managers for more than 60 years. The Act made it possible for the Forest Service to acquire the right to manage the surface resources on mining claims in the National Forests, automatically on claims filed after 1955 but also, when legally processed, on claims prior to 1955. Under Mr. Cliff's vigorous direction, amazing results have been achieved. Of the 160 million acres which contained 1,200,000 mining claims, the U.S. Government (as represented by the Forest Service) now has the right to manage and dispose of the vegetative resources on all except some 4,000 claims. In effect, this has regained for the Government the right to manage an estimated 50 billion board feet of timber and all other resources and their use.
4. He stood firm in principles of wilderness preservation for the eight years during which the Wilderness Act was in the making. The responsible compromise which resulted in the enactment of this significant legislation by Congress in 1964 was due in great measure to Mr. Cliff's leadership. Under his direction, aggressive action is being taken to insure that the unique qualities of the 54 National Forest wilderness units (9.1 million acres) are preserved despite the sharply increasing recreational use.
5. He also played an important role in the inception and development of the Land and Water Conservation Fund Act of 1965. The ability of the Forest Service to fulfill its responsibilities under the Act is manifest. It stems from Mr. Cliff's foresight and firm direction in meeting the growing demands for National Forest resources.
6. He marshalled every possible resource of the Forest Service starting in 1964 to meet the needs of the Job Corps program working closely with the Office of Economic Opportunity. He insisted on the selection of only top-flight Forest Service professionals to head the work and to bring to bear the background and experience of the Forest Service in projects of this kind. Repeatedly he has called for all-out effort and



## STATEMENT OF JUSTIFICATION

high-level performance in the 35 Job Corps Centers on the National Forests (Nov. 1965) because the program is aimed at the conservation of human resources as well as the conservation of natural resources.

Under his direction and leadership, Forest Service research programs have opened new horizons of achievement. Result: more goods and more services are flowing from the Nation's forest resources.

Since his appointment as Chief of the Forest Service, a number of outstanding research accomplishments have contributed to the management of the Nation's natural resources and to the economy of the Nation.

For example, in timber management, studies have resulted in adapting direct seeding techniques to more and more forest areas; high gum-yielding slash pines have been developed; studies in balloon logging--a brand new logging innovation--are beginning to bear fruit.

New products from timber have been developed: high quality bond paper from sawdust, southern pine plywood (this development alone has resulted in a new multi-million dollar industry in the South, with benefit to rural depressed areas in particular), and "beams from boltwood," another "new" product, made by jointing together thin, sliced boards by a process that has no waste, not even sawdust. The wood used for this product can come from small tree thinnings, too good for pulpwood, but not big enough for conventional lumber.

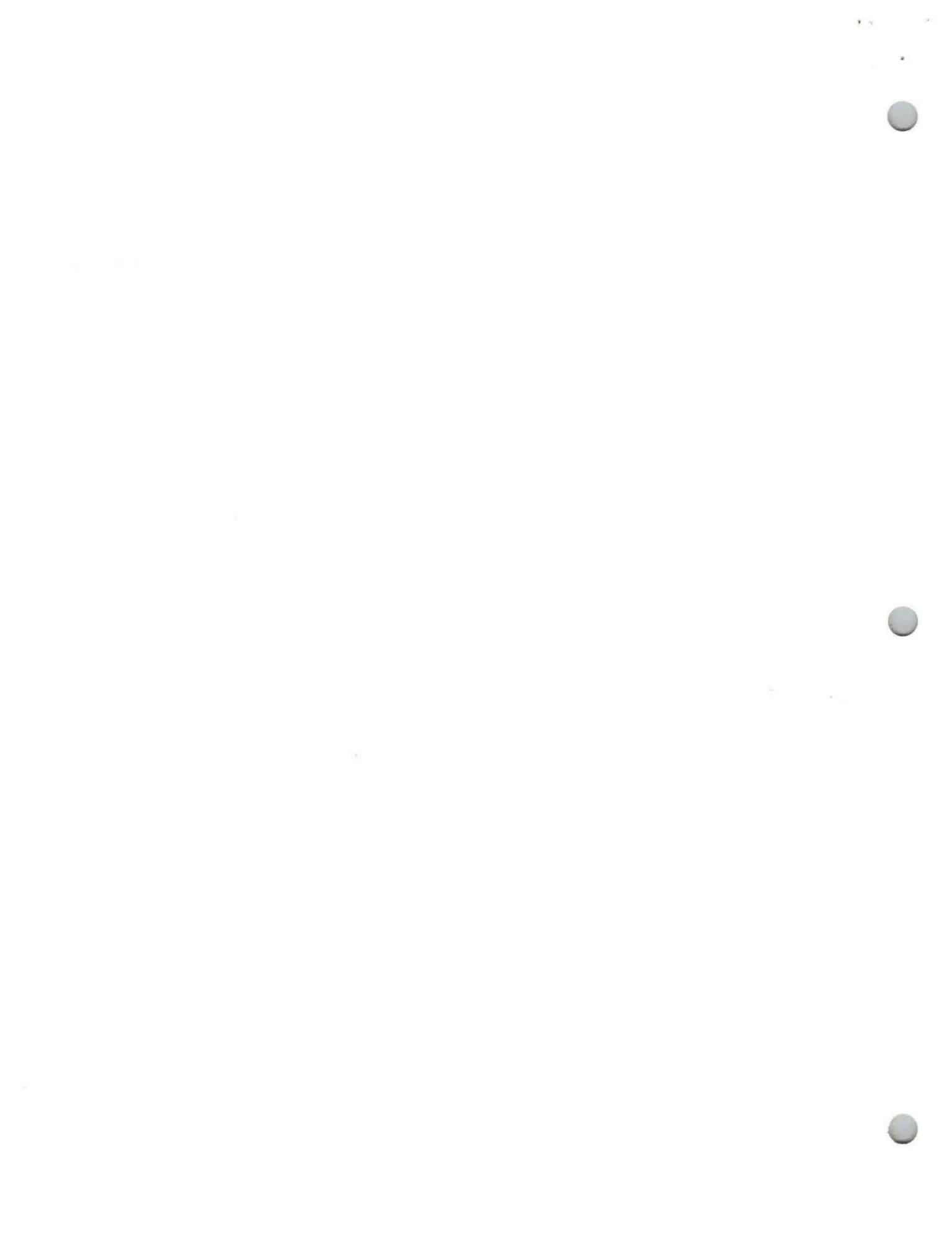
Advances related to other resources and uses of the forest include developing means of artificially increasing snow depths to delay spring run-off in those mountain areas upon which so many valley people, homes, and fields depend for their water supply; and devising ways to manage the southern pinery for a combination of timber and forage production.

Forest fire control has been strengthened by development of infra-red mapping of forest fires, more effective lightning detection methods, and new and more effective fire retardants.

"Timber Trends in the United States," a major report of the Nation's timber situation was published in 1965. This valuable appraisal provides basic data for forestry planning in the entire United States (with significance for the rest of North America and even the world, as well). The whole job including field work, compilation and analysis, and development of the final report was carried on under the guidance and close supervision of Mr. Cliff.

Implementing all of the foregoing accomplishments and, in many instances, dramatic results of Forest Service research, is the "National Forestry Research Program," an up-to-date, balanced program of research on the major forestry problems facing the Nation. This program was painstakingly planned and worked out by the Research Staff under Mr. Cliff's personal supervision and it was presented to the Congress and approved for action with his personal, effective participation throughout.





## STATEMENT OF JUSTIFICATION

Under his direction and leadership, new life and activity have come to the State and privately owned forest lands of the Nation.

As Chief of the Forest Service, Mr. Cliff has searched out every opportunity to further good forestry practices on all of the Nation's forest lands, not on the publicly-owned properties alone.

He has encouraged the fullest possible cooperation with State and private forest managers to improve the well-being of the people and the economy of depressed sections so often associated with forest areas. He has insisted that Forest Service personnel serve on Rural Areas Development Committees and on Technical Action Panels that are striving to meet these problems.

Under Mr. Cliff's direction, the Forest Service has put to work a number of utilization and marketing specialists in order to expand Forest Service activity in this field. The Forest Service has established a Marketing and Utilization Laboratory at Princeton, West Virginia, and has added projects of this kind at other established research centers in order to aid and encourage wood-using industries in rural areas.

He assisted in the early planning of Forest Service phases of the Appalachia Act and, with his personal interest and overseeing, work is going forward in the job of developing healthy forest industries in the Appalachia area.

A new phase in American forestry is becoming more apparent these days. Multiple use management, long a vibrant part of Mr. Cliff's life, is moving into the fields of State and private forestry. He anticipated this movement and directed, early in his tenure as Chief, that Forest Service cooperative management programs work to this end.

Multiple use management is at the heart of the new "Cooperative Program for State, Local, and Private Forest Lands" which has been worked up at his behest and represents a proposal to provide a major acceleration of existing cooperative forestry programs. The aim is to help raise State and private lands to higher levels of productivity for timber, water, wildlife, forage and recreation. Intensified fire and insect control, more technical assistance to forest owners and operators, cost sharing in forest investments, expanded credit, and other measures are elements of the proposed 10-year program.

Mr. Cliff heads up a major Civil Defense effort. Fire defense throughout rural America covering all types of land and resources is a prime responsibility of the Forest Service. Under his close and spirited supervision, this responsibility has been translated into such actions as follow:

1. Cooperation with all rural fire interests, private, State, and other Federal agencies.
2. Chairmanship of the National Committee.



## STATEMENT OF JUSTIFICATION

3. Establishment of State Rural Fire Defense Committees in practically every State.
4. Training at the local level.
5. Installation of 900 radiological monitoring stations throughout the National Forest System with instruments maintained at a readiness level. 3,200 employees have been trained as monitors.
6. Participation in Department-wide national, regional, State and some 800 county defense boards.

Under his direction and leadership, the Forest Service has blazed an enviable trail in administrative management, has established a new concept in conservation education, and is maintaining its major position in world forestry.

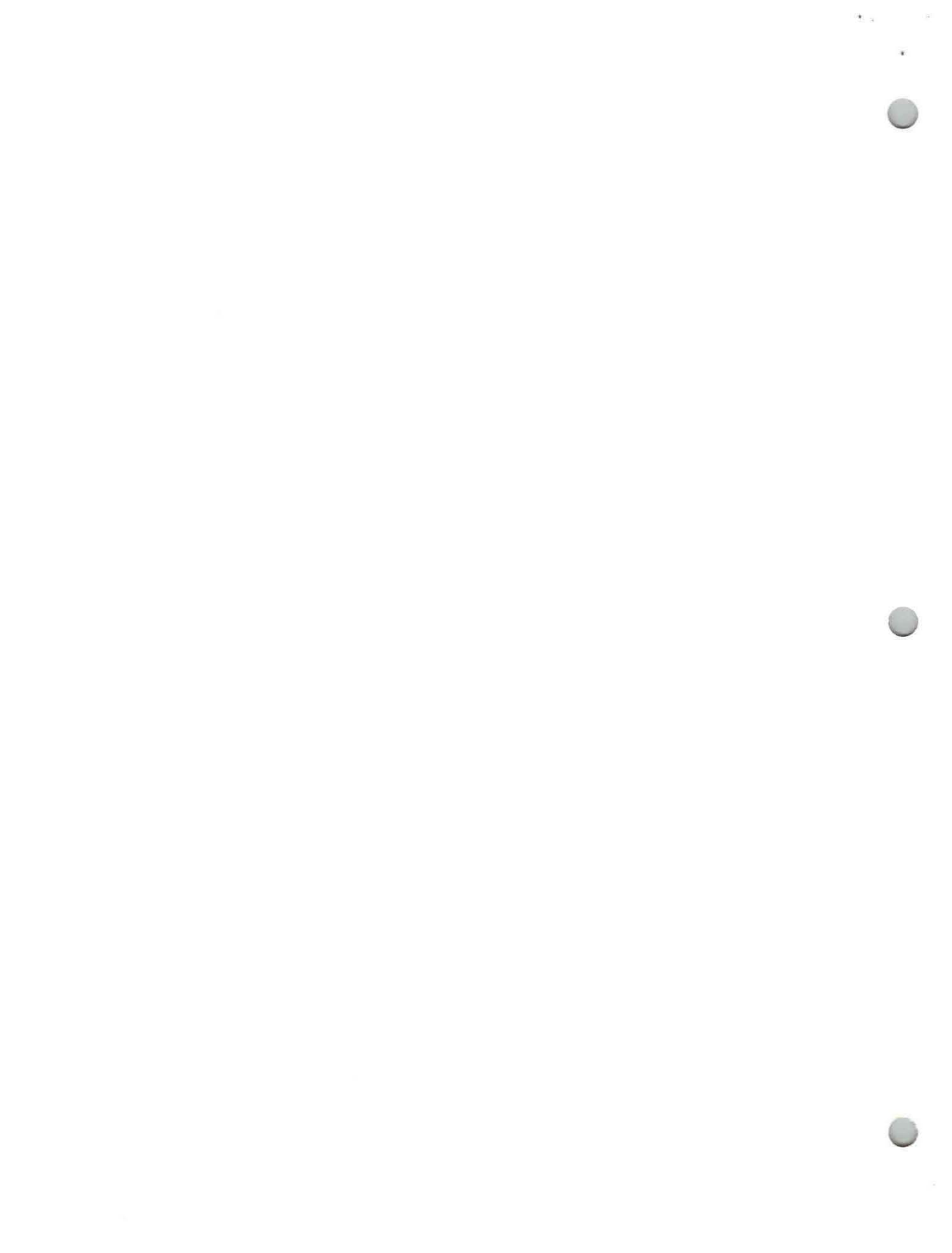
Mr. Cliff has distinguished himself and brought credit to the Department of Agriculture by his personal insistence that the Forest Service stay in the forefront in the management improvement field. He has seen to it that the Forest Service remained dynamic and current, in tune with the times. Particularly noteworthy is his responsiveness to direction from the Administration and the Congress and his firm pressing for similar responsiveness on the part of all the men and women in the Forest Service.

### MANAGEMENT HIGHLIGHTS

1. An intensive, dynamic, highly effective management system is maintained in which objectives are defined for all activities. Project work covering long-term needs for the National Forests and Research as well as State and Private Forestry Cooperation is inventoried in detail, providing the foundation for establishing workloads, organization patterns, and staffing guides to control manning and financing. The inventory is also the basis for planning and managing emergency programs such as the Job Corps Conservation Center program.

2. At Mr. Cliff's personal direction, the Forest Service has underway the most creative administrative study ever undertaken by the Forest Service. This is a long-term study designed to develop by stages a complete, automated management information system for all activities in the Forest Service. This study will progress from one function to another until the entire organization is covered, applying the most modern techniques and equipment for communications and data processing.

3. "We're going to move out on it!" With these words, Mr. Cliff started action rolling almost immediately to implement the findings of a comprehensive review made recently of Forest Service management practices and manpower utilization. During the review, he participated fully with the team from the Department of Agriculture, Civil Service Commission, and the Bureau of the Budget. Within a matter of days after receipt of the recommendations an



## STATEMENT OF JUSTIFICATION

implementation plan had been developed to take advantage of the findings. This sort of personal involvement typifies his spirit and driving desire to get the "job" done.

### A NEW CONCEPT IN CONSERVATION EDUCATION

The ancestral home of Gifford Pinchot, first Chief of the Forest Service, at Milford, Pa., was donated in 1963 to the Forest Service by the families of Gifford and Amos Pinchot. Now "Grey Towers" is the home of the "Pinchot Institute for Conservation Studies," filling a long felt need for a national center where conservationists and educators may meet and develop policies, programs, and literature "for greater knowledge of the land and its uses."

Mr. Cliff was significantly responsible for the success of this project, aiding it through every step from its imaginative conception to striking reality when, on September 24, 1963, he was presiding officer as the late President John F. Kennedy made the dedicatory address.

Another feature of this "new concept in conservation education" is that The Conservation Foundation is joined with the Department of Agriculture's Forest Service in the management of the Pinchot Institute, making it a unique cooperative educational venture for national benefit. He serves on the Board of Governors of the Pinchot Institute as Co-chairman, actively assisting in the planning and programing activities of the Institute.

### MAJOR ROLE IN INTERNATIONAL FORESTRY

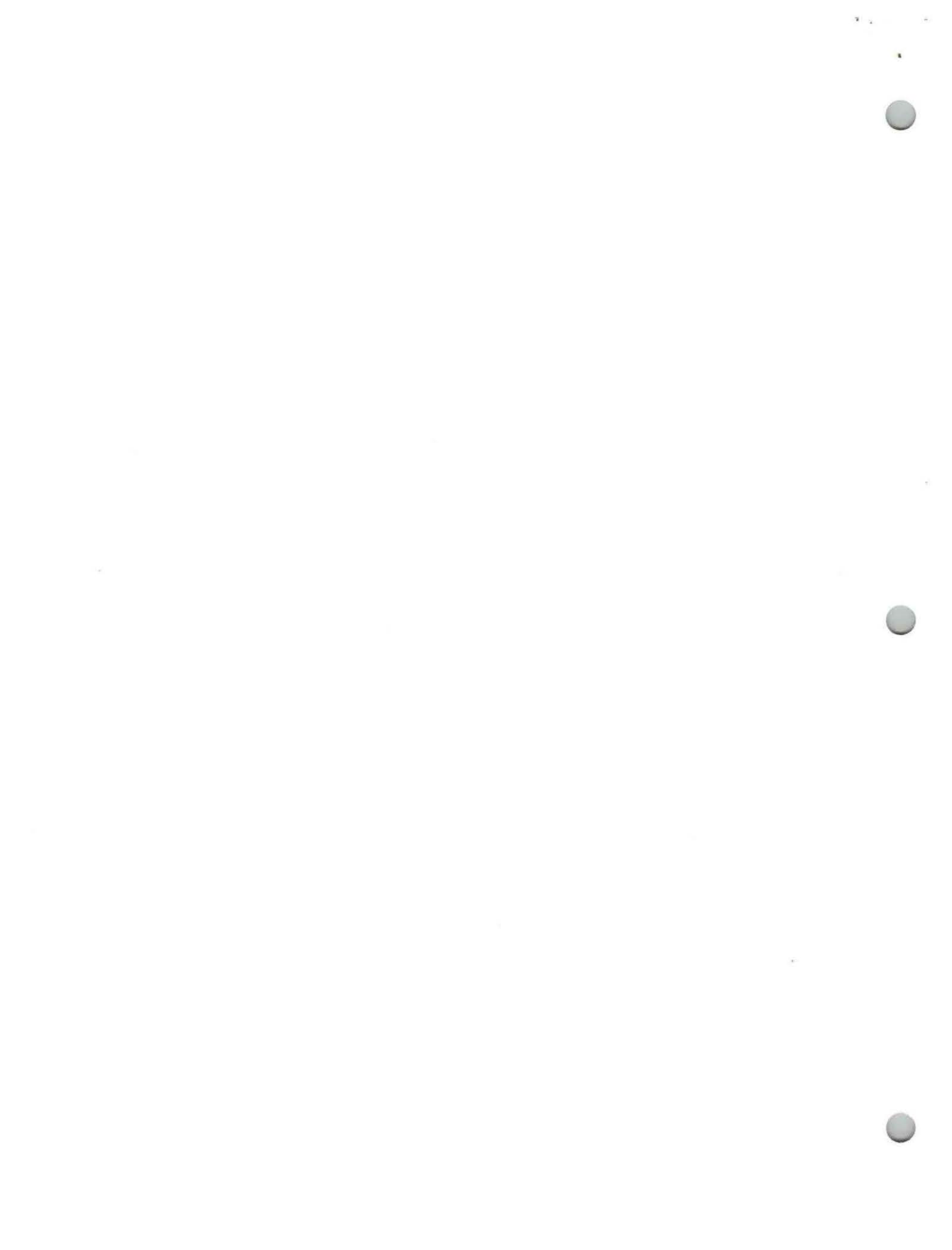
Mr. Cliff has contributed impressively to the respect in which the Forest Service is held throughout the world. He has strongly participated himself and has encouraged expanded Forest Service activities in international forestry; e.g.: the training of foreign nationals, providing technical assistance to foreign governments, and participation in the affairs of appropriate international organizations.

During the first ten months of 1965, the Forest Service programed 296 foreign nationals from 51 countries for academic, observational, or on-the-job training in forestry and related fields.

During 1965, the Forest Service responded to over 800 requests for assistance asking for technical advice, procurement of seed, publications and training films, and help in procurement of specialized equipment and supplies through the Agency for International Development.

As of October 1, 1965 there were 57 U.S. foresters, 40 of whom were former Forest Service employees, on 2-year assignments in 27 countries.

Mr. Cliff was Chairman for the Third Session of the North American Forestry Commission held in Washington, D.C. in October 1965; and helped plan work for the next biennium with colleagues from Canada and Mexico. Other



## STATEMENT OF JUSTIFICATION

important international organizations in which the Forest Service has strong representation and participation include the International Union of Forest Research Organizations, the Organization of American States (OAS), Inter-American Conference on Renewable Natural Resources, the Food and Agriculture Organization (Biennial Conference in Rome, Italy); the World Forestry Congresses. Mr. Cliff will head the United States delegation to the Sixth World Forestry Congress in Spain in May 1966.

Under his direction and leadership, the Forest Service has assumed a major role in the effort to protect and enhance natural beauty throughout America.

On the subject of natural beauty, Mr. Cliff told the delegates to the recent North American Forestry Commission meeting, "Forests and forestry are in the forefront of this movement. Trees to screen automobile junkyards, to beautify highway corridors, and to heal strip-mined areas are only a small part of our role. The techniques of managing forest lands for beauty as well as for use are becoming especially important. . ."

Implementing these remarks, he has directed that special efforts be made throughout the Forest Service to relate wherever possible all management and development activities on the National Forests to the nationwide program on beautification. He personally came up with the idea that a publication based on Forest Service long-time experience and activities in the field of beautification would be appropriate for release during the White House Conference on Natural Beauty. The resulting publication "The American Outdoors--Management for Beauty and Use" represents a practical approach to the subject and is finding excellent use by land managers and planners throughout the United States.

In a review of the publication in the Kiplinger Agricultural Letter the Editors said, "Highly practical. . .After reading it, we'll be surprised if you're not moved to go right out and plant a tree. . . Hats off to the Forest Service for making sense out of the 'beauty' campaign."





11

## PERSONAL QUALIFICATIONS

### EDWARD P. CLIFF - A MAN OF QUALITY

A career public servant in the finest sense, he has worked hard and long in the service of his fellow Americans. Material rewards have come to him in the form of progressive advancement from jobs at the bottom to the very top job.

But there have been other rewards, too, that bespeak rare qualities. He has come to know a feeling of intense personal pride, not in his own accomplishments necessarily, but in the response his 18,000 fellow-workers have given to his leadership through their accomplishments.

He is a big man, physically. His devotion to his work, to his co-workers, to the people he serves, his sincerity and great humility, his drive and wisdom--all these match his physical stature.

He has, in particular, an over-riding concern and feeling for people as well as for the resources of the forests and rangelands of America--a sympathetic understanding and consideration of their attitudes that is often reflected in his decisions. It is important to him that he know just what effect, what impact, public actions will have on individuals and their way of life.

Mr. Cliff, then, is a man of tremendous pride, sensitivity, and outstanding ability--a man who, all his life, has worked quietly, modestly, painstakingly and, every time, gets the job done.

#### Addendum

On March 19, 1962, responding to Secretary Freeman's decision to appoint him to the position of Chief of the Forest Service, Mr. Cliff wrote to the Secretary as follows:

". . .I accept this assignment with humility but without fear. On the contrary, I welcome the challenge and the opportunities that come with it.

". . .The work of the Forest Service is growing in volume and complexity as conflicting demand for resources and pressures on forest lands increase. I know that there will be rough times ahead, but I have great faith in the ability of the Service to deliver the goods on any job assigned. . ."

Since his appointment as Chief of the Forest Service, Mr. Cliff has more than kept faith with his written promise to Secretary Freeman. Under his exacting, spirited leadership, the Forest Service has welcomed and is meeting, in a very full measure, its responsibilities in the drive toward the Great Society.



1000  
Range  
Examiner

EDWARD P. CLIFF is a native of Utah and a graduate of Utah State University. He has been Chief of the Forest Service, U. S. Department of Agriculture, since March 18, 1962. This was the latest step in a 35-year career as a Government Forester that began with his first assignment as an assistant ranger on the Wenatchee National Forest in the State of Washington in August 1931. From 1935 to 1939 he was in charge of wildlife management on the National Forests of the Pacific Northwest Region with headquarters in Portland, Oregon. In May 1939 he was appointed Supervisor of the Siskiyou National Forest and in January 1942 was promoted to the supervisorship of the Fremont National Forest, both in Oregon. In April 1944 Mr. Cliff was transferred to Washington, D. C., as Assistant Chief of the Division of Range Management. In September 1946 he was promoted to become Assistant Regional Forester in charge of the Division of Range and Wildlife Management for the Intermountain Region, with headquarters at Ogden, Utah. He was appointed Regional Forester for the Rocky Mountain Region with headquarters in Denver, Colorado, holding that position from January 1950 until his transfer to Washington, D. C., in 1952 as Assistant Chief of the Forest Service. It was from that position, where he was in charge of the National Forest Resource Management Divisions, directing timber, watershed, range, wildlife, and recreation activities on all the National Forests, that he was appointed Chief.

Mr. Cliff has been the U. S. Department of Agriculture representative on the Board on Geographic Names since 1953, and was Chairman of the Board 1961-65. He is a member of the Wildlife Society, the American Society of Range Management, the Society of American Foresters (of which he is a fellow), the Wilderness Society, the National Council of the Boy Scouts of America, the Boone and Crockett Club, and the Cosmos Club.

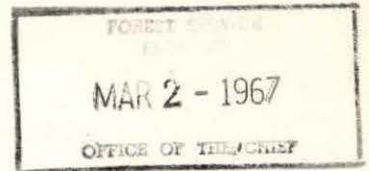
Mr. Cliff was Chairman (1963-65) of the North American Forestry Commission of the United Nations' Food and Agriculture Organization. He served as Chairman of the U. S. Delegation to the Sixth World Forestry Congress, Madrid, Spain, June 6-18, 1966, and as Vice President of the Congress.

In 1958 Mr. Cliff was selected by Utah State University to receive its Annual Founders' Day Distinguished Service Award for "significant contributions to the welfare of the Nation, State and University," and in 1965 he was further honored by the University with the degree of Doctor of Science.

In 1962 the Department of Agriculture conferred on him its highest recognition: its Distinguished Service Award "for consistently outstanding vision, courage, and dedicated leadership in developing, administering, and managing the resources of the National Forest System in an age of conflicting interests and dynamic change."

April 27, 1968 - Career Service Award from National Civil Service League, Wash., D.C.  
June 1966 Outstanding Federal career employees in efficiency, achievement, character and service.

UNITED STATES DEPARTMENT OF AGRICULTURE  
Office of the Secretary  
Washington, D. C. 20250



February 27, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1967 Rockefeller Public Service Award

The Rockefeller Public Service Awards have strengthened the concept of the public service as a career.

These annual awards, made possible through contributions to Princeton University by John D. Rockefeller 3rd, have brought recognition to truly distinguished Federal Government Careers.

The Department has been honored with three award winners. They are:

1966	Edward F. Knipling	ARS
1960	Richard E. McArdle	FS
1960	Sterling B. Hendricks	ARS

I strongly urge you to consider the nomination of persons whose careers have been outstanding in service to the Nation. The Committee on Selection welcomes renominations when appropriate. Many of the previous award recipients were nominated more than once.

Recognition includes an award of \$10,000 to each winner. Specific criteria and the nominating procedure are included in the attached brochure.

Nominations are due in Princeton prior to April 28, 1967.

*Quill of Truman*

Attachment

*Mr. Cliff saw another cc + routed to  
Mr. Hendra 3/2/67  
⑨*



DEPARTMENT OF AGRICULTURE  
WASHINGTON 25, D.C.

*Please return to Ph.D. Dexter  
Room 3016  
South Bldg  
Forest Service*

6140

April 26 1967

Committee on Selection  
Rockefeller Public Service Awards  
Woodrow Wilson School  
Princeton University  
Princeton, New Jersey 08540

Gentlemen:

I wish to nominate Edward P. Cliff, Chief of the Forest Service, for the Rockefeller Public Service Award in Natural Resources.

Mr. Cliff is a career forester. He has been Chief of the Forest Service since March 1962. From 1952 to 1962 he served as the Assistant Chief responsible for National Forest Administration. In these and earlier assignments, he has sustained an excellence of service to the Nation that is truly outstanding. It is my personal observation and belief that Ed Cliff's many contributions in the field of natural resources management fully warrant his recognition as one of the most distinguished career public servants ever produced in the United States.

Mr. Cliff is in his prime now. I confidently expect that his great potential will enable him to grow in stature and accomplishment in the years ahead through continuation of his already brilliant career of public service. He is already recognized as one of the Nation's most influential public leaders in advancing the protection and sound management of renewable resources. The National Forest System, State forests, and much of the privately owned land that is still forested, bear the imprint of the multiple-use and sustained yield concepts of management that Mr. Cliff has espoused and promoted so effectively. Generations yet unborn will benefit from his far-reaching influence and achievements.

Under his guidance, the flow of goods and services and public benefits from the National Forests has doubled and redoubled even as the intensity of management and protection has steadily increased, and the resources

themselves have been improved. Outdoor recreation opportunities, timber harvests to sustain industry, fish and wildlife habitat, watersheds, livestock forage, natural beauty--all of these and more have been improved as Forest Service policies and programs of management have moved ahead to meet unprecedented demands and pressures by various user groups. For example, in 1952 recreation visits to the National Forests totaled 33 million. In 1966 recreation use totaled 173 million visitor-days--some 46 percent of the total and three times the volume tallied by any of the other six Federal agencies reporting. There are now almost 8,000 developed campgrounds and picnic sites in the National Forests which can accommodate almost half a million people at one time. Winter sports facilities, visitor information services, and wilderness preservation are among other areas of outstanding leadership and progress.

Timber cut from National Forests in 1952 totaled 4.4 billion board feet; in 1966 the figure was 12.1 billion--about one-fourth of the total timber harvest used by industry that year. In that same span of years, two million acres of National Forest land were reforested by planting or seeding programs.

Mr. Cliff has achieved unequalled success in working with others in the field of conservation. One of his great contributions has been to stimulate the kind of cooperation and coordination that is demanded by the increasing complexity and widening scope of natural resource matters. His energy, tact, and personal integrity have been instrumental in solving some of the most controversial resource issues. Resource programs in which the Forest Service participates with other Federal agencies, State forestry organizations, forest industries, and private organizations have all been strengthened through significant formal or informal cooperative arrangements, better communications, and more emphasis on working together. A definite and lasting improvement in the overall climate for cooperation and mutual assistance during recent years is a reflection of Mr. Cliff's statesmanship and positive leadership in working toward solution of conservation issues.

One of the great movements of our times has been the application of scientific principles in administering the natural resources of the United States. Mr. Cliff has been in the forefront of the emerging concern for the wise use of resources to meet pyramiding present and future demands. He had a key role in guiding the Forest Service through the transition from a custodial organization to a forward-looking agency oriented toward positive resource management actions based on the best possible scientific foundation.

Throughout his career he has been effective in stimulating research and encouraging skillful application of research by rangers and other on-the-ground resource managers. He combines a progressive attitude with excellent practical judgment. During his tenure as Chief, immensely significant research accomplishments have been achieved by Forest Service scientists and put into practice. A strong foundation has been laid for additional progress through Forest Service participation in developing "A National Program of Research for Agriculture" that was reported to the Congress in 1966.

Mr. Cliff lives the highest ideals of creative public service. He is quick to grasp the significance of changing public attitudes and needs as they relate to management of natural resources. He sets an outstanding example of perceptiveness and concern that assures responsive management policies and practices that are tailored to meet changing situations. He has personally exerted outstanding professional leadership in meeting the crisis of inadequate recreation facilities in the National Forests; in establishing the Wilderness System; in helping to meet industrial needs for timber by stimulating improved forestry practices on private lands; in reforestation; in rural areas development; in forest fire protection; in the enhancement of natural beauty; in the protection of endangered wildlife species; and in many other specific areas of prime importance in the conservation movement.

As a hard-working man devoted to a life of public service, Mr. Cliff has had a special interest in the effective management of men and money. He has participated in American Management Association seminars and consistently demonstrated a keen interest in modern administrative practices. He is especially successful in developing and training people. President Johnson wrote this comment to me in August 1966, with regard to the Forest Service response to a joint Budget Bureau-Civil Service review of management practices and manpower utilization: "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving." This is just one example of how Ed Cliff participates as a team-player. He is a real stalwart on the Department's team in working toward a better America--an America that is permanently rooted in her precious heritage of natural resources. In the past year and a half the Forest Service has established 47 Rural Conservation Job Corps Centers with a capacity of more than 8,000 young men. The remaining 40 Rural Centers are divided among several Department of the Interior agencies. Ed Cliff's leadership in working with the Office of Economic Opportunity on this program is a significant demonstration of his breadth of view and his ability to team up and move ahead successfully with even the most difficult and controversial programs.



Chief Cliff's stature in professional and lay groups is well recognized. He has authored many articles and participated in numerous national and international conferences dealing with forestry and natural resources. For example, he was the Vice President of the Sixth World Forestry Congress in Madrid last year and leader of the United States Delegation. In 1966 he also was honored by the "Hands of Cooperation Award" bestowed by the National Forest Products Association. In 1965 he received an honorary degree of Doctor of Science from Utah State University. In 1962 I was pleased to present him with the highest honor bestowed by the Department of Agriculture, The Distinguished Service Award. He is a Fellow in the Society of American Foresters and a charter member of the American Society of Range Management. He is past chairman of the Board on Geographic Names of the United States and past chairman of the North American Forestry Commission of FAO. In 1966 he gave personal leadership to forestry teams in South Vietnam and in the Dominican Republic.

A folder is enclosed for each member of your Committee to assist in evaluating Mr. Cliff's qualifications. The folder contains a photograph of Mr. Cliff, a copy of this letter of nomination, a summary of his contributions, biographical and professional data, and a list of his recent major publications and speeches.

Conservation leaders all over the Nation share my high regard for Mr. Cliff and the contributions that he has already made through his career of public service. There are many people who would be delighted to support his nomination for a Rockefeller Public Service Award. The following men assured me that they are among those who would be glad to do so in response to a request by the Committee on Selection:

Dr. L. Z. Rousseau, Deputy Minister of Forestry  
Forestry Department Ottawa, Ontario, Canada.

Mr. Paul M. Dunn, Technical Director of Forestry  
St. Regis Paper Company, 150 East 42nd Street  
New York, New York 10003

Dr. R. Keith Arnold, Dean, School of Natural Resources  
University of Michigan, Ann Arbor, Michigan 48104

Mr. Joseph W. Penfold, Conservation Director  
Isaak Walton League of America  
719- 13th Street, NW  
Washington, D. C. 20005

Sincerely yours,  
Orville L. Freeman  
SECRETARY

Enclosures

FS-148  
4/19/67

PLThornton: evs  
cc: Sec. Records

Office of the Secretary, (Forest Service, Room 3016)



Ottawa, May 18, 1967.

PERSONAL AND CONFIDENTIAL

Dr. George M. Jemison,  
Deputy Chief in charge of Research,  
The Forest Service,  
U.S. Department of Agriculture,  
Washington 20250, D.C., U.S.A.

Dear Dr. Jemison,

You will find attached copy of the letter I sent to  
Mr. van de Velde in favour of Mr. Cliff's nomination for the  
Rockefeller Public Service Award.

*Jimmy  
Cliff*

I very sincerely hope that it will serve its purpose.  
Each and every one of us here in Canada, who have had the privilege  
of coming into contact with him, are of one mind in expressing our  
admiration of and esteem for Ed Cliff.

May he win out !

Yours sincerely,

*L. Z. Rousseau*

L. Z. Rousseau

Ottawa, May 18, 1967.

Mr. R. W. van de Velde,  
Faculty Secretary,  
Rockefeller Public Service Awards,  
Woodrow Wilson School,  
Princeton University,  
Princeton, N.J. 08540,  
U.S.A.

Dear Mr. van de Velde:

It is a very real pleasure and honour for me, in replying to your letter of May 10, to second the nomination of Mr. Edward P. Cliff, Chief of the United States Forest Service, for a Rockefeller Public Service Award in the fields of Administration and The General Welfare or National Resources. I appreciate your courtesy in sending me a copy of the brochure on the Rockefeller Public Service Awards, which I have carefully read.

I have been quite closely associated with Mr. Cliff for some years past, mainly in connection with international conferences, and meetings of a less formal nature. Mr. Cliff was head of the United States delegation to the Second Session of the North American Forestry Commission of the Food and Agriculture Organization of the United Nations, which was held in Canada in 1963. In this capacity he impressed me greatly not only by his professional competence as a forester and his undoubted gift of leadership, but by a frank and friendly facility in international relationships which in my view is quite exceptional. These qualities were even more evident when, in 1965, Mr. Cliff was Chairman of the Third Session of the North American Forestry Commission meeting in Washington. On that occasion I had an opportunity to see at first hand some of the excellent work being accomplished by the Forest Service under his direction.

The large and able delegation of the United States to the World Forestry Congress in Madrid last summer

was headed by Mr. Cliff, who was also a Vice President of the Congress. This was the biggest gathering of foresters ever convened, comprising some 2,000 delegates from 93 countries. The outstanding contribution of the United States delegation to this meeting was certainly attributable in no small measure to Mr. Cliff's personal guidance.

The results of Mr. Cliff's leadership have been evident too at many other international meetings at which he has been represented by his colleagues in the Forest Service. These include the various working groups of the North American Forestry Commission and numerous other international bodies. To cite one example, the delegation of the United States to the 13th session of the FAO Conference at Rome in 1965 was responsible for a resolution urging FAO to expand its work in wildlife management and outdoor recreation. I was pleased to note a few days ago that as a result of this resolution the Director General of FAO in his Work Program and Budget for 1968-69 has made provision for setting up, in the Forestry and Forest Industries Division, a new section to deal with these matters.

As regards Mr. Cliff's contributions to forestry on the domestic scene, I am, of course, less qualified to speak than others who have sponsored his nomination for the Award. Indeed, it might be inappropriate for a public servant of one country to comment on the forest policies of another, however well disposed he may be.

I am, however, aware of many of the policies and practices which the United States Forest Service is currently advocating and implementing, not the least of which are concerned with the multiple use of forest lands, the increase of their productivity and the development of research facilities for the better protection, management and utilization of forest resources. These are concerns which many countries, including Canada, share with the United States. From my viewpoint, as seen from across the border, Mr. Cliff is addressing himself to these matters with remarkable energy, resolution and tact.

For the technical competence of the Service of which Mr. Cliff is Chief, I have very sincere admiration indeed.

From my personal observations and those of my colleagues, and from conversations with Mr. Cliff's associates both in the Forest Service and outside it, I am impressed with the high morale and quality of leadership in the Service, in addition to its technical and scientific accomplishments.

Before concluding, may I again say how pleased I am to have this opportunity of supporting Mr. Cliff's nomination for a Rockefeller Public Service Award. Reverting once more to the international scene, the role which the United States Forest Service is playing under Mr. Cliff's leadership is one of which his country might well be proud. In these days of increasing interdependence among the nations, such an Award would indeed be a fitting tribute to one who is contributing so much to "activities involved at home and abroad in the policy leadership, planning, or management of a large and complex organization".

Yours sincerely,

ORIGINAL SIGNED BY  
L. Z. ROUSSEAU

L. Z. Rousseau

H.W.BEALL:K

CHIEF

# CHIEF'S FAST MAIL TRANSMITTAL SHEET

Date of Referral	Date Received by FS	FS Control No.
6/8/67	6/9/67	412

(Check one)

- Presidential Mail
- Secretary's Jacket
- Congressional Mail

### INSTRUCTIONS:

1. Keep this sheet on top of file until reply is released.
2. Acknowledge or reply to this letter within the following period:
  - Presidential Mail - 48 hours
  - ~~Secretary's Jacket - 3 days~~
  - Congressional Mail - 3 days
3. If you deliver this letter to another Division or Staff Office for reply, notify the Control Desk - Ext. 6102.
4. After reply is released for mailing, show the date below and return this Transmittal Sheet to Charles Manley - Room 0335.

NOTE: If final reply is prepared in field the office signing the reply will complete this transmittal sheet and return to Chief's office with two copies of the reply.

Date of final reply →	
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FRANK E. MOSS, UTAH    CLIFFORD P. HANSEN, WYO.  
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LEE METCALF, MONT.

JERRY T. VERKLER, STAFF DIRECTOR

## United States Senate

COMMITTEE ON  
INTERIOR AND INSULAR AFFAIRS

June 8, 1967

412

R. W. van de Velde  
Faculty Secretary  
Rockefeller Public Service Awards  
Princeton University  
The Woodrow Wilson School of Public  
and International Affairs  
Princeton, New Jersey

Dear Mr. van de Velde:

I have received your letter advising that Mr. Edward P. Cliff, Chief Forester of the United States, has been nominated for a Rockefeller Public Service Award for 1967 in the field of the General Welfare or National Resources.

I'm delighted to learn of this nomination. My office and I have worked closely with Ed Cliff over the years on many important matters affecting my State. I have the highest respect for him, both professionally and personally and commend him to you for this well-deserved award.

Thank you for writing.

Sincerely,

Frank Church  
United States Senator

↙ bcc: Edward P. Cliff

June 7, 1967

Mr. George M. Jemison  
Deputy Chief  
In Charge of Research  
U. S. Department of Agriculture  
U. S. Forest Service  
Washington, D. C. 20250

Dear George:

*Clare* // The request for the Rockefeller Public Service Award came in and I have submitted an answer. They sent a note confirming receipt on my support of the nomination. It was good to have an opportunity to support Ed's nomination for this award.

In connection with IUFRO, I received the papers from you which will help in the sessions I will chair. Have you requested or is there available, principal information for introductions? I assume we will have time in Munich to discuss the last session dealing with business and the future of this section.

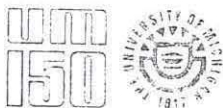
I did receive a note from Osara that the American Embassy had forwarded my nomination for the FAO Advisory Committee. I will attend that meeting September 1, 2, and 3 in Munich. Bob Winters mentioned that a briefing, possibly by the State Department, may be appropriate. If so, I can spend a day in Washington around the middle of August.

Best wishes.

Sincerely yours,

*R. Keith Arnold*  
R. Keith Arnold  
Dean

RKA:als





*Mr. Thornton*

May 5, 1967

Mr. Paul M. Dunn  
Vice President, Forestry  
and Timberlands  
St. Regis Paper Company  
150 East 42nd Street  
New York, New York 10003

Dear Paul:

Thanks very much for your note of May 1, 1967. We have changed our records here. Don't know how we missed this and my sincere apology.

If you don't mind, we won't send a correction to the Rockefeller Award Committee.

Best regards, and hope to see you soon.

Sincerely,

*Clare Hendee*  
CLARE HENDEE  
Deputy Chief

on the desk of  
PAUL M. DUNN

5-1-67

Dear Dave,  
I have your letter of April 27  
regarding E.P. Cliff. I will  
be most happy to respond, when  
contacted.

For your listings of  
titles, since you demand  
mine to:

Vice President, Frosty and  
Tinkalands, St. Regis, Ontario.

Thanks,

Paul

P.S. P.S. Hyde has the title of Technical  
Director.

Not fed any  
& remaining of  
new title  
B.S.



# The Izaak Walton League of America

BUILDING A BETTER OUTDOOR AMERICA

NATIONAL OFFICES • 1326 WAUKEGAN ROAD • GLENVIEW ILLINOIS 60025 • PHONE 312-724-3880

WASHINGTON OFFICE • ROOM 509 • 719-14TH STREET N.W. • WASHINGTON D.C. 20005 • PHONE 202-347-5330

May 12, 1967

Mr. R. W. van de Velde  
Rockefeller Public Service Awards  
Princeton University  
Woodrow Wilson School  
Princeton, New Jersey

Dear Mr. van de Velde:

Your letter of May 10 is appreciated. I would indeed be happy to second the nomination of Edward P. Cliff for a Rockefeller Public Service Award in the fields of Administration, the General Welfare and National Resources. I consider him outstanding in all three fields.

I have known Ed Cliff personally and professionally for nearly 20 years, during which time he has advanced from assistant regional forester at Ogden to become regional forester at Denver, assistant chief for National Forest Administration, and, finally, Chief of the Forest Service. I have had close contact with him in each of these assignments in my own capacity as western representative of the Izaak Walton League in Denver, and since 1957 as conservation director in Washington.

I have been with him on many a field trip to look at forest problems and to inspect operations; participated with him in many public meetings; watched him perform at countless others, where often he and the Forest Service were "under fire" from some interest seeking special privilege. I have met with him scores of times on forest problems and resource matters. Not always were our view points the same. No matter, discussions were uniformly friendly, helpful and useful to us, and always they reflected credit on Forest Service policy.

Just as important, I have had close contact over the years with the personnel working under his jurisdiction at all levels, so I have had continuing opportunities to judge his effectiveness as an administrator throughout the organization.

My opinion of the Forest Service has always been high. As a result, I probably expect more from Forest Service personnel than

I do from those of other Federal agencies. Mr. Ed Cliff has always fulfilled, even exceeded my expectations. With each promotion to greater responsibility, he has grown in stature, and the Service, as a result of his leadership, has grown with him.

Coincident with his appointment as Forest Service Chief in the Spring of 1962, the Outdoor Recreation Resources Review Commission issued a report which generated profound changes in Government attitudes and policies. From it came the Bureau of Outdoor Recreation and the Cabinet-level Recreation Advisory Council. It led to major legislative enactments such as the Land and Water Conservation Fund and the Wilderness Bill. While the Forest Service for years had been out ahead in programs for outdoor recreation, fish, wildlife and general public use of scenic resources, it was suddenly faced, as were other agencies, with an entirely new dimension in such programs.

Ed Cliff and his colleagues, out of their wide knowledge and practical experience in outdoor recreation development and public use, were of inestimable help to the Commission in framing the ORRRC report and in drawing up its conclusions and policy suggestions. As a member of the Commission I can make that assertion. Ed Cliff was able - quickly, quietly and without a ripple - to realign his whole organization to accept the larger responsibilities and challenges these programs made possible. After 5 years now, I believe it can be said, without invidious comparisons, that the Forest Service has made astounding progress. This could only have been accomplished by remarkable teamwork within the agency, and that, in my judgment, relates directly to the caliber of top leadership. Ed Cliff provided it.

Also, he has never been afraid to exercise his leadership under pressure. Some years back, for example, the Forest Service recognized that, because of vastly increasing recreation use, the management program for the Boundary Waters Canoe Area in Superior National Forest should be updated and strengthened. Though the actions needed would inevitably tread on the toes of some interests, the values to the public required them. Under Mr. Cliff's firm guidance, the Forest Service moved ahead to prepare a policy upon which the Secretary could act with confidence. Controversy developed, bitter and loud. The strong case the Service had made in behalf of the public welfare, however, enabled the Secretary to take a politically difficult action.

But leadership is not just a matter of responding to sudden or

dramatic challenges. The tough day-by-day decisions that must be made to administer the National Forest resources are perhaps a better measure. The National Forests serve a wide variety of purposes - watersheds, timber growing lands, habitats for wildlife and fish, grazing land for domestic livestock, space for the recreationists (who have a multitude of varying and sometimes conflicting desires). There are prospecting, mineral entry and mining operations. There are constant pressures for a wide variety of use permits, legitimate and otherwise. There are difficult problems of cooperation and coordination wherever resource responsibilities are divided: for example, fish and wildlife of the National Forests belong to the States and are under the jurisdiction of State Game and Fish agencies.

The Forest Service operates under the principle of "multiple use", a deceptively simple phrase. Application of the principle is no easy exercise because the decisions involved affect not only resources but people. And people, whether as individuals or groups, are convinced that their particular interest or desire is of primary importance. So from the Chief's office clear down to the ranger district, it requires the patience of Job and the wisdom of Solomon to untangle priorities, arguments and dilemmas with sure-fire consistency. An agency made up of highly qualified and dedicated people, who know their jobs, can be held together as a strong and effective team only when there is consistency in resolving day-by-day problems, because each decision has a direct impact on specific people in specific resources on a specific piece of National Forest land - and the influence of the decision may go far beyond Forest boundaries.

Aiming unswervingly toward the target of the "greatest good to the greatest number in the long run", Chief Cliff has daily handled these tough problems. Such decisive leadership inspires loyalty, builds confidence and teamwork, and calls forth the maximum talents of a staff. Out of such grows new leadership.

Mr. Cliff is respected, as well, throughout the conservation community. He is always ready to listen to a problem or a point of view. He is always willing to help public interest projects along. This same spirit pervades the Service. The newest employee has full opportunity to acquire it and contribute to it. This is a sure sign of public leadership at its best, and Ed Cliff has demonstrated it to a very remarkable degree.

Happily, he has years of vigorous service ahead of him. There is every reason to believe that throughout the rest of his career he will continue to grow in stature, influence and value to the Nation.

Sincerely yours,

J. W. Penfold  
Conservation Director IWIA

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PRINCETON  
UNIVERSITY



Rockefeller  
Public Service  
Awards  
·1968·

ADMINISTERED BY THE  
WOODROW WILSON SCHOOL  
OF  
PUBLIC AND INTERNATIONAL AFFAIRS

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## *Creative Public Service*

The Government, as President Johnson has said, is a hard taskmaster. To most citizens, a high governmental post may seem to be glamorous, and many such positions undoubtedly do have a fascination about them. To the public servant who occupies the position, however, grinding toil is likely to seem its chief characteristic. Many of the experts who are making the wheels of government turn must be numbered among the hardest working men in America.

Five of these top career-service men were quite properly singled out for special honor on Wednesday. They are winners of the Rockefeller Public Service Awards for 1966. . . .

Eminent though these men are in their respective spheres, the awards to them are in token of the devoted service rendered by a host of technicians, administrators, lawyers and experts of many kinds in the public service. These men are seldom adequately rewarded in money, but they have the satisfaction of direct participation in the great movements of our time. They doubtless also find some reward for their devotion in their knowledge that, as Secretary of the Treasury Fowler said in his address to them, "there is no more important and imposing challenge than the prudent, intelligent and creative use of public power in furthering our quest for the kind of society here at home and the kind of world at large in which men can best live a full and free life."

**Editorial in *The Washington Post*, December 8, 1966**

PRINCETON  
UNIVERSITY



## Rockefeller Public Service

### Awards

.1968.

ADMINISTERED BY THE  
WOODROW WILSON SCHOOL  
OF  
PUBLIC AND INTERNATIONAL AFFAIRS



## *Eligibility*

Nominations for the awards shall be made from among civilian men and women in the employ of the Federal Government, either in the executive or legislative branch, who have performed truly outstanding service to the Nation. The Committee particularly invites nominations of persons who, because of the nature of their work or the geographic location of their posts would not readily come to public attention.

Normally candidates shall have been in the employ of the Federal Government for a minimum of 15 years and shall be between the ages of 45 and 60 years. These awards are designed to honor "career service." Federal employees serving by Presidential appointment in non-career positions are eligible for the award only if it is apparent from their records that they achieved their present posts through demonstrated distinction and extended service in career positions.

## *Nominating Procedure*

Any past or present employee of the Federal Government may nominate a candidate other than himself, a member of his family, or one of his superiors for a Rockefeller Public Service Award simply by writing the Committee on Selection. The Committee also invites nominations from persons not previously or presently employed by the Federal Government but who, because of their work or interests, are well informed about some phase of public service.

Nominating letters must contain a full and factual explanation and justification for the nomination. They must emphasize the nominee's past accomplishments and his future potential.

These letters should also include the names of four other persons who know the candidate and/or his work intimately, and who are both competent and willing to support his candidacy upon inquiry by the Committee. The nominee need not know that he has been nominated until the Committee communicates with him. If the nominator so desires, the nominee will not be in-

formed of the identity of the person nominating him.

All nominators should know that the Committee on Selection reserves the right to consult, with respect to particular nominations, with leaders in the Government (including the nominee's agency head) to obtain their opinions and other pertinent evidence.

## *Administration*

The program is made possible through personal contributions to Princeton by Mr. John D. Rockefeller 3rd, an alumnus and, for thirty years, Charter Trustee of the University. It is administered as a national trust by the Woodrow Wilson School of Public and International Affairs, Princeton University.

A Committee on Selection, made up of prominent citizens, will review nominations and will recommend to the Trustees of the University the nominee it considers best qualified in each "area." The final awards will be made by the Trustees of the University.

Nominations for the 1968 awards should reach Princeton anytime prior to April 30, 1968. It is anticipated that an announcement of the awards will be made in the autumn of 1968.

Communications should be addressed to:

### **ROCKEFELLER PUBLIC SERVICE AWARDS**

WOODROW WILSON SCHOOL  
PRINCETON UNIVERSITY  
PRINCETON, NEW JERSEY 08540

### *Previous Award Recipients*

The 1960 awards were the first in the revised program honoring senior career officials of the Federal Government. The 1960-1967 awards were given to the following persons for distinguished service in the fields indicated. The titles and positions are those which were applicable at the time of the award:

#### Administration

- 1960 Robert M. Ball, Deputy Director, Bureau of Old-Age and Survivors Insurance, Social Security Administration, Department of Health, Education, & Welfare.
- 1961 Elmer B. Staats, Deputy Director, Bureau of the Budget, Executive Office of the President.
- 1962 J. Stanley Baughman, President, Federal National Mortgage Association, Housing and Home Finance Agency.
- 1963 Eugene W. Weber, Chief, Civil Works Planning Division, Office of the Chief of Engineers, Department of the Army.
- 1964 William D. Carey, Executive Assistant Director, Bureau of the Budget, Executive Office of the President.
- 1965 Bertrand M. Harding, Deputy Commissioner, Internal Revenue Service, Department of the Treasury.
- 1966 Millard Cass, Deputy Under Secretary, Department of Labor.
- 1967 Donald A. Williams, Administrator, Soil Conservation Service, Department of Agriculture.

#### Foreign Affairs or International Operations

- 1960 Charles E. Bohlen, Special Assistant to the Secretary of State, Department of State.
- 1961 Livingston T. Merchant, Ambassador to Canada, Department of State.
- 1962 Llewellyn E. Thompson, Ambassador to the U.S.S.R., Department of State.
- 1963 Henry Loomis, Director, International Broadcasting Service, United States Information Agency.
- 1964 Charles W. Yost, Deputy United States Representative to the United Nations, Department of State.
- 1965 U. Alexis Johnson, Deputy Under Secretary for Political Affairs, Department of State.

- 1966 John M. Leddy, Assistant Secretary for European Affairs, Department of State.
- 1967 Foy D. Kohler, Deputy Under Secretary for Political Affairs, Department of State.

#### The General Welfare or National Resources

- 1960 (A dual award): Richard E. McArdle, Chief, Forest Service, Department of Agriculture.  
Conrad L. Wirth, Director, National Park Service, Department of the Interior.
- 1961 Thomas B. Nolan, Director, Geological Survey, Department of the Interior.
- 1962 Morris H. Hansen, Assistant Director for Research and Development, Bureau of the Census, Department of Commerce.
- 1963 Gabriel O. Wessenauer, Manager of Power, Tennessee Valley Authority.
- 1964 Gordon E. Howard, Assistant Commissioner, Urban Renewal Administration, Housing and Home Finance Agency.
- 1965 (A divided award): Margaret G. Arnstein, Senior Nursing Advisor for International Health, U.S. Public Health Service, Department of Health, Education, & Welfare.  
Huntington Cairns, Secretary, Treasurer, & General Counsel, National Gallery of Art.
- 1966 David D. Thomas, Deputy Administrator, Federal Aviation Agency.
- 1967 Wilbur J. Cohen, Under Secretary, Department of Health, Education, & Welfare.

#### Law, Legislation, or Regulation

- 1960 Leonard Niederlehner, Deputy General Counsel, Department of Defense.
- 1961 Colin F. Stam, Chief of Staff, Joint Committee on Internal Revenue Taxation, United States Congress.
- 1962 Reginald G. Conley, Assistant General Counsel, Department of Health, Education, & Welfare.
- 1963 Carl M. Marcy, Chief of Staff, Senate Foreign Relations Committee, United States Congress.
- 1964 Harold F. Reis, First Assistant, Office of Legal Counsel, Department of Justice.
- 1965 Robert F. Keller, General Counsel, General Accounting Office.
- 1966 John R. Blandford, Chief Counsel, House Committee on Armed Services, United States Congress.
- 1967 Philip Elman, Commissioner, Federal Trade Commission.

*Science, Technology, or Engineering*

- 1960 Sterling Brown Hendricks, Chief Scientist, Mineral Nutrition Laboratory for Pioneering Research, Agricultural Research Service, Department of Agriculture.
- 1961 Robert H. Felix, Director, Institute of Mental Health, National Institutes of Health, Department of Health, Education, & Welfare.
- 1962 Hugh L. Dryden, Deputy Administrator, National Aeronautics and Space Administration.
- 1963 Allen V. Astin, Director, National Bureau of Standards, Department of Commerce.
- 1964 James A. Shannon, Director, National Institutes of Health, Department of Health, Education, & Welfare.
- 1965 William B. McLean, Technical Director, U.S. Naval Ordnance Test Station, China Lake, Department of the Navy.
- 1966 Edward F. Knipling, Director, Entomology Division, Agricultural Research Service, Department of Agriculture.
- 1967 Herbert Friedman, Superintendent, Atmosphere & Astrophysics Division, Hulburt Center for Space Research, Department of the Navy.

THE COMMITTEE ON SELECTION

CHAIRMAN

The Honorable William H. Hastie, Judge, United States Court of Appeals for the Third Circuit.

MEMBERS

- Dr. Marver H. Bernstein, Professor of Politics, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University.
- Mr. David E. Lilienthal, former Director, Tennessee Valley Authority, and Chairman, Atomic Energy Commission; Chairman, Development and Resources Corporation.
- Dr. Robert F. Loeb, Professor of Medicine, Emeritus, College of Physicians and Surgeons, Columbia University.
- Mr. Donald H. McLean, Jr., President, Lahey Clinic Foundation, Inc.
- Dr. Joseph E. McLean, Director, Urban Studies, Graduate School of Public & International Affairs, University of Pittsburgh.
- Mr. James M. Mitchell, former Commissioner, U.S. Civil Service Commission; Director, Advanced Study Program, The Brookings Institution.
- Mr. Robert D. Murphy, former Under Secretary of State for Political Affairs, and Career Ambassador; President, Corning Glass International.
- Mr. Robert R. Nathan, former U.S. Government official; President, Robert R. Nathan Associates, Inc.
- Dr. Don K. Price, former U.S. Government official; Dean, John Fitzgerald Kennedy School of Government, Harvard University.
- Dr. Wallace S. Sayre, Professor, Department of Government and Public Law, Columbia University.
- Dr. Frederick Seitz, former U.S. Government official; President, National Academy of Sciences; Professor of Physics, University of Illinois.

FACULTY SECRETARY

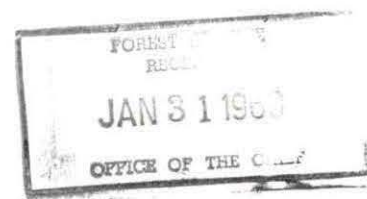
Dr. Robert W. van de Velde, Lecturer, Woodrow Wilson School of Public and International Affairs, Princeton University.

## THE PUBLIC SERVICE

*“Let the public service be a proud and lively career. And let every man and woman who works in any area of our national Government, in any branch, at any level, be able to say with pride and with honor in future years: I served the United States Government in that hour of our nation’s need.”*

JOHN F. KENNEDY  
Excerpt from State of The  
Union Address—1961

ROCKEFELLER PUBLIC SERVICE AWARDS  
PRINCETON UNIVERSITY



R. W. VAN DE VELDE  
Faculty Secretary

WOODROW WILSON SCHOOL  
PRINCETON, NEW JERSEY

30 January, 1968

Mr. Edward P. Cliff  
Chief, Forest Service  
Department of Agriculture  
Washington, D. C. 20250

Dear Mr. Cliff:

Enclosed is a copy of the 1968 announcement for the Rockefeller Public Service Awards. Additional copies are available on request.

Because of your knowledge of and interest in our Federal public service, we at Princeton University appeal to you to send us one or more nominations for the 1968 Awards in any or all of the broad fields of government activity.

The Committee on Selection welcomes re-nominations when appropriate. Many of the previous Award recipients were nominated more than once, and some several times, before being selected. In the case of re-nomination, the letter doing so need merely bring the nominee's career record up to date.

Each of the four last Presidents has endorsed this program in its efforts to strengthen the concept of career in the Federal services.

I hope we can look forward to your cooperation in furnishing us with a nomination of the high caliber of those represented by the previous recipients whose names are listed in the announcement. Please note the 30 April deadline.

Yours sincerely,

R. W. van de Velde

RWV:pk  
Enclosure

6140

Committee on Selection  
Rockefeller Public Service Awards  
Woodrow Wilson School  
Princeton University  
Princeton, New Jersey 08540

Gentlemen:

I wish to nominate Edward P. Cliff, Chief of the Forest Service, for the Rockefeller Public Service Award in Natural Resources.

Mr. Cliff is a career forester. He has been Chief of the Forest Service since March 1962. From 1952 to 1962 he served as the Assistant Chief responsible for National Forest Administration. In these and earlier assignments, he has sustained an excellence of service to the Nation that is truly outstanding. It is my personal observation and belief that Ed Cliff's many contributions in the field of natural resources management fully warrant his recognition as one of the most distinguished career public servants ever produced in the United States.

Mr. Cliff is in his prime now. I confidently expect that his great potential will enable him to grow in stature and accomplishment in the years ahead through continuation of his already brilliant career of public service. He is already recognized as one of the Nation's most influential public leaders in advancing the protection and sound management of renewable resources. The National Forest System, State forests, and much of the privately owned land that is still forested, bear the imprint of the multiple-use and sustained yield concepts of management that Mr. Cliff has espoused and promoted so effectively. Generations yet unborn will benefit from his far-reaching influence and achievements.

Under his guidance, the flow of goods and services and public benefits from the National Forests has doubled and redoubled even as the intensity of management and protection has steadily increased, and the resources

themselves have been improved. Outdoor recreation opportunities, timber harvests to sustain industry, fish and wildlife habitat, watersheds, livestock forage, natural beauty--all of these and more have been improved as Forest Service policies and programs of management have moved ahead to meet unprecedented demands and pressures by various user groups. For example, in 1952 recreation visits to the National Forests totaled 33 million. In 1966 recreation use totaled 173 million visitor-days--some 46 percent of the total and three times the volume tallied by any of the other six Federal agencies reporting. There are now almost 3,000 developed campgrounds and picnic sites in the National Forests which can accommodate almost half a million people at one time. Winter sports facilities, visitor information services, and wilderness preservation are among other areas of outstanding leadership and progress.

Timber cut from National Forests in 1952 totaled 4.4 billion board feet; in 1966 the figure was 12.1 billion--about one-fourth of the total timber harvest used by industry that year. In that same span of years, two million acres of National Forest land were reforested by planting or seeding programs.

Mr. Cliff has achieved unequalled success in working with others in the field of conservation. One of his great contributions has been to stimulate the kind of cooperation and coordination that is demanded by the increasing complexity and widening scope of natural resource matters. His energy, tact, and personal integrity have been instrumental in solving some of the most controversial resource issues. Resource programs in which the Forest Service participates with other Federal agencies, State forestry organizations, forest industries, and private organizations have all been strengthened through significant formal or informal cooperative arrangements, better communications, and more emphasis on working together. A definite and lasting improvement in the overall climate for cooperation and mutual assistance during recent years is a reflection of Mr. Cliff's statesmanship and positive leadership in working toward solution of conservation issues.

One of the great movements of our times has been the application of scientific principles in administering the natural resources of the United States. Mr. Cliff has been in the forefront of the emerging concern for the wise use of resources to meet pyramiding present and future demands. He had a key role in guiding the Forest Service through the transition from a custodial organization to a forward-looking agency oriented toward positive resource management actions based on the best possible scientific foundation.

Throughout his career he has been effective in stimulating research and encouraging skillful application of research by rangers and other on-the-ground resource managers. He combines a progressive attitude with excellent practical judgment. During his tenure as Chief, immensely significant research accomplishments have been achieved by Forest Service scientists and put into practice. A strong foundation has been laid for additional progress through Forest Service participation in developing "A National Program of Research for Agriculture" that was reported to the Congress in 1966.

Mr. Cliff lives the highest ideals of creative public service. He is quick to grasp the significance of changing public attitudes and needs as they relate to management of natural resources. He sets an outstanding example of perceptiveness and concern that assures responsive management policies and practices that are tailored to meet changing situations. He has personally exerted outstanding professional leadership in meeting the crisis of inadequate recreation facilities in the National Forests; in establishing the Wilderness System; in helping to meet industrial needs for timber by stimulating improved forestry practices on private lands; in reforestation; in rural areas development; in forest fire protection; in the enhancement of natural beauty; in the protection of endangered wildlife species; and in many other specific areas of prime importance in the conservation movement.

As a hard-working man devoted to a life of public service, Mr. Cliff has had a special interest in the effective management of men and money. He has participated in American Management Association seminars and consistently demonstrated a keen interest in modern administrative practices. He is especially successful in developing and training people. President Johnson wrote this comment to me in August 1966, with regard to the Forest Service response to a joint Budget Bureau-Civil Service review of management practices and manpower utilization: "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving." This is just one example of how Ed Cliff participates as a team-player. He is a real stalwart on the Department's team in working toward a better America--an America that is permanently rooted in her precious heritage of natural resources. In the past year and a half the Forest Service has established 47 Rural Conservation Job Corps Centers with a capacity of more than 8,000 young men. The remaining 40 Rural Centers are divided among several Department of the Interior agencies. Ed Cliff's leadership in working with the Office of Economic Opportunity on this program is a significant demonstration of his breadth of view and his ability to team up and move ahead successfully with even the most difficult and controversial programs.



Chief Cliff's stature in professional and lay groups is well recognized. He has authored many articles and participated in numerous national and international conferences dealing with forestry and natural resources. For example, he was the Vice President of the Sixth World Forestry Congress in Madrid last year and leader of the United States Delegation. In 1966 he also was honored by the "Hands of Cooperation Award" bestowed by the National Forest Products Association. In 1965 he received an honorary degree of Doctor of Science from Utah State University. In 1962 I was pleased to present him with the highest honor bestowed by the Department of Agriculture, The Distinguished Service Award. He is a Fellow in the Society of American Foresters and a charter member of the American Society of Range Management. He is past chairman of the Board on Geographic Names of the United States and past chairman of the North American Forestry Commission of FAO. In 1966 he gave personal leadership to forestry teams in South Vietnam and in the Dominican Republic.

A folder is enclosed for each member of your Committee to assist in evaluating Mr. Cliff's qualifications. The folder contains a photograph of Mr. Cliff, a copy of this letter of nomination, a summary of his contributions, biographical and professional data, and a list of his recent major publications and speeches.

Conservation leaders all over the Nation share my high regard for Mr. Cliff and the contributions that he has already made through his career of public service. There are many people who would be delighted to support his nomination for a Rockefeller Public Service Award. The following men assured me that they are among those who would be glad to do so in response to a request by the Committee on Selection:

Dr. L. Z. Rousseau, Deputy Minister of Forestry  
Forestry Department Ottawa, Ontario, Canada.

Mr. Paul M. Dunn, Technical Director of Forestry  
St. Regis Paper Company, 150 East 42nd Street  
New York, New York 10003

Dr. R. Keith Arnold, Dean, School of Natural Resources  
University of Michigan, Ann Arbor, Michigan 48104

Mr. Joseph W. Penfold, Conservation Director  
Isaac Walton League of America  
719- 13th Street, NW  
Washington, D. C. 20005

Sincerely yours,

Enclosures

FS-148  
4/19/67

PLThornton: evs  
cc: Sec. Records

Office of the Secretary, Forest Service, Room 3016

NOMINATION OF

MR. EDWARD P. CLIFF

FOR THE

ROCKEFELLER PUBLIC SERVICE AWARD

IN THE GENERAL WELFARE OR NATURAL RESOURCES

April 1967

## SUMMARY OF CONTRIBUTIONS

Mr. Cliff's entire career has been marked by noteworthy contributions in resource management. He can be expected to continue this record of achievement in the years ahead. The following is illustrative of his outstanding performance.

### Advancing the Multiple-Use Concept of Resource Management

Since becoming Assistant Chief in 1952, Mr. Cliff has built upon the traditional Forest Service philosophy of "multiple-use" management of resources with dramatic success. From the famous charge to manage the National Forests for the "greatest good of the greatest number in the long run" in Pinchot's day, on beyond the milestone Multiple-Use Sustained Yield law of 1960 which gave statutory recognition to Forest Service policy, Mr. Cliff has led the way in giving form and substance to this concept of coordinating resource uses on a planned basis. Insert #

In earlier days, typical National Forest ranger districts could rather easily produce livestock forage, water for nearby communities, timber harvests to sustain the local economy, fish and wildlife, outdoor recreation opportunities, minerals, and other goods and services in the combination best suited to meet the needs of the public. The natural overlapping of uses and benefits from the land that has taken place throughout history was promoted and administered. But the total demands were so slight in contrast to the great resource potential that only rudimentary planning and management was required.

Mr. Cliff was destined to be at the helm when the concept of multiple use was put to the test in the crucible of sharply rising pressures upon the public resources entrusted to the Forest Service. Fortunately his perceptive and far-ranging outlook enabled him to guide the necessary shift to scientific and intensive resource management planning without delay. He has fostered skillful coordination of uses through positive and imaginative management actions applied wherever and whenever resource management decisions are made.

The importance of this particular contribution cannot be quantified. However, few would dispute the fact that this evolving pattern of creative resource management must be the mainstay in man's fight to meet his growing needs in the face of a rapidly shrinking per capita share of the world's natural resources. Mr. Cliff's example and persuasive support has been instrumental in spreading scientific multiple use of resources to other public lands, to small private tracts, to forest industry lands, to other resources--such as water development, and to other nations. He has shown how resources as diverse as a wilderness, an intensively managed timber production unit, a summer livestock range, or the habitat of an endangered species of birdlife, can be managed and protected to meet an equally great variety of human needs.

### Program Administration and Development

Another major contribution has been Mr. Cliff's brilliant leadership in the administration of the resources of the National Forest System in a period of unprecedented program growth and development. It is important to note that the 186 million acre National Forest System is equal in size to the combined area of France and the United Kingdom. During the past 15 years there has been a five-fold increase in outdoor recreation use of the National Forests; timber harvest have almost tripled; the quality and quantity of water yields have become critically important in managing many National Forests, and so forth. But through Mr. Cliff's leadership, the Forest Service is meeting the challenge. One index of his success has been the planning, justification, and accomplishment that has been the basis for an increase in National Forest protection and management appropriations from \$30.6 million in F.Y. 1952 to \$152.1 million in F.Y. 1967.

Today the Forest Service builds more miles of roads and maintains a larger transportation system than any other public agency. The number of professional employees in the Forest Service has more than doubled--for example, in response to increasing needs to protect esthetic values, Mr. Cliff has built a staff of some 131 landscape architects--the largest group of these specialists employed by any public agency. The capacity of National Forest campgrounds and picnic areas has about doubled. A comprehensive interpretive program for visitors has been developed since 1961 through an imaginative Visitor Information Service program. A total of 275 VIS projects have been established--including 12 major Visitor Centers on National Forests and 4 more in cooperation with other agencies. The winter sports story is especially fascinating. Some 70 percent of all areas in the west are on National Forests. Investment of private capital in winter sports facilities on National Forest lands totals more than \$75 million. The Forest Service has developed into a world leader in avalanche control and research in winter sports area administration.

Dramatic achievements in forest fire prevention and control have been sparked by Mr. Cliff. The "Smokey Bear" program is a remarkable example of effective public relations. Use of aircraft in spotting fires, transporting smokejumpers, and dropping retardants has helped cut in half the average area burned annually despite rapidly increasing uses of the forest and greater fire hazards. All of the more than 9 million acres in the National Wilderness Preservation System, established by the Act of 1964, are National Forest lands and additional areas are being proposed. The Forest Service research program and cooperative forestry programs on State and private lands have gained substantial strength and produced results with far-reaching significance in keeping pace with expanding forest-related activities and needs.

Many other examples could be cited to illustrate the dynamic situation of the past decade and a half and the progress that has been made through

programs administered by Mr. Cliff. The far-sighted planning and programming demanded by this remarkable period of growth have been amply provided by Mr. Cliff. In the late Fifties he conceived and designed an imaginative long-range program entitled "Operation Multiple Use"--a blueprint of actions proposed to enable the National Forests to make their optimum contribution in meeting the Nation's resource needs. This was the basis of the "Development Program for the National Forests" which President Kennedy presented to the Congress in 1961. During that same period, he directed the most comprehensive and scientific survey of recreation resources ever undertaken--a step designed to provide the foundation needed to cope with the rising demands for public outdoor recreation opportunities. More recently, he has given personal leadership in developing and applying Program-Planning-Budgeting System techniques to aid the Forest Service in preparing to meet future needs on a sound and efficient basis.

He was primarily responsible for developing plans that led to passage of the Multiple Use Mining Act in 1955. This urgently needed legislation enabled the Forest Service to regain for the Government the right to manage an estimated 50 billion board feet of timber and all other resources and uses. Mr. Cliff's vigorous leadership and participation resulted in an outstanding record of progress. Surface resources on 160 million acres and 1.2 million mining claims were involved. Today solution of this complex problem of more than 60 years' standing is virtually complete.

Similar achievements could be described which have resulted from Mr. Cliff's creative leadership in helping to plan and implement acquisition of recreation lands under the Land and Water Conservation Fund; protection of the California Condor, the Kirtland's Warbler, and other endangered species; the National Forestry Research Program; and a proposed Department of Agriculture long-range program for State and private forestry. In all of these and many more, Mr. Cliff has repeatedly demonstrated the greatness that makes him worthy of the highest levels of recognition for his public service.

#### Leadership in Strengthening Cooperation

Mr. Cliff has demonstrated outstanding success in negotiating with others to solve complex issues concerning resource management and use. His record in overcoming bitter disputes between livestock interests and public land managers in the Rocky Mountain area during the post-war years is a classic in the application of firm, tactful leadership. As a result, today ranchers and rangers are working together as never before in mutually financed range improvements, better herding practices, and so forth. Largely as a result of the groundwork laid by Mr. Cliff--when he was Regional Forester at Denver and in earlier years--the Nation now benefits from a productive, cooperative approach to management and use of public rangelands.

Since becoming Chief, Mr. Cliff has been especially effective in negotiating improved working relationships with the wood-using industry. A new timber sale contract, right-of-way agreements, cooperative road maintenance procedures, and effective leadership in promoting sound use of timber resources are among the reasons that he was honored by the National Forest Products Association with the "Hands of Cooperation Award" in 1966. The same type of advances have been made by Mr. Cliff in inter-agency cooperation. Far-reaching formal agreements with the National Park Service, the Corps of Engineers, the Soil Conservation Service, the Federal Extension Service, and the Office of Economic Opportunity have been milestone achievements during his tenure as Chief. Forest Service cooperation with State Foresters and private conservation groups and all other organized groups and agencies is at an all-time high--a direct reflection of Mr. Cliff's interest and leadership in that direction.

Current examples of effective cooperation in conservation education include the hour-long "Ballad of Smokey the Bear" on nationwide television on Thanksgiving evening, and the highly successful "Lassie" television series featuring Ranger "Corey Stuart." Establishment of the "Pinchot Institute for Conservation Studies" as a national center at the ancestral home of Gifford Pinchot is an example of a creative and unusual cooperative venture with the Conservation Foundation. Mr. Cliff is co-chairman of the Board of Governors and presided when President Kennedy dedicated the Institute on September 24, 1963.

## Biography and Professional Data

EDWARD P. CLIFF: born September 3, 1909, in Haber City, Utah; currently resides at 221 North Royal Street, Alexandria, Virginia.

### EDUCATION AND DEGREES:

B.S. Degree in Forestry, 1931, Utah State University, Logan, Utah.

Honorary Degree-- Doctor of Science in June 1965 from the same institution.

### EMPLOYMENT:

- 1929-31 (summers): Adm. Guard, Range and Erosion Surveys, Western Pine Beetle Control--Cache National Forest; Utah and Boise National Forests, Idaho.
- Aug. 1931-May 1934 Asst. District Ranger and District Ranger (1939), Wenatchee National Forest, Washington.
- May 1934-May 1939: Jr. Range Examiner and Assoc. Regional Forest Inspector, Pacific Northwest, Portland, Oregon.
- May 1939-Dec.1941: Forest Supervisor, Siskiyou National Forest, Oregon.
- Dec. 1941-Apr.1944: Forest Supervisor, Fremont National Forest, Oregon.
- Apr. 1944-Sep.1946: Assistant Chief, Division of Range Management, Washington, D. C.
- Sept.1946-Jan.1950: Assistant Regional Forester, Intermountain Region, Ogden, Utah.
- Jan. 1950-July1952: Regional Forester, Rocky Mountain Region, Denver, Colorado.
- July 1952-Mar.1962: Assistant Chief, National Forest Administration, Washington, D. C.
- Mar. 1962- Present: Chief of the Forest Service, Washington, D. C.

### HONORS:

October 1966: The National Parks Association held a special reception in honor of Mr. Cliff.

August 1966: Commendation from President Johnson in a letter to Secretary Freeman-- "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving."

June 1966: "Wood and Wood Products" magazine devoted a full page "Salute to Edward P. Cliff for his contribution to the advancement of the wood industry."

May 1966: Citation--The forest products industries "Hands of Cooperation Award" for his "inspiration and leadership in the management, preservation, and conservation of public and private forest resources."

June 1965: Citation--Honorary degree of Doctor of Science from Utah State University- "As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century--you have assigned new values to and provided new understanding of forest, range, and wildlife resources, etc. ...."

May 1965: In review of the publication "The American Outdoors-- management for beauty and use," personally conceived by Mr. Cliff for distribution at the White House Conference on Natural Beauty, Kiplinger Agricultural Letter editors wrote: "Highly practical--after reading it, we'll be surprised if you're not moved to go right out and plant a tree... Hats off to the Forest Service for making sense out of the 'beauty' campaign."

June 1958: Citation-- Annual Founders' Day Distinguished Service Award at Utah State University for "significant contributions to the welfare of the Nation, State, and University."

#### PROFESSIONAL LEADERSHIP:

- Chairman of the U. S. Delegation and Vice President of the Sixth World Forestry Congress in Madrid, 1966.
- Past Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization.
- Past Chairman of the Board on Geographic Names and twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain.
- Member of the National Council of the Boy Scouts of America.
- Fellow of the Society of American Foresters.
- Charter Member of the American Society of Range Management.
- Member of the Wilderness Society, the Wildlife Society, the Boone and Crockett Club, and the Cosmos Club.

#### PERSONAL:

Mr. Cliff is married to the former Kathryn Mitchell of Logan, Utah. They have two daughters. Hobbies include hunting, fishing, photography, flower gardening, and--with the help of Mrs. Cliff--the painstaking and authentic restoration of one of the original old homes in historic Alexandria.



## MAJOR WRITINGS AND ADDRESSES

Mr. Cliff has made many contributions to the technical literature, to policy evolution, and to public understanding of the principles of natural resource management. As a sample, some of these made during the 5 years that Mr. Cliff has been Chief of the Forest Service are listed as follows:

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Dedication of America's First Family Forest, Phoenix, Md., under auspices of Maryland Department of Forests and Parks; June 1962.

Convention of the General Federation of Women's Clubs, Sheraton Park Hotel, Washington, D.C. "What Conservation Means to Me." June 1962.

Dedication of display of the Society of American Foresters at Seattle World's Fair, Seattle, Washington; "The Role of Professional Foresters in Managing the Nation's Land Resource." July 1962.

USDA Student Summer Employee Program, Commerce Auditorium, Washington, D.C. "USDA and Forest Conservation." July 1962.

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- Eighth Biennial Wilderness Conference, San Francisco, California. "Wilderness Plans of the Forest Service." March 1963.
- Annual Meeting of Northeastern Lumber Manufacturers Association, Boston, Mass., "The Forest Service and the Northeastern Lumberman." April 1963.
- Southern Forestry Conference, Forest Farmers Association, Biloxi, Miss. "Forest Farming in a Changing America." April 1963.
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Resources Reporter for the Milwaukee Journal, Milwaukee, Wisconsin,  
"Conservation and the American Press." May 1964.

At Historic Site of Biltmore School of Forestry near Asheville, North  
Carolina, "Remarks at the Cornerstone-Laying Ceremony, Cradle of  
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National Forest Wilderness Areas." December 1964.

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Issue" of Southern Lumberman, "The Outlook for Southern Pine."

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UNITED STATES DEPARTMENT OF AGRICULTURE  
Office of Personnel  
Washington, D. C. 20250

October 24, 1966

PERSONNEL BULLETIN NO. 451-49

SUBJECT: Career Service Award



NOMINATIONS DUE NOVEMBER 10, 1966

The National Civil Service League contributes yearly to public recognition of quality in Government service through the Career Service Award. Federal employees whose careers have been outstanding are eligible for nomination for this award which is granted for efficiency, achievement, character, and service of at least 10 years.

Agency Heads should select candidates clearly identified as career employees making Government service their life work. Men and women in all grades are eligible. Award criteria and format are included in the attached announcement.

Please submit five copies of each nomination to this Office by November 10, 1966. Four pictures are also required.

Former USDA winners of the Career Service Award are listed on the reverse side of this sheet.

Director of Personnel

Attachment

INQUIRIES: Employee Development, Safety and Welfare Division, Extension 5618

DISTRIBUTION: Agency Heads, Personnel Officers, and Incentive Awards Officers

PB-389

Bulletin Expires: June 1, 1967

USDA Winners of the Career Service Award

<u>AGENCY</u>	<u>NAME</u>	<u>YEAR</u>
SEC	Ralph S. Roberts (Transferred to State Department)	1961
SCS	Lyle T. Alexander	1959
FS	Dr. Richard E. McArdle (Retired)	1958
AMS	Richard T. Cotton (Retired)	1956

## CAREER SERVICE AWARDS

### National Civil Service League Annual Presentation Honoring Career Public Servants

**PURPOSE:** This National Civil Service League program is undertaken to strengthen the public service by bringing national recognition to significant careers in the Federal service.

The League will grant awards to ten career employees who exemplify in an outstanding manner the primary characteristics of the career service: efficiency, achievement, character, and service. Extensive publicity through television, radio, magazines, and newspapers will be given to the selections and the presentation of the awards.

**THE AWARD:** The Career Service Award recipients will be presented with a scroll and will be guests of honor at a dinner in Washington, D.C. to be addressed by a nationally prominent speaker and attended by many leaders of government, business, education, and the professions.

**BASIS OF SELECTION:**

1. Efficiency and achievement - A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
2. Character - A record of integrity and devotion to the principles of public service.
3. Service - At least 10 years (including military service), not necessarily all in one agency. This must give evidence of achievement and career progression.

#### INSTRUCTIONS TO AGENCIES NOMINATING CANDIDATES

Agency and department heads are invited to nominate candidates. Men and women in all grades and occupations, in the field, overseas, and in the departmental service are eligible. Nominees must meet the "Basis of Selection" criteria established in the Announcement (see above). They must be employed in one of the career services of the Federal government or by their records, be clearly identified as career employees making government service their lifework.

**WHAT TO SUBMIT:** Each agency and department head may nominate three candidates by submitting:

1. Four copies of a written statement, no more than five pages in length containing:
  - A. Justification in detail for the nomination in terms of the primary considerations noted as the basis for selection.
  - B. Human interest factors especially related to the candidate's career that would give insight into the candidate's character and assist in promulgation of widespread publicity on the candidate's selection.

(Over)

- C. Comments on the candidate's participation in professional, social and civic activities and organizations.
  - D. A list of organizations, (e.g., schools & C, above) and media (professional journals, home town press, etc.) that might be interested in the candidate's selection and thus promote the prestige of public service.
2. Pictures of the candidate, including four 8" x 10" glossy prints.
  3. Forty copies of a summary statement, preferably one page long, organized as indicated below:

NAME, TITLE AND GRADE:-

LENGTH OF SERVICE:

ORGANIZATIONAL LOCATION:-

MARITAL STATUS:

RESIDENCE ADDRESS:-

DATE & PLACE OF BIRTH:

EDUCATION AND DEGREES (INCLUDING NAMES OF SCHOOLS):

CHRONOLOGICAL SYNOPSIS OF CAREER SERVICE PROGRESSION, SHOWING TITLES & GOVERNMENT ORGANIZATIONS:

BRIEF STATEMENT SETTING FORTH IN SUMMARY THE SUBSTANTIVE ACHIEVEMENTS WHICH QUALIFY THE CANDIDATE FOR CONSIDERATION AND INDICATING THE AGENCY HEAD'S PRIMARY REASON(S) FOR SUBMITTING THE CANDIDATE'S NAME.

Submitted by: \_\_\_\_\_

(agency head's signature on original only)

NOTE: SUPPLEMENTAL MATERIAL MAY BE SUBMITTED, BUT THE MATERIAL ABOVE SHOULD STAND ON ITS OWN.

Submit materials to National Civil Service League, 1346 Connecticut Ave., N.W., Washington, D.C. 20036

NOMINATION OF

MR. EDWARD P. CLIFF

FOR THE

ROCKEFELLER PUBLIC SERVICE AWARD

IN THE GENERAL WELFARE OR NATURAL RESOURCES

April 1967



342





DEPARTMENT OF AGRICULTURE  
WASHINGTON 25, D. C.



Committee on Selection  
Rockefeller Public Service Awards  
Woodrow Wilson School  
Princeton University  
Princeton, New Jersey 08540

Gentlemen:

I wish to nominate Edward P. Cliff, Chief of the Forest Service, for the Rockefeller Public Service Award in Natural Resources.

Mr. Cliff is a career forester. He has been Chief of the Forest Service since March 1962. From 1952 to 1962 he served as the Assistant Chief responsible for National Forest Administration. In these and earlier assignments, he has sustained an excellence of service to the Nation that is truly outstanding. It is my personal observation and belief that Ed Cliff's many contributions in the field of natural resources management fully warrant his recognition as one of the most distinguished career public servants ever produced in the United States.

Mr. Cliff is in his prime now. I confidently expect that his great potential will enable him to grow in stature and accomplishment in the years ahead through continuation of his already brilliant career of public service. He is already recognized as one of the Nation's most influential public leaders in advancing the protection and sound management of renewable resources. The National Forest and State forests, and much of the private land owned by the Nation, bear the imprint of the multi-faceted management that Mr. Cliff has effectively. Generations yet unborn will benefit from his influence and achievements.

Under his guidance, the  
from the National Forest  
of management





DEPARTMENT OF AGRICULTURE  
WASHINGTON 25, D. C.

Committee on Selection  
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Mr. Cliff is in his prime now. I confidently expect that his great potential will enable him to grow in stature and accomplishment in the years ahead through continuation of his already brilliant career of public service. He is already recognized as one of the Nation's most influential public leaders in advancing the protection and sound management of renewable resources. The National Forest System, State forests, and much of the privately owned land that is still forested, bear the imprint of the multiple-use and sustained yield concepts of management that Mr. Cliff has espoused and promoted so effectively. Generations yet unborn will benefit from his far-reaching influence and achievements.

Under his guidance, the flow of goods and services and public benefits from the National Forests has doubled and redoubled even as the intensity of management and protection has steadily increased, and the resources



themselves have been improved. Outdoor recreation opportunities, timber harvests to sustain industry, fish and wildlife habitat, watersheds, livestock forage, natural beauty--all of these and more have been improved as Forest Service policies and programs of management have moved ahead to meet unprecedented demands and pressures by various user groups. For example, in 1952 recreation visits to the National Forests totaled 33 million. In 1966 recreation use totaled 173 million visitor-days--some 46 percent of the total and three times the volume tallied by any of the other six Federal agencies reporting. There are now almost 8,000 developed campgrounds and picnic sites in the National Forests which can accommodate almost half a million people at one time. Winter sports facilities, visitor information services, and wilderness preservation are among other areas of outstanding leadership and progress.

Timber cut from National Forests in 1952 totaled 4.4 billion board feet; in 1966 the figure was 12.1 billion--about one-fourth of the total timber harvest used by industry that year. In that same span of years, two million acres of National Forest land were reforested by planting or seeding programs.

Mr. Cliff has achieved unequalled success in working with others in the field of conservation. One of his great contributions has been to stimulate the kind of cooperation and coordination that is demanded by the increasing complexity and widening scope of natural resource matters. His energy, tact, and personal integrity have been instrumental in solving some of the most controversial resource issues. Resource programs in which the Forest Service participates with other Federal agencies, State forestry organizations, forest industries, and private organizations have all been strengthened through significant formal or informal cooperative arrangements, better communications, and more emphasis on working together. A definite and lasting improvement in the overall climate for cooperation and mutual assistance during recent years is a reflection of Mr. Cliff's statesmanship and positive leadership in working toward solution of conservation issues.

One of the great movements of our times has been the application of scientific principles in administering the natural resources of the United States. Mr. Cliff has been in the forefront of the emerging concern for the wise use of resources to meet pyramiding present and future demands. He had a key role in guiding the Forest Service through the transition from a custodial organization to a forward-looking agency oriented toward positive resource management actions based on the best possible scientific foundation.

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Throughout his career he has been effective in stimulating research and encouraging skillful application of research by rangers and other on-the-ground resource managers. He combines a progressive attitude with excellent practical judgment. During his tenure as Chief, immensely significant research accomplishments have been achieved by Forest Service scientists and put into practice. A strong foundation has been laid for additional progress through Forest Service participation in developing "A National Program of Research for Agriculture" that was reported to the Congress in 1966.

Mr. Cliff lives the highest ideals of creative public service. He is quick to grasp the significance of changing public attitudes and needs as they relate to management of natural resources. He sets an outstanding example of perceptiveness and concern that assures responsive management policies and practices that are tailored to meet changing situations. He has personally exerted outstanding professional leadership in meeting the crisis of inadequate recreation facilities in the National Forests; in establishing the Wilderness System; in helping to meet industrial needs for timber by stimulating improved forestry practices on private lands; in reforestation; in rural areas development; in forest fire protection; in the enhancement of natural beauty; in the protection of endangered wildlife species; and in many other specific areas of prime importance in the conservation movement.

As a hard-working man devoted to a life of public service, Mr. Cliff has had a special interest in the effective management of men and money. He has participated in American Management Association seminars and consistently demonstrated a keen interest in modern administrative practices. He is especially successful in developing and training people. President Johnson wrote this comment to me in August 1966, with regard to the Forest Service response to a joint Budget Bureau-Civil Service review of management practices and manpower utilization--"Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving." This is just one example of how Ed Cliff participates as a team-player. He is a real stalwart on the Department's team in working toward a better America--an America that is permanently rooted in her precious heritage of natural resources. In the past year and a half the Forest Service has established 47 Rural Conservation Job Corps Centers with a capacity of more than 8,000 young men. The remaining 40 Rural Centers are divided among several Department of the Interior agencies. Ed Cliff's leadership in working with the Office of Economic Opportunity on this program is a significant demonstration of his breadth of view and his ability to team up and move ahead successfully with even the most difficult and controversial programs.





Chief Cliff's stature in professional and lay groups is well recognized. He has authored many articles and participated in numerous national and international conferences dealing with forestry and natural resources. For example, he was the Vice President of the Sixth World Forestry Congress in Madrid last year and leader of the United States Delegation. In 1966 he also was honored by the "Hands of Cooperation Award" bestowed by the National Forest Products Association. In 1965 he received an honorary degree of Doctor of Science from Utah State University. In 1962 I was pleased to present him with the highest honor bestowed by the Department of Agriculture, The Distinguished Service Award. He is a Fellow in the Society of American Foresters and a charter member of the American Society of Range Management. He is past chairman of the Board on Geographic Names of the United States and past chairman of the North American Forestry Commission of FAO. In 1966 he gave personal leadership to forestry teams in South Vietnam and in the Dominican Republic.

A folder is enclosed for each member of your Committee to assist in evaluating Mr. Cliff's qualifications. The folder contains a photograph of Mr. Cliff, a copy of this letter of nomination, a summary of his contributions, biographical and professional data, and a list of his recent major publications and speeches.

Conservation leaders all over the Nation share my high regard for Mr. Cliff and the contributions that he has already made through his career of public service. There are many people who would be delighted to support his nomination for a Rockefeller Public Service Award. The following men assured me that they are among those who would be glad to do so in response to a request by the Committee on Selection:

Dr. L. Z. Rousseau, Deputy Minister of Forestry  
Forestry Department Ottawa, Ontario, Canada.

Mr. Paul M. Dunn, Technical Director of Forestry  
St. Regis Paper Company, 150 East 42nd Street  
New York, New York 10003

Dr. R. Keith Arnold, Dean, School of Natural Resources  
University of Michigan, Ann Arbor, Michigan 48104

Mr. Joseph W. Penfold, Conservation Director  
Izaak Walton League of America  
719- 13th Street, NW  
Washington, D. C. 20005

Sincerely yours,

*[Faint, illegible text, possibly bleed-through from the reverse side of the page]*

April 27, 1967

Mr. Paul M. Dunn  
Technical Director of Forestry  
St. Regis Paper Company  
150 East 42nd Street  
New York City, New York

Dear Paul:

As explained to you on the telephone this morning, I am enclosing a copy of Secretary Orville Freeman's letter recommending Ed Cliff for the Rockefeller Public Service Award in Natural Resources. For your convenience, the announcement outlining requirements for the award is also enclosed.

I appreciate very much your willingness to be one of the four that the committee can contact.

With best personal regards,

Sincerely yours,

A handwritten signature in cursive script that reads "Clare Hendee".

CLARE HENDEE  
Deputy Chief

Enclosures

April 27, 1967

Mr. Joseph W. Penfold  
Conservation Director  
Isaac Walton League of America  
719 13th Street, N.W.  
Washington, D. C. 20005

Dear Joe:

As explained to you on the telephone this morning, I am enclosing a copy of Secretary Orville Freeman's letter recommending Ed Cliff for the Rockefeller Public Service Award in Natural Resources. For your convenience, the announcement outlining requirements for the award is also enclosed.

I appreciate very much your willingness to be one of the four that the committee can contact.

With best personal regards,

Sincerely yours,



CLARE HENDEE  
Deputy Chief

Enclosures

April 28, 1967

Dr. R. Keith Arnold  
1546 Arlington  
Ann Arbor, Michigan 48104

Dear Keith:

As I told you over the phone, I am sending a draft copy of the nomination of Ed Cliff for the Rockefeller Public Service Award. Your name, along with three others, is listed as one who would support the nomination if requested to do so by the examining committee. All of us appreciate your willingness to speak a good word for Ed. (Incidentally, he knows nothing of this proposal and we intend to keep it confidential).

I think you may find the documentation in the nominating letter helpful. I am also enclosing for your reference a brochure on the Public Service Award. Please note on page 4 that nominating letters must contain a factual explanation justifying the award. We hope our letter has done this. May I suggest that if you are asked to support the nomination, your response be as complete and factual as you can make it.

If we can supply any additional information, please write to me in person.

With kindest personal regards,

Sincerely yours,

GEORGE M. JEMISON  
Deputy Chief  
In Charge of Research

Enclosures

GMJemison/aek

April 23, 1967

Dr. L. Z. Rousseau  
Deputy Minister of Forestry  
Forestry Department  
Ottawa, Ontario, Canada

Dear Dr. Rousseau:

As I told you over the phone, I am sending a draft copy of the nomination of Ed Cliff for the Rockefeller Public Service Award. Your name, along with three others, is listed as one who would support the nomination if requested to do so by the examining committee. All of us appreciate your willingness to speak a good word for Ed. (Incidentally, he knows nothing of this proposal and we intend to keep it confidential).

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If we can supply any additional information, please write to me in person.

With kindest personal regards,

Sincerely yours,

GEORGE M. JEMISON  
Deputy Chief  
In Charge of Research

Enclosures

GMJemison/aek

For SAF Schlicher Binchard  
Awards

Biographical Sketch of Edward P. Cliff  
Chief, Forest Service, USDA  
1962-1972

(Home address: 221 N. Royal St., Alexandria, Va.)

\*\*\*

Edward Parley Cliff has devoted his life to the protection and management of Federal forest lands and to close cooperation with the States and private industry in all aspects of forest land management and research.

He retired April 30, 1972 at the age of 62, after serving ten years as Chief of the Forest Service, U.S. Department of Agriculture, and the preceding ten years as Assistant Chief. His Forest Service career spans more than 40 years in the fields of forestry and conservation, in positions of steadily increasing responsibility--following his graduation with a B.S. in Forestry from the School of Agriculture and Forestry at Utah State Agricultural College (now Utah State University). In retirement he is continuing his public services as a full-time consultant for the National Commission on Materials Policy in Washington, D.C.

Mr. Cliff has guided the public land agency through a critical period of rapidly rising and sharply conflicting demands on forest resources. He has directed the Forest Service to increase its effective concern for protecting the environment and its wildlife, while closely overseeing legitimate harvest of timber and pulpwood--amid tumultuous clamor and criticism from many quarters. He has also insisted on allowing much more public participation in decision-making.

for the 187-million-acre National Forest System, Mr. Cliff has held fast to the agency's long policy of multiple use and sustained yield. These concepts have been more finely developed and more broadly applied throughout the country under his leadership. The skyrocketing demands of the people for outdoor recreation and wood products have been kept in reasonable balance with the needs to

protect the soil, air, water supplies, and wildlife habitat, and to provide moderate grazing for local domestic livestock.

Forest research has been reexamined and redirected with strong emphasis on environmental enhancement, including urban forestry. Cooperative programs with the States and private industry have been extended to improve the quality of rural life. The Forest Service's long-standing Wilderness system was confirmed by Congress and extended. To meet continual redoubling of demand for outdoor recreation, a wide variety of facilities have been provided and improved. Widespread measures have been taken to insure the survival of endangered species of wildlife such as the California condor, Puerto Rican parrot, osprey, wolf, panther, American eagle, and Kirtland's warbler--as well as to improve habitat for songbirds and fish.

During his long career, Mr. Cliff has delivered hundreds of major speeches and written many articles on all aspects of the wide field of forestry and conservation--in all parts of the country and abroad, in addition to scores of statements and testimony to Congress. He was chairman of the United States delegation to the Sixth World Forestry Congress in Madrid, Spain, in 1966, and was Vice-President of the Congress. He has served as Chairman of the North American Forestry Commission of the United Nations' Food and Agriculture Organization, and has headed the U.S. delegation to the FAO's forestry committee meetings in Rome, Italy. Mr. Cliff was the U.S. Department of Agriculture representative on the Board of Geographic Names from 1953 to 1967, and was Chairman of the Board from 1961-65. He headed the U.S. delegation to Japan in 1969 for the meeting and tour of the forestry panel of the United States-Japan Natural Resources Committee. He delivered a major talk at the 11th International Grassland Congress in Australia in 1970, and also visited Indonesia at that time.

Mr. Cliff has received a Distinguished Service Award from Utah State University (1958) and the the U.S. Department of Agriculture (1962), as well as the Career Service Award from the National Civil Service League (1968), and an honorary Doctor of Science degree from Utah State University (1965). He received



the Hands of Cooperation Award from the National Forest Products Association in 1966

In all his positions, Mr. Cliff has shown a keen ability to draw together and unify into action a large complex of people and proposals. To every problem he has brought single-minded devotion to protection and wise use of renewable resources, and the ability to digest, organize, and recall a vast amount of detail, get quickly to the heart of an issue, and make necessary decisions promptly. While Regional Forester in the Rocky Mountain Region of the Forest Service with headquarters in Denver, Colorado, in 1951 and 1952, for example, Mr. Cliff demonstrated clearly his unusual abilities to harmonize sharply conflicting viewpoints without sacrificing the essential public interest. He succeeded in reaching better understanding with and gaining the respect of stockmen who were strongly resisting necessary grazing limitations. His engaging personality, informal manner, sincere interest in people and his patient sympathy with their problems, and his genuine humility served admirably to calm an explosive situation. These traits have been demonstrated on numerous occasions in his career since that time.

Mr. Cliff is a charter member of the American Society of Range Management and the Wildlife Society, and has been a member of the Society of American Foresters for more than 35 years. He was named a Fellow of SAF in 1963. He is also a member of the Wilderness Society, the American Forestry Association, the National Council of the Boy Scouts of America, and other outdoor organizations. He has served as alternate member for the Secretary of Agriculture on the Advisory Council on Historical Preservation.

Mr. Cliff early in his career was a range examiner and then wildlife management supervisor for the Pacific Northwest Region of the Forest Service, in addition to being supervisor for the Fremont and Siskiyou National Forests in Oregon. He also served as assistant Regional Forester in charge of range and wildlife habitat management in the Intermountain Region of the Forest Service with headquarters in Ogden, Utah, and as assistant chief of the Range Management Division in the Washington, D.C. office.

Mr. Cliff is married to the former Kathryn Mitchell of Logan, Utah. They have two daughters. Mr. Cliff is a native of Heber City, Utah.

#####

(Pencil changes are Everett Doman's,  
red ink changes are J. B. Hilman's)

Draft 1 - Harmon - 12/2/77

Background Summary of Chief Edward P. Cliff's Leadership in Conservation  
and Wildlife\*

Edward P. Cliff, Chief of the Forest Service, U.S. Department of  
Agriculture, since March 1962, has devoted his life to the protection and  
management of Federal forest lands and to close cooperation with the States  
in all aspects of forest land management. He has spent 40 years in the Forest  
Service in positions of <sup>steadily</sup> ~~rapidly~~ increasing responsibility. ~~He~~ <sup>The Forest Service</sup> administers  
187 million acres of forest, watershed, and rangelands in the National Forest  
System, under the principles of multiple use and sustained yield. <sup>To meet</sup> The public's  
<sup>various</sup> needs and demands for timber and pulpwood, recreation, water, livestock, and  
<sup>The Forest Service must</sup> ~~are~~ <sup>(carefully)</sup> ~~management of these resources,~~ <sup>154</sup>  
wildlife ~~are~~ <sup>are</sup> balanced with each other. ~~On the National Forests are about~~ <sup>one-</sup>  
third of the Nation's big-game animals--more than 4 million deer, antelope,  
elk, bighorn sheep, mountain goats, bear, moose, and others, as well as count-  
less small <sup>(fish,)</sup> game, and nongame species including songbirds. <sup>use habitats on the 154 National</sup> A number of these <sup>are</sup> ~~are~~  
endangered, and special <sup>cooperative with the various States</sup> programs <sup>are</sup> underway to save them. <sup>Species</sup>

Mr. Cliff's interest in and close association with wildlife and the  
outdoors has been continuous from his boyhood days in the Heber Valley of north-  
central Utah, where he fished, hunted, camped, rode horses, ~~milked cows, tended~~  
~~garden,~~ roamed the fields and forests, climbed mountains, and even spent some  
time in the mines. As one of the eldest of seven children, he helped his mother  
raise and support the family after his father died when he was 12. His love of  
nature was developed and fostered in these early days, and his major hobbies  
throughout his life have been fishing and hunting, as well as gardening. He is a  
charter member of the Wildlife Society and the American Society of Range Management,  
and a member of the Wilderness Society.

\*Prepared for International Association of Game, Fish, and Conservation Commis-  
sioners.

Bud (John) Phelps - Utah.

*majoring in forestry,  
animal husbandry  
and range management*

One of Mr. Cliff's early Forest Service assignments, after graduating in forestry from Utah State University in 1931, was supervision of wildlife management on the National Forests of the Pacific Northwest. He wrote numerous articles and spoke to many sportsmen's groups during this period, particularly on <sup>habitat management for</sup> beaver, salmon, and trout, <sup>He</sup> ~~and~~ <sup>some of the earliest</sup> organized wildlife management training courses for district forest rangers. He became intimately experienced with the closely allied field of range management and regulation of domestic livestock grazing in several of his other early positions--range examiner in the Pacific Northwest Region, supervisor of the Siskiyou and Fremont National Forests in Oregon, assistant chief of range management in the Washington, D.C., headquarters of the Forest Service, and especially as assistant regional forester in charge of range and wildlife habitat management in the Intermountain Region of the Forest Service with headquarters in Ogden, Utah.

In <sup>a</sup> ~~the~~ <sup>as Regional Forester for the Rocky Mountain Region, Denver</sup> latter position, Mr. Cliff demonstrated clearly his unusual abilities in harmonizing sharply conflicting viewpoints without sacrificing the essential public interest. ~~At that time, a crisis had developed where~~ <sup>then</sup> stockmen were insisting on permanent grazing rights on public lands and resisted management limitations which the Forest Service believed necessary to protect <sup>wildlife habitats,</sup> the range vegetation, watersheds, and soils. He handled this difficult situation without weakening the position of the Forest Service, <sup>and</sup> ~~but~~ also succeeded in reaching better understanding with and gaining the respect of the stockmen. His engaging personality, informal manner, sincere interest in people and <sup>patient</sup> sympathy with their problems, and his genuine humility served admirably to calm a situation which had become explosive.

To every problem Mr. Cliff brings single-minded devotion to the protection and wise use of the Nation's forest land and water resources, <sup>and</sup> the ability to digest <sup>organize</sup> and recall a vast amount of detail and get quickly to the heart of an issue. These valuable abilities have served the Nation and the Forest Service

well at countless times, ~~since during his ten-year stint from 1952 to 1962 as Assistant Chief in charge of National Forest Resource Management, and, of course, as Chief since then~~ Mr. Cliff's leadership qualities have been put to their most severe test during the past few years of loud and persistent ~~harsh~~ criticism of Forest Service resource management, ~~made by spokesmen for preservationist groups and by public leaders and private citizens,~~ <sup>some</sup> ~~many of whom~~ <sup>have found</sup> it unpleasant to face the need to harvest timber to meet the rapidly increasing demands of our people. Mr. Cliff has gracefully acknowledged that some criticism was justified, ~~as timber harvesting had often tended to be given priority,~~ <sup>However,</sup> ~~but~~ he has pointed out that the Forest Service has continually attempted to get <sup>a</sup> ~~its~~ balanced program enacted, but ~~has been unable to do so, and~~ has had to accept great reductions and revisions of plans that it deeply regretted. He has welcomed the public attention and spotlight on this problem, in the hope and belief that it could <sup>be thereby</sup> solved more quickly. <sup>Mr. Cliff</sup> ~~He~~ has demanded ~~any~~ equal consideration of all needs in National Forest management, with maximum protection of the natural environment <sup>(and)</sup> concern for appearances of logged areas. He has directed that more thorough and balanced plans be made on all National Forests to provide for equal consideration of all multiple uses. Mr. Cliff <sup>is</sup> ~~has~~ also insisted <sup>ing</sup> ~~on~~ a great increase nationwide in public participation in Forest Service decision-making, starting in the early stages, ~~and this is taking place now much more so than in the past.~~

A large and vital part of the Forest Service's responsibility is cooperation with State agencies--particularly State Foresters and State Fish, Game, and Conservation Commissioners--as well as private industry, including sportsmen's groups--in the protection and management <sup>both Federal + private</sup> ~~of forest lands outside of Federal ownership as well as the National Forests.~~ A new USDA Program for State and Private Forestry was developed under his leadership. Mr. Cliff has had wide experience in this area of cooperation. While assistant regional for-

ester in the Intermountain Region covering Utah, Nevada, southern Idaho, and western Wyoming, he greatly strengthened working relationships between his agency and the State game departments in managing big game and wildlife habitat. Wildlife habitat improvement on the National Forests necessarily involves a high degree of close coordination with State fish and game officials because of the long-standing principle that the wildlife itself belongs to the States. While in this position, Mr. Cliff was a member of the Utah State Board of Big Game Control. ~~And participated in a memorable elk hunt in the Wasatch Mountains on the Manti National Forest.~~

Chief Cliff has continuously moved for increased financial support for wildlife habitat improvement on the National Forests, for increased support for cooperative Federal-State projects, and for increased scientific research in these fields. And he has been successful in these efforts. The relative percentage increase in this type of work during his period of office has been greater than that for any other major use of the forests. Many wildlife biologists have been added to the Forest Service field staff.

~~A~~ massive increase in public recreational use of forest lands--National Forests in particular--has occurred during Ed Cliff's terms as Assistant Chief and Chief; ~~doubling many times over.~~ Hunting and fishing have <sup>contributed</sup> taken a large part of this increase. Facilities have been provided at many points to encourage these pursuits. <sup>In cooperative programs with states, (and lakes)</sup> Improvements have been made in streams <sup>to encourage various kinds of fish.</sup> Forests have been managed ~~so as~~ <sup>both quantity + quality</sup> to provide ~~the right kind of~~ vegetation for food and cover for wildlife of all kinds. <sup>In many cases ponds have been created to provide needed water for the</sup> <sup>birds + animals.</sup> The increase in numbers of White-tail deer in the National Forests of the East under <sup>state -</sup> cooperative Forest Service management has been spectacular. ~~and~~ Blacktail deer in the Northwest are <sup>thriving</sup> ~~also growing fast~~ <sup>also growing fast</sup> as harvest of overmature timber opens up areas of the <sup>dense conifer</sup> forest.

*insert*

The protection of endangered species of birds, fish, and other wildlife

Insert, bottom of page 4 - Chief Cliff background and accomplishments

*In cooperation with the Illinois Dept. of Conservation,*

~~In southern Illinois~~ a few years ago the 2,000-acre Oakwood Bottoms Greentree Reservoir was opened on the Shawnee National Forest, for late fall and winter flooding to hold and feed migrating and wintering populations of waterfowl.

In cooperation with the Minnesota Department of Conservation and the <sup>Federal</sup> Bureau of Sport Fisheries and Wildlife, ~~U.S. Department of the Interior~~, the Forest Service has created shallow water impoundments, blasted potholes, and installed nesting boxes and platforms, greatly increasing <sup>numbers.</sup> ~~the~~ waterfowl on the Chippewa National Forest,

Handwritten text, likely bleed-through from the reverse side of the page. The text is extremely faint and illegible due to the low contrast and scan quality. It appears to be several lines of a letter or document.

has advanced ~~rapidly~~ under Chief Cliff's guidance. In Michigan, 4,000 acres of jack pine is being managed to <sup>enhance</sup> ~~insure~~ survival of the rare Kirtland's warbler, in cooperation with the Michigan Department of Conservation, the National Audubon Society, and the Michigan Natural Areas Council. In <sup>(The Los Padres National Forest)</sup> southern California, <sup>Special Condor Management areas have been</sup> ~~The Sequoia Condor Range has been~~ <sup>better</sup> enlarged to protect the remnants of this great bird. It is hoped the Puerto Rican parrot can be saved through a project now underway to hatch and rear young of the few birds left. ~~In Oregon,~~ <sup>the first,</sup> a special area has been set aside for the osprey--the Crane Prairie Reservoir Osprey Management Area <sup>in Oregon and recently a second one on California.</sup> ~~on the Deschutes National Forest.~~ In cooperation with State Fish & Game agencies many other plans for management & improvement.

Mr. Cliff has received several noteworthy awards recognizing his outstanding leadership in the natural resource field: the U.S. Department of Agriculture award for distinguished service, the career service award from the National Civil Service League, the distinguished service award and honorary Doctor of Science degree from Utah State University, and the Hands of Cooperation award from the Forest Products Industries.

*the Lassen National Forest is*

*of habitat for other rare & endangered species are being implemented*



F. Harmon 12-2-71.

Background Summary of Chief Edward P. Cliff's Leadership in Conservation  
and Wildlife\*

Edward P. Cliff, Chief of the Forest Service, U.S. Department of Agriculture, since March 1962, has devoted his life to the protection and management of Federal forest lands and to close cooperation with the States in all aspects of forest land management. He has spent 40 years in the Forest Service in positions of rapidly increasing responsibility. He administers 187 million acres of forest, watershed, and rangelands in the National Forest System, under the principles of multiple use and sustained yield. The public's needs and demands for timber and pulpwood, recreation, water, livestock, and wildlife are <sup>carefully</sup> balanced with each other. On the <sup>154</sup> National Forests are about one-third of the Nation's big-game animals--more than 4 million deer, antelope, elk, bighorn sheep, mountain goats, bear, moose, and others, as well as countless small game, <sup>fish,</sup> and nongame species including songbirds. A number of these are endangered, and special programs are underway to save them.

Mr. Cliff's interest in and close association with wildlife and the outdoors has been continuous from his boyhood days in the Heber Valley of north-central Utah, where he fished, hunted, camped, rode horses, milked cows, tended garden, roamed the fields and forests, climbed mountains, and even spent some time in the mines. As one of the eldest of seven children, he helped his mother raise and support the family after his father died when he was 12. His love of nature was developed and fostered in these early days, and his major hobbies throughout his life have been fishing and hunting, as well as gardening. He is a charter member of the Wildlife Society and the American Society of Range Management and a member of the Wilderness Society.

\*-Prepared for International Association of Game, Fish, and Conservation Commissioners.

One of Mr. Cliff's early Forest Service assignments, after graduating in forestry from Utah State University in 1931, was supervision of wildlife management on the National Forests of the Pacific Northwest. He wrote numerous articles and spoke to many sportsmen's groups during this period, particularly on beaver, salmon, and trout, and organized wildlife management training courses for district forest rangers. He became intimately experienced with the closely allied field of range management and regulation of domestic livestock grazing in several of his other early positions--range examiner in the Pacific Northwest Region, supervisor of the Siskiyou and Fremont National Forests in Oregon, assistant chief of range management in the Washington, D.C., headquarters of the Forest Service, and especially as assistant regional forester in charge of range and wildlife habitat management in the Intermountain Region of the Forest Service with headquarters in Ogden, Utah.

In the latter position, Mr. Cliff demonstrated clearly his unusual abilities in harmonizing sharply conflicting viewpoints without sacrificing the essential public interest. At that time, a crisis had developed where stockmen were insisting on permanent grazing rights on public lands and resisted management limitations which the Forest Service believed necessary to protect the range vegetation, watersheds, and soils. He handled this difficult situation without weakening the position of the Forest Service, but also succeeded in reaching better understanding with and gaining the respect of the stockmen. His engaging personality, informal manner, sincere interest in people and <sup>patient</sup> sympathy with their problems, and his genuine humility served admirably to calm a situation which had become explosive.

To every problem Mr. Cliff brings single-minded devotion to the protection and wise use of the Nation's forest land and water resources, <sup>and</sup> the ability to digest and recall a vast amount of detail and get quickly to the heart of an issue. These valuable abilities have served the Nation and the Forest Service

well at countless times since--during his ten-year stint from 1952 to 1962 as Assistant Chief in charge of National Forest Resource Management, and, of course, as Chief since then. Mr. Cliff's leadership qualities have been put to their most severe test during the past few years of loud and persistent harsh criticism of Forest Service resource management made by spokesmen for preservationist groups and by public leaders and private citizens, many of whom who find it unpleasant to face the need to harvest timber to meet the rapidly increasing demands of our people. Mr. Cliff has gracefully acknowledged that some criticism was justified, as timber harvesting had often tended to be given priority, but he has pointed out that the Forest Service has continually attempted to get its balanced program enacted, but has been unable to do so, and has had to accept great reductions and revisions of plans that it deeply regretted. He has welcomed the public attention and spotlight on this problem, in the hope and belief that it could be thereby solved more quickly. He has demanded fully equal consideration of all needs in National Forest management, with maximum protection of the natural and environment, and concern for appearances of logged areas. He has directed that more thorough and balanced plans be made on all National Forests to provide for equal consideration of all multiple uses. Mr. Cliff has also insisted on a great increase nationwide in public participation in Forest Service decision-making, starting in the early stages, and this is taking place now much more so than in the past.

A large and vital part of the Forest Service's responsibility is cooperation with State agencies--particularly State Foresters and State Fish, Game, and Conservation Commissioners--as well as private industry, including sportsmen's groups--in the protection and management of forest lands outside of Federal ownership as well as the National Forests. A new USDA Program for State and Private Forestry was developed under his leadership. Mr. Cliff has had wide experience in this area of cooperation. While assistant regional for-

ester in the Intermountain Region covering Utah, Nevada, southern Idaho, and western Wyoming, he greatly strengthened working relationships between his agency and the State game departments in managing big game and wildlife habitat. Wildlife habitat improvement on the National Forests necessarily involves a high degree of close coordination with State fish and game officials because of the long-standing principle that the wildlife itself belongs to the States. While in this position, Mr. Cliff was a member of the Utah State Board of Big Game Control, and participated in a memorable elk hunt in the Wasatch Mountains on the Manti National Forest.

Chief Cliff has continuously moved for increased financial support for wildlife habitat improvement on the National Forests, for increased support for cooperative Federal-State projects, and for increased scientific research in these fields. And he has been successful in these efforts. The relative percentage increase in this type of work during his period of office has been greater than that for any other major use of the forests. Many wildlife biologists have been added to the Forest Service field staff.

A massive increase in public recreational use of forest lands--National Forests in particular--has occurred during Ed Cliff's terms as Assistant Chief and Chief, doubling many times over. Hunting and fishing have taken a large part of this increase. Facilities have been provided at many points to encourage these pursuits. Improvements have been made in streams/<sup>and lakes</sup> to encourage various kinds of fish. Forests have been managed so as to provide the right kind of vegetation for food and cover for wildlife of all kinds, and in many cases ponds have been created to provide needed water for the animals. The increase in numbers of White-tail deer in the National Forests of the East under cooperative Forest Service management has been spectacular, and blacktail deer in the Northwest are also growing fast as harvest of overmature timber opens up areas of the forest.

The protection of endangered species of birds, fish, and other wildlife

*Invest >*

has advanced rapidly under Chief Cliff's guidance. In Michigan, 4,000 acres of jack pine is being managed to insure survival of the rare Kirtland's warbler, in cooperation with the Michigan Department of Conservation, the National Audubon Society, and the Michigan Natural Areas Council. In southern California, the Sespe Condor Range has been enlarged to protect the remnants of this great bird. It is hoped the Puerto Rican parrot can be saved through a project now underway to hatch and rear young of the few birds left. In Oregon, a special area has been set aside for the osprey--the Crane Prairie Reservoir Osprey Management Area on the Deschutes National Forest.

Mr. Cliff has received several noteworthy awards recognizing his outstanding leadership in the natural resource field: the U.S. Department of Agriculture award for distinguished service, the career service award from the National Civil Service League, the distinguished service award and honorary Doctor of Science degree from Utah State University, and the Hands of Cooperation award from the Forest Products Industries.

# Life Background of Chief -

## Cooperation with States in Wildlife.

Citation from Natl. Assn. of Fish & Game Comrs. -

- See Speeches, Articles, Awards; <sup>clipp. - Desert News</sup> <sup>copy of program.</sup>
1. ~~June 25, 1962 - What Conservation means to me~~  
May 18, 1962 - (5A) - USDA Dist. In. <sup>copy of program.</sup>
  2. No. 10A - Sept. 14, 1962 - Intl Assn. of Game, Fish & Consvn Comrs.
  3. No. 11 - Cooptive Forestry - Assn. of State Foresters. Sept. 24, 1962.
  4. No. 12 - Homes for Wildlife on NFs. Oct. 1962, Genl Fed'n Clubwoman.
  5. No. 29 - Remarks at Line Oak, Fla, Apr. 11, 1963
  6. No. 36 - Kirtland's Warbler Mgt Area.  
June 1, 1963. Huron NF, Mio, Mich.
  7. No. 65 - Consvn + the Am. Press (Stokes Award).  
May 25, 1964.
  8. No. 80 - Hunting on the NFs - Natl Rifle Assn.  
Mar. 28, 1965.
  9. No. 87 - Mgt of Wildlife Preserves in the U.S.  
<sup>Red copy white carbon.</sup> May 10, 1965 - V. of Mich.
  10. No. 110 - Program for State & Pub. Forestry.  
Feb. 22, 1966.
  11. No. 120 - A Look at Next 25 Yrs. - May 11, 1966 - For. Farmer

Official write abroad - to

England, Italy, Spain, Vietnam,

Australia, New Zealand, Indonesia,

Japan, Canada, Mexico, Dominican

Republic, Puerto Rico, Canada.

12. ~~No. 146~~. Natl Forests - America's Happy  
Hunting Grounds - Natl Rifle Assn. 4-1-67.
13. ~~No. 166~~ - Forests for All (slides) 12-7-67.  
*yellow carbon ready copy* Western Forestry Congress.
14. No. 174 - Career Service Award to Ed Cliff  
from Natl Civil Service League.  
April 27, 1968.
15. ~~No. 178~~ - Outdoor Room in the F.S. - Isaac  
*yellow carbon* Walton League, Denver, July 12, 1968.
16. No. 182 - State Federal Conf. in Resource  
Mgt. - Intl Assn. of Game, Fish, & Conservation  
Sept. 13, 1968.
17. ~~No. 185~~ - State Foresters - Oct 6-10, 1968.
18. No. 200 - Big Game Mgt. on Public Lands  
*carbon of rdg copy* Intl Big Game Hunters Dislemus Conf  
May 26, 1969. - San Antonio, Texas.
19. ~~State Foresters - No. 214~~ - 9-29-69.
20. ~~No. 220~~ - *marked up draft* S & P F Mgt. - Denver - 10-29-69.
21. ~~No. 238~~ - *rdg copy - carbon* Outdoor Writers. Coeur d'Alene. 6-22-70.
22. ~~No. 244~~ - *copy rdg copy* Dedication of Crane Prairie Reservoir. Osprey Mgt Area  
Bend, Oregon. Aug. 8, 1970.
23. No. 269-B - Clippings, Reserat News - 7-7-71. Biography.



24. Multiple Use - W + M - W. Bureau of Reclamation + Fish & Wildlife Service. Snowmass, Colo.

No. 273. July 20, 1971.

25. Watersheds - Q - Q. Salvo. Natl Water

Resources Assn. Comm. Nov. 4, 1971.

Check over his early writings and speeches - on wildlife.

1981 - art Region, Watersheds Natl Forest, Wood.

1935 - 1939 - In charge of wildlife management

on the Natl. Forests of the Pacific Northwest

1944<sup>1946</sup> - Asst. Dir. of Range Mgmt. Div., Wildlife

1946 - Asst. Reg. Forest in charge of Range +

Wildlife Mgmt - Intermtn Region.

(1939 - Asst. Dir. Fishery N. J., Oregon.

1942 - Asst. Dir. Forest Mgmt. N. J., Oregon.

1950 - Regl. Forest, Rocky Mtn Region, Lower

1952 - Asst. Chief, U.S. Forest, West. U.S.

Natl Forest System - Wildlife Division  
1946-49 - Mr. Walter B. of Big Game Control  
Range W.L.



# Background for Fish + Game Awards Award to Edw. J. Cliff. - *coopto aspects states*

He was born & grew up in the farms and woods of Fisher Valley in the ~~Winta~~ <sup>Winta</sup> Mts of northeastern W. Va. He ~~was~~ roamed <sup>fields + forests</sup> the fish & game hunted, and worked hard on farm an early age. Camped, rode horses, tending garden, milking cows,

Worked in mines at 16.  
Chairman for several years of the N. Am. Forestry Council of the U.N. F.A.O.  
Chairman of U.S. delegation to 6th World Forestry Congress, Madrid, 1966. 19 of Congress

1962 award <sup>USDA</sup> - Disting. Service - "for consistently outstanding vision, courage, + dedicated leadership in developing, administering, + managing the resources of the Natl Forest System in an age of conflicting interests and dynamic change."

Secy Freeman commented, "... the ability to pull together, unify, + facilitate such a vast complexity of people and activities is the thing that makes his leadership outstanding."

1958 - Dist. Serv. Award - Utah State U. "for significant contributions to the welfare of the Nation, State, + Univ."

1965 - Utah State Univ. - Recvd Honorary Dr. of Science degree.

1968 - Recvd Career Service Award from Natl Civil Service League

for hist. serv, assigning new values to and providing new  
Led a forestry mission to Viet Nam for AID May 1966.

~~Charter member~~ understanding of forest, range, + w/c resources...  
May 1966 - For Prod. Ind. "Hands of God in the Forest" for inspt + leadership in mgmt, preservn forest resources.

(2)  
Ed Cliff Bio. Data

(Range Examiner)

1931 - Asst Ranger, Wenatchee Natl Forest, Wash.

1935-1939 - In charge of wildlife management on the Natl Forests of the Pacific Northwest.

1939 - Super, Siskiyou Natl. Forest, Oregon.

1942 - Super, Fremont Natl. Forest, Oregon.

1944-1946 - Asst. Chief of Range Mgmt Div, Washn. Ofc

1946 - Asst. Rgl, Forester in Charge of Range & Wildl.

<sup>Utah, Nevada, Idaho, W. Wyo.</sup> life Mgmt - Intermountain Region.

<sup>5 Natl. Forests S+P.F. & State</sup> 1946-1949 - Member, Utah State Board of Big Game Control

1950 - Regional Forester in charge Rocky Mtn Region.

1952 - Asst Chief, Forest Service, Washn. Office, Natl Forest System - Timber, Watershed, Range, Wildlife, Recreation.

Always a man of the outdoors.

Hobbies - Fishing & Hunting (life-long).

→ (Elk hunt on the Mantle - 1946).

Gardening. Flowers.

Charter member of the Wildlife Society + <sup>Am. Soc. Range Mgmt</sup>  
member of Wilderness Society.

Been student of Am. history & landmarks - Has been a member of the Interdepartmental Board on Geographic Names for 20 ? years

to allow proper  
mngmt of <sup>land</sup> surface features

(in charge of Natl. Forest Resource Mgmt Div.)

While Asst. Chief of F.S., Chief Cliff helped revamp antiquated mining laws to prevent their abuse. Working relationships bet. F.S. + state game depts. in managing big game + wildlife habitat were strengthened. A widespread program of range reseeding + better control of livestock grazing were put in force - to reduce erosion + protect watershed values.

He handled a difficult situation with grazing interests while Asst. Forester in R. M. Region, Denver. 1950-52. Stockmen were pushing for permanent grazing rights + resisted limitation. He came thru without weakening F.S. position but also with better understanding + respect of stockmen.

His ~~own~~ nature was developed + fostered in these early days

His Recent Actions → Increased public involvement in decisions  
Full or fid. implementation of M.V. prin. cple.  
concern for appearances.

Bonhead Jan.

---

Er. Doman - w-l -  
~~Scops Office~~  
called  
Alex Smith  
Mon. Nov.  
29.

Ed Cliff

Profile on long background in  
conservation of ~~the~~ F.S.

Years of exp. program w/ state  
impact on Wildlife

National Assoc. of F&G Comm.

Long time Cooperator.

need by judoy

sent to by Reporter - Seville Ky March 29 1962

Ed Cliff Retires After 10 Years as Chief of Forest Service; McGuire Named Successor

Edward P. Cliff, the 9th Chief of the Forest Service, will retire April 29 as head of the Department of Agriculture's largest agency, Secretary Earl Butz announced March 20. Cliff just completed 10 years as Chief, longest of any incumbent. The Forest Service controls 186 million acres of National Forests and Grasslands, in addition to a nationwide forest research program and many cooperative arrangements with the States and the forest industry. a native of Utah, and a graduate of Utah State University,

~~Mr. Cliff has served more than 40 years in the Forest Service, starting as~~  
assistant ranger in Washington State in the early Depression years. He became Chief on March 18, 1962, after serving for 10 years as Assistant Chief in charge of the National Forest System. Butz said he will appoint Associate Chief John R. McGuire as the new Chief.

Mr. McGuire, who is 55, has been connected principally with the research arm of the agency. Like Cliff, he first worked for the Forest Service while still in college. He became a junior field assistant at Columbus, Ohio, in 1939, and held other positions at research stations in the East until 1957 when he became head of forest economics research at Pacific Southwest Station, Berkeley, Calif. In 1963 he became Station Director after a year in Washington, D.C. as assistant to Deputy Chief for Research. He returned to the head office in 1967 as Deputy Chief for Programs and Legislation, and was promoted to Associate Chief last year.

Mr. McGuire has written and collaborated on a number of scientific papers. He holds master's degrees from Yale University and University of Pennsylvania, and received his Bachelor of Forestry degree from University of Minnesota. He served 5 years during World War II in Japan, Philippines, and South Pacific. He and his wife, Marjory, live in Falls Church, Va., and have a daughter, Joan, living in Berkeley, Calif.

Mr. Cliff has directed the Forest Service through a decade of rapid growth and tumultuous change and has sharpened its environmental concern during the last few years. During his period of office, forest and land management research was greatly expanded, and the multiple-use concept of forestry was more finely developed and more broadly applied on the Nation's 154 National Forests, and 19 National Grasslands. Congress confirmed the Forest Service's long-standing Wilderness preservation system. Recreational use of the National Forests has doubled many times during this period, and attention to wildlife has increased, particularly for endangered species, like the American eagle, osprey, California condor, Puerto Rican parrot, and others. Under the multiple-use approach, equal emphasis is placed by the Forest Service on non-commodity values of the forest, such as recreation, water management, and wildlife, along with the commodity aspects of timber, pulpwood, forage for domestic livestock, and minerals.

Mr. Cliff was supervisor of several national forests in Washington and Oregon before becoming assistant regional forester at Ogden, Utah, and regional forester in Denver in 1950. He was named Assistant Chief Forester in 1952, succeeding R.E. McArdle as Chief in 1962.

Mr. Greeley

This was Dr. Jenison's  
idea - thought you  
should know,

Have made copy for  
Hendee also.

Presume we should  
not let Chief know.

PS

Excellent  
write-up.



August 2, 1967

Mr. H. R. Glascock, Jr.  
Executive Secretary  
Society of American Foresters  
1010 Sixteenth Street, N. W.  
Washington, D. C. 20036

Dear Hardy:

Reference is made to your request of July 24 for nominees for the Pinchot Award. I am pleased to see the one nomination you already have -- he is a deserving candidate.

I would like to nominate Ed Cliff. A biographical statement is enclosed.

Sincerely yours,

*/s/*  
GEORGE M. JEMISON  
Council Member

Enclosure

GMJemison/aek

July 24, 1967

Schlich-Pinchot Awards Committee

Donald D. Stevenson, Chairman

James K. Vessey

Carl H. Stoltenberg

Gentlemen:

You will recall the Council at its spring meeting in New Orleans established a Council committee, similar to the Barrington Moore Memorial Award Committee, to solicit nominations for the Pinchot and Schlich Medal Awards, to screen candidates and to present recommendations (including biographical data) to the Council. In recent years the Pinchot and Schlich Medals have been awarded in alternate years and this is the Pinchot year.

Accordingly, President Bill Hagenstein is appointing the Schlich-Pinchot Awards Committee for 1967 as shown above with Mr. Don Stevenson as Chairman. We hope you will be able to accept this important assignment.

This year's charge to this so far charterless committee (the undersigned is charged with development of charter for presentation to Council in Ottawa) is to select 2 or more candidates for the 1967 Pinchot Medal award whose names, with biographies, will be submitted to the Council by mail in ballot form. One candidate has already been nominated, see letter and biography enclosed. Copies of this appointment letter are being sent to the other Councilmen, soliciting their nominations accompanied by biographies.

Unfortunately, logistically, time is of the essence due to the period needed for preparation of the medal and arrangements to have the recipient on hand at the banquet on Wednesday, October 18 when the award will be made. Specifically, we would like to have from the committee two or more candidates for the 1967 Pinchot Medal Award, plus biographies, by August 15 so that we may obtain a mail ballot selection of the Council by September 1, 1967. We apologize for the lateness of this appointment, but note that one candidate is already nominated (see attached copy of nomination of DeWitt Nelson with biography).

As you know, the Gifford Pinchot Medal is awarded by the Society for outstanding service to forestry and to the conservation of natural resources. Specific criteria have not been developed. A writeup on its history is enclosed along with a list of the recipients to date. Your assistance in the selection of this year's Pinchot Medal winner will be greatly appreciated.

H. R. Glascock, Jr.  
Executive Secretary

HRG:ps  
Enclosures

## Biography and Professional Data

EDWARD P. CLIFF: born September 3, 1909, in Heber City, Utah; currently resides at 221 North Royal Street, Alexandria, Virginia.

### EDUCATION AND DEGREES:

B.S. Degree in Forestry, 1931, Utah State University, Logan, Utah.  
Honorary Degree-- Doctor of Science in June 1965 from the same institution.

### EMPLOYMENT:

1929-31 (summers): Adm. Guard, Range and Erosion Surveys, Western Pine Beetle Control--Cache National Forest, Utah and Boise National Forest, Idaho.  
Aug. 1931-May 1934: Asst. District Ranger and District Ranger (1939), Wenatchee National Forest, Washington.  
May 1934-May 1939: Jr. Range Examiner and Assoc. Regional Forest Inspector, Pacific Northwest, Portland, Oregon.  
May 1939-Dec.1941: Forest Supervisor, Siskiyou National Forest, Oregon.  
Dec. 1941-Apr.1944: Forest Supervisor, Fremont National Forest, Oregon.  
Apr. 1944-Sep.1946: Assistant Chief, Division of Range Management, Washington, D. C.  
Sept.1946-Jan.1950: Assistant Regional Forester, Intermountain Region, Ogden, Utah.  
Jan. 1950-July1952: Regional Forester, Rocky Mountain Region, Denver, Colorado.  
July 1952-Mar.1962: Assistant Chief, National Forest Administration, Washington, D. C.  
Mar. 1962-Present: Chief of the Forest Service, Washington, D. C.

### HONORS:

*Mr. Cliff has received the following significant*  
October 1966: The National Parks Association held a special reception in honor of Mr. Cliff.

*awards recognizing his outstanding leadership in the natural resources field.*  
August 1966: Commendation from President Johnson in a letter to Secretary Freeman-- "Again, let me commend you and the Forest Service for both your approach to improved management and for the excellent results you are achieving."

June 1966: "Wood and Wood Products" magazine devoted a full page "Salute to Edward P. Cliff for his contribution to the advancement of the wood industry."

May 1966: Citation--The forest products industries "Hands of Cooperation Award" for his "inspiration and leadership in the management, preservation, and conservation of public and private forest resources."

June 1965: Citation--Honorary degree of Doctor of Science from Utah State University-- "As Administrator of Science and Master Forester you have distinguished yourself for a quarter of a century--you have assigned new values to and provided new understanding of forest, range, and wildlife resources, etc. ...."

May 1965: In review of the publication "The American Outdoors--management for beauty and use," personally conceived by Mr. Cliff for distribution at the White House Conference on Natural Beauty, Kiplinger Agricultural Letter editors wrote: "Highly practical--after reading it, we'll be surprised if you're not moved to go right out and plant a tree...Hats off to the Forest Service for making sense out of the 'beauty' campaign."

May 1962: Citation--Distinguished Service Award of the Department of Agriculture--"For consistently outstanding vision, courage, and dedicated leadership in administering and managing the use of National Forests and National Grasslands in an age of conflicting interests and dynamic change."

June 1958: Annual Founders' Day Distinguished Service Award at Utah State University for "significant contributions to the welfare of the Nation, State, and University."

#### PROFESSIONAL LEADERSHIP:

- Chairman of the U.S. Delegation and Vice President of the Sixth World Forestry Congress in Madrid, 1966.
- Past Chairman of the North American Forestry Commission of the United Nations Food and Agriculture Organization.
- Past Chairman of the Board on Geographic Names and twice represented the United States at meetings of the Permanent Committee on Geographic Names of Great Britain.
- Member of the National Council of the Boy Scouts of America.
- Fellow of the Society of American Foresters.
- Charter member of the American Society of Range Management.
- Member of the Wilderness Society, the Wildlife Society, the Boone and Crockett Club, and the Cosmos Club.

#### PERSONAL:

Mr. Cliff is married to the former Kathryn Mitchell of Logan, Utah. They have two daughters. Hobbies include hunting, fishing, photography, flower gardening, and--with the help of Mrs. Cliff--the painstaking and authentic restoration of one of the original old homes in historic Alexandria.

Mr. Cliff's entire career has been marked by noteworthy contributions through his professional leadership in the field of resource management. The following are illustrative:

#### Advancing the Multiple-Use Concept of Resource Management

Since becoming Assistant Chief in 1952, Mr. Cliff has built upon the traditional Forest Service philosophy of "multiple-use" management of

resources with dramatic success. He has led the way in giving form and substance to this concept of coordinating resource uses on a planned basis first anticipated by Gifford Pinchot.

Mr. Cliff was destined to be at the helm when the concept of multiple use was put to the test by sharply rising pressures upon the public resources entrusted to the Forest Service. Fortunately his perceptive and far-ranging outlook enabled him to guide the necessary shift to scientific and intensive resource management planning without delay. He has fostered skillful coordination of uses through positive and imaginative management actions applied wherever and whenever resource management decisions are made.

The importance of this particular contribution cannot be quantified. However, few would dispute the fact that this evolving pattern of creative resource management must be the mainstay in man's fight to meet his growing needs in the face of a rapidly shrinking per capita share of the world's natural resources. Mr. Cliff's example and persuasive support has been instrumental in spreading scientific multiple use of resources to other public lands, to small private tracts, to forest industry lands, to other resources--such as water development, and to other nations.

#### Program Administration and Development

Mr. Cliff has provided brilliant leadership in the administration of the resources of the National Forest System in a period of unprecedented program growth and development. During the past 15 years there has been a five-fold increase in outdoor recreation use of the National Forests; timber harvests have almost tripled; the quality and quantity of water yields have become critically important in managing many National Forests, and so forth. One index of his success has been the planning, justification, and accomplishment that has been the basis for an increase in National Forest protection and management appropriations from \$30.6 million in F.Y. 1952 to \$159.1 million in F.Y. 1968.

Today the Forest Service builds more miles of roads and maintains a larger transportation system than any other public agency. The number of professional employees in the Forest Service has more than doubled. In response to increasing needs to protect esthetic values, Mr. Cliff has built a staff of some 131 landscape architects--the largest group of these specialists employed by any public agency. The capacity of National Forest campgrounds and picnic areas has about doubled. A comprehensive interpretive program for visitors has been developed since 1961 through an imaginative Visitor Information Service program. Some 70 percent of all winter sports areas in the West are on National Forest lands. Investment of private capital in winter sports facilities on National Forest lands totals more than \$75 million. The Forest Service has developed into a world leader in avalanche control and research in winter sports area administration.

Dramatic achievements in forest fire prevention and control have been sparked by Mr. Cliff. The "Smokey Bear" program is a remarkable example

of effective public relations. Use of aircraft in spotting fires, transporting smokejumpers, and dropping retardants has helped cut in half the average area burned annually despite rapidly increasing uses of the forest and greater fire hazards. All of the more than 9 million acres in the National Wilderness Preservation System, established by the Act of 1964, are National Forest lands and additional areas are being proposed. The Forest Service research program and cooperative forestry programs on State and private lands have gained substantial strength and produced results with far-reaching significance in keeping pace with expanding forest-related activities and needs.

The far-sighted planning and programming demanded by this remarkable period of growth have been amply provided by Mr. Cliff. In the late Fifties he conceived and designed an imaginative long-range program entitled "Operation Multiple Use"--a blueprint of actions proposed to enable the National Forests to make their optimum contribution in meeting the Nation's resource needs. This was the basis of the "Development Program for the National Forests" which President Kennedy presented to the Congress in 1961. During that same period, he directed the most comprehensive and scientific survey of recreation resources ever undertaken--a step designed to provide the foundation needed to cope with the rising demands for public outdoor recreation opportunities.

He was primarily responsible for developing plans that led to passage of the Multiple Use Mining Act in 1955. This urgently needed legislation enabled the Forest Service to regain for the Government the right to manage an estimated 50 billion board feet of timber and all other resources and uses. Mr. Cliff's vigorous leadership and participation resulted in an outstanding record of progress. Surface resources on 160 million acres and 1.2 million mining claims were involved. Today solution of this complex problem of more than 60 years' standing is virtually complete.

Similar achievements could be described which have resulted from Mr. Cliff's creative leadership in helping to plan and implement acquisition of recreation lands under the Land and Water Conservation Fund; protection of the California Condor, the Kirtland's Warbler, and other endangered species; the National Forestry Research Program; and a proposed Department of Agriculture long-range program for State and private forestry. In all of these and many more, Mr. Cliff has repeatedly demonstrated the greatness that makes him worthy of the highest levels of recognition for his public service as a professional forester in the tradition of Gifford Pinchot.

#### Leadership in Strengthening Cooperation

Mr. Cliff has demonstrated outstanding success in negotiating with others to solve complex issues concerning resource management and use. His record in overcoming bitter disputes between livestock interests and public land managers in the Rocky Mountain area during the post-war years is a classic in the application of firm, tactful leadership. As a result,

today ranchers and rangers are working together as never before in mutually financed range improvements, better herding practices, and so forth. Largely as a result of this groundwork, the Nation now benefits from a productive, cooperative approach to management and use of public rangelands.

Since becoming Chief, Mr. Cliff has been especially effective in negotiating improved working relationships with the wood-using industry. A new timber sale contract, right-of-way agreements, cooperative road maintenance procedures, and effective leadership in promoting sound use of timber resources are among the reasons that he was honored by the National Forest Products Association with the "Hands of Cooperation Award in 1966. The same type of advances have been made by Mr. Cliff in inter-agency cooperation. Far-reaching formal agreements with the National Park Service, the Corps of Engineers, the Soil Conservation Service, the Federal Extension Service, and the Office of Economic Opportunity have been milestone achievements during his tenure as Chief. Forest Service cooperation with State Foresters and private conservation groups and all other organized groups and agencies is at an all-time high--a direct reflection of Mr. Cliff's interest and professional leadership in that direction.

Current examples of effective cooperation in conservation education include the hour-long "Ballad of Smokey the Bear" on nationwide television on Thanksgiving evening, and the highly successful "Lassie" television series featuring Ranger "Corey Stuart." Establishment of the "Pinchot Institute for Conservation Studies" as a national center at the ancestral home of Gifford Pinchot is an example of a creative and unusual cooperative venture with the Conservation Foundation. Mr. Cliff is co-chairman of the Board of Governors and presided when President Kennedy dedicated the Institute on September 24, 1963.

Mr. Cliff has made many contributions to the technical literature, to the evaluation of forest policy, and to public understanding of the principles of natural resource management. The list of his major writings and addresses is an impressive outline of top-level professional leadership.

Edward P. Cliff is eminently qualified to be considered by the Society of American Foresters as a candidate for the 1967 Pinchot Medal Award.

UNITED STATES DEPARTMENT OF AGRICULTURE  
FOREST SERVICE

WO

~~See Dwyer~~

*M. Atkinson*

REPLY TO: 6140 Awards

March 1, 1972

SUBJECT: President's Award for Distinguished Federal Civilian  
Service



TO: Regional Foresters, Directors, Area Directors,  
National Finance Office, and Washington Personnel Officer

FOR OFFICIAL USE ONLY  
REPLY DUE MARCH 17

Enclosed is a copy of the Department's Personnel Bulletin  
No. 451-133 dated February 24, 1972, announcing the 1972  
President's Award for Distinguished Federal Civilian Service  
and the format to be used for submitting your nominations.

Submit eight copies of each nomination, in the correct format,  
enclosed in a 9-1/4" x 11-1/2" folder and one photograph to  
this Office no later than March 17.

*S. Lane*  
for O. M. JACKSON  
Director of Personnel Management

Enclosure

To: - J.B. Hilmon

Per our discussion

*[Signature]*



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF PERSONNEL  
WASHINGTON, D.C. 20250

February 24, 1972

PERSONNEL BULLETIN NO. 451-133

SUBJECT: President's Award for Distinguished Federal Civilian Service

NOMINATIONS DUE MARCH 22, 1972

The highest honor for civilian career Federal employees is the President's Award for Distinguished Federal Civilian Service. Generally, not more than five people receive this Presidential recognition each year.

On behalf of the Distinguished Service Awards Board, the Honorable John A. Volpe, Chairman, has invited Secretary Butz to nominate one or more USDA employees for the President's Award.

All career employees are eligible for consideration except those serving by Presidential appointment in a non-career position.

The importance of a nominee's achievements to the public interest should be so outstanding that the man or woman clearly merits public recognition by the President. Specific criteria and format for nomination are attached.

USDA has been honored with five winners of the President's Award:

1971	Edward F. Knipling	ARS
1963	Sherman E. Johnson	ERS
1961	Richard E. McArdle	FS
1959	Hazel K. Steibling	ARS
1958	Sterling B. Hendricks	ARS

Seven copies of each nomination should be submitted to the Director of Personnel through the appropriate Assistant Secretary or Director by March 22, 1972.

  
Director of Personnel

Attachment

DISTRIBUTION: Agency Heads and Agency Personnel Officers

BULLETIN EXPIRES: June 30, 1972

## PRESIDENT'S AWARD FOR DISTINGUISHED FEDERAL CIVILIAN SERVICE

The award may be presented for the best achievements having current impact in improving Government operations or serving the public interest. These achievements shall exemplify one or more of the following:

- (a) Imagination in developing creative solutions to problems in Government; or
- (b) Courage in persevering against great odds and difficulties; or
- (c) High ability in accomplishing extraordinary scientific or technological achievement, in providing outstanding leadership in planning, organizing, or directing a major program of unusual importance and complexity, or in performing an extraordinary act of credit to the Government and the country; or
- (d) Long and distinguished career service.

The importance of the achievements to the Government and to the public interest shall be so outstanding that the employee is deserving of greater public recognition than that which can be granted by the head of the agency in which he is employed.

Federal employees serving by presidential appointment in non-career positions are not eligible for the award.

### SUBMISSION AND REVIEW OF NOMINATIONS

Nominations are invited from the heads of the departments and agencies for exceptional achievements of career employees of their own agency, or employees of other agencies when they have knowledge of such achievement. Nominations shall be sent to: Executive Secretary, Distinguished Civilian Service Awards Board, Room 3416, U.S. Civil Service Commission.

Executive Order 10717, as amended by Executive Order 10979 established the President's Award for Distinguished Federal Civilian Service and created the Distinguished Service Awards Board. The Board is directed to review recommendations for the Award and decide which of them warrant presentation to the President for his consideration. Generally, not more than five awards will be made in any one year.

### PUBLICITY

No information is to be released on the nominations for the Award. After the President has made the Awards, departments and agencies should give the widest possible publicity to the recipients.

## FORM AND CONTENT OF NOMINATIONS

1. Nominations shall be submitted in six copies so that each member of the Board may have a copy to review.
2. Each copy of each nomination shall be multilithed, xerexed, mimeographed, or in original typing, single space on one side of 8" X 10 $\frac{1}{2}$ " pages.
3. Each nomination shall contain the following information in the following order:
  - A. First page -- a brief biographical sketch, in itemized format, containing date and place of birth; significant educational background; significant employment record; a specific statement of type of appointment status; current grade level; etc.
  - B. Second page -- a proposed citation for the signature of the President. The proposed citation shall contain from 50 to 65 words in two-paragraph form, and shall highlight the significance of the individual's achievement.
  - C. Additional pages containing not more than 2500 words with topical headings as follows:
    - o Summary of Achievement--not more than one page.
    - o Additional Details--in non-technical language, illustrating how the nominee was personally responsible. Also include:
      - The specific benefits in improving Government operations or serving the public interest. Describe separately the tangible and the intangible.
      - Examples of personal qualities of the nominee which make his achievement possible, if these have not already been covered under previous headings.
  - D. A statement describing any other significant awards received by the nominee.
  - E. A photograph.
4. Each copy of a nomination shall be enclosed in a 9 $\frac{1}{4}$ " X 11 $\frac{1}{2}$ " folder.
5. If desired, supporting or technical material may also be submitted as a supplement to the nomination. There is no limitation on the amount of such material that may be submitted. However, any supporting material should be submitted separately in bound form, rather than included with material in the folder.

NOTE: Departments and agencies are in no way restrained from making awards themselves to any employees who are being nominated for the President's Award.

UNITED STATES DEPARTMENT OF AGRICULTURE  
OFFICE OF THE SECRETARY  
WASHINGTON, D. C. 20250

February 1, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Award for Distinguished Federal Civilian Service

President Johnson is very much interested in recognizing excellence of achievement in carrying out our Federal programs. He considers the President's Award for Distinguished Service the highest honor that can be granted to a Federal career employee.

This year we have been asked to submit one nomination in each of these categories:

- An outstanding achievement in recent years that contributed to an important program of current national interest.
- Distinguished career service over a period of years that has contributed to the Department's broad mission.

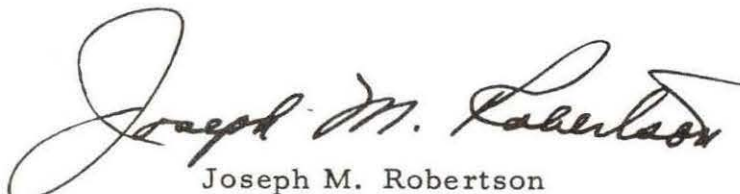
The Distinguished Service Awards Board would also like to consider nominations based on outstanding achievement by a woman.

All career employees are eligible for consideration except those serving by Presidential appointment in a non-career position.

USDA has been honored with four winners of the President's Award: 1963-Sherman E. Johnson, ERS; 1961-Richard E. McArdle, FS; 1959-Hazel K. Stiebling, ARS; 1958-Sterling B. Hendricks, ARS.

Your personal judgment is needed in the selection of USDA nominees for the 1968 President's Award. Please review the achievements of men and women who have made outstanding contributions to our programs.

Submit nominations to the Director of Personnel by February 26, 1968. Personnel Bulletin 451-66 contains specific requirements for format and content of nominations.

  
Joseph M. Robertson  
Assistant Secretary for Administration



# COSMOS CLUB

## PROPOSAL FOR MEMBERSHIP, ASSOCIATE PRIVILEGES, OR FOREIGN VISITOR PRIVILEGES

*Dwt. ex.  
Forestry &  
Public  
Service*

**PLEASE READ INSTRUCTIONS AND EXTRACTS FROM BYLAWS  
ON PAGES 3 AND 4 BEFORE FILLING IN PROPOSAL FORM**

*Elected  
1 July 1964*

WASHINGTON 8, D. C. \_\_\_\_\_ November 1 1963

To the Admissions Committee:

We hereby propose Edward P. Cliff

Resident Status  
for Non-Resident Status  
Associate Privileges  
Foreign Visitor Privileges  
(Check one)

Permanent Address 221 N. Royal Street  
Alexandria, Virginia

Temporary Washington Address \_\_\_\_\_

Profession Forester

Place and Date of Birth Heber City, Utah. September 3, 1909. (54)

Occupation or Position Chief, Forest Service, U. S. Department of Agriculture

College Education and Degrees, with Dates \_\_\_\_\_

Utah State University, 1927-31.

Graduated with a B.S. degree in Forestry.

Activities and Connections, with Dates See ATTACHMENT A.



Publications (See Items 4, 6, and 7 of instructions) \_\_\_\_\_ See ATTACHMENT B.

Membership in Societies and Clubs, including positions held and honors conferred \_\_\_\_\_

See ATTACHMENT C.

We consider the candidate eligible for membership because:

(a) He has done meritorious original work in \_\_\_\_\_

(b) He is well known to be cultivated in \_\_\_\_\_

(c) He is recognized as distinguished in \_\_\_\_\_ Forestry and public service.

Outline, using separate sheet if necessary, the specific grounds on which the foregoing recommendations are made.

See ATTACHMENT D.

Sponsors may list the names of no more than ten members of the club (including members of the Admissions Committee, if any) who know the candidate: \_\_\_\_\_ Henry Clepper, Wilson Compton, Clarence Cottam,

\_\_\_\_\_ Ira Gabrielson, Frank Heintzleman, Samuel H. Ordway, Charles Kellogg,

\_\_\_\_\_ Jerome Kilmartin, Foster Mohrhardt, Byron Shaw

Additional information showing the fitness of the candidate for membership in the Cosmos Club is set forth in the accompanying letters, addressed by us to the Committee (See paragraphs 2, 3, and 4 of instructions.)

(Sponsors' Signatures)

*Raymond E. Marsh*

*Charles Kellogg*



Activities and Connections

1927-1931 - Student at Utah State University, Department (now College) of Forestry, graduating with a B.S. degree. During the summers he served as a field assistant in a variety of resource management activities on the Cache National Forest in Utah.

1931-1952 - From its beginning in 1931, Cliff's entire career has been with the Forest Service, U. S. Department of Agriculture, where all of his appointments have been to professional positions under Civil Service. The Forest Service is responsible for three primary activities: (1) a wide-based program of research directed toward improved protection and management of the nation's forest and range resources and the utilization of forest products; (2) a combination of cooperative programs for the better protection of the nation's State and privately owned forest land, the encouragement of better forestry on the 358 million acres of private land, and of the proper management of State, county and community forests; and (3) the protection, development, and administration of the National Forest System--an area of approximately 186 million acres. Until appointed Chief of the Forest Service last year Cliff's assignments were almost exclusively in connection with the last aspect of Forest Service work.

The National Forest System is administered under the basic philosophy that its resources are to be used in the public interest. This means that they must be protected and developed and their uses so administered that one does not unduly impinge upon the other; that each use is maintained at as high a level as is consistent with assuring the sustained availability of that resource; and that the combination of all uses and all activities will be that which will best serve all of the public both now and in the future. This dictates the careful coordination of all functional planning so as to assure the proper balance and integration of all uses and activities, and following through with commensurate management policies and decisions. It is primarily in connection with these areas that Cliff has rendered outstanding, public service.

Cliff entered the Forest Service as an Assistant District Ranger on the Wenatchee National Forest in Washington. Here he quickly demonstrated the outstanding ability and potential that led to his steady advancement up the Forest Service career ladder to the very top rung--that of Chief Forester.

From 1934 to 1950 Cliff served successively as Associate Regional Forest Inspector on the staff of the Regional Forester in Portland, Oregon; as Forest Supervisor of two National Forests; as Assistant Chief, Division of Range Management, Forest Service, Washington, D. C.; as an Assistant Regional Forester at Ogden, Utah. Then, in 1950 he became Regional Forester, Rocky Mountain Region, with headquarters at Denver, Colorado.

The Rocky Mountain Region is one of ten into which the country (including Alaska and Puerto Rico) is divided for administration. It includes Colorado, South Dakota, Nebraska, Kansas, and most of Wyoming. In 1950, there were 17 national forests and several Land Utilization Areas aggregating nearly 20 million acres of public land. Working through the forest supervisors, and with the assistance of his staff, Cliff was the key official responsible for their protection, development and administration. In addition he was responsible for several critical Forest Service programs in cooperative state and private forestry carried out with the forestry and/or conservation agencies of the above states.

After only 36 months on the job Cliff was again advanced, this time to one of the most sensitive positions in the Forest Service.

1952-1962 - Assistant (now Deputy) Chief of the Forest Service in charge of National Forest Resource Management. As Deputy Chief of the Forest Service, Cliff served a dual role:

1. He was an associate of the Chief of the Forest Service and a member of his immediate staff. He alternated with other Deputies as "Acting Chief." When so designated he was the agency's "Executive Officer" and he coordinated and activated all major Forest Service policies and programs.
2. He had the primary responsibility for a group of related Forest Service activities covered by five Divisions.

Cliff was responsible for the overall direction of the management and administration of all uses and activities of the National Forest System and for its protection from forest fires, insects and diseases.<sup>1/</sup> He was the principal advisor to the Chief of the Forest Service, and to the Secretary of Agriculture, regarding the management and protection of the national forests.

The National Forest System is located in 42 States and Puerto Rico and consists of 154 National Forests, 19 National Grasslands,<sup>2/</sup> and 20 Land Utilization Projects. It aggregates more than 186 million acres; equal to the combined area of all of New England, plus New York, Pennsylvania, New Jersey, Delaware, Maryland, Virginia, North Carolina, and about half of West Virginia. Under the twin-guiding principles of Multiple use and sustained yield management, from a growing stock of almost a trillion board feet of timber, about 14 percent of the Nation's annual supply of

1/ The task expanded so much and so rapidly that in the spring of 1959 the responsibility for protection and engineering activities was transferred to another Assistant Chief.

2/ Added to the National Forest System during Cliff's service as Assistant Chief; a move in which he played a leading role.

lumber is harvested. Approximately 6 million cattle and sheep (including calves and lambs) belonging to about 30,000 permittees are permitted to graze on these lands during some part of each year. Rapidly becoming recognized as America's Playgrounds, the National Forest System attracts more than 100 million visits by those who find in the national forests a wide variety of outdoor recreational opportunities. This number continues to grow. The national forests contain over one-third of all the Nation's big game, more than 80,000 miles of fine fishing, streams, and nearly 2 million acres of lakes.

The national forests are an important factor in the economy of the nation. As an example, they include some of the nation's most important watersheds. Much of the nation's water falls upon these lands and its storage capacity and the regimen of the water's flow is determined by how they are managed. National forests comprise 21 percent of the area of the 11 western states, receive 31 percent of the area's total precipitation, and furnish 53 percent of its annual stream flow. About two-thirds of western hydro-electric developments depend in some degree on water from the national forests. Some 1,800 western cities and towns are dependent upon them as a source of water for municipal and industrial purposes. While the national forests of the East constitute a smaller part of the total land area, most of them are on the headwaters of major streams where precipitation is high, and therefore play strategic roles as the source of many of the area's principal rivers.

One measure of the caliber of Cliff's responsibilities is the fact that when he assumed it his position carried a Civil Service GS-16 classification. In January 1956 it was reclassified to GS-17, and in 1962, despite the fact that national forest protection and development had been placed elsewhere, it was reclassified as GS-18 (\$20,000).

Cliff was responsible for the administration of the national forests for almost a decade. It was a time of change; a time when pressures for national forest goods and services grew a great deal more rapidly than at any other comparable period. For almost every pressure there were counter-pressures and for nearly every proposal there were counter-proposals. The complexity of the position mushroomed.

Under Cliff's direction and skilled leadership, the growth of national forest contributions to the Nation's welfare was particularly significant: The allowable annual cut of timber rose from 6.6 billion board feet to 11.2 billion; the actual harvest from 5.1 billion feet to 9.4 billion and its value from \$70 million to \$124.5 million; and the area planted or reseeded annually from 53 thousand to 198 thousand acres.

The all time record of 33 million national forest recreation visits in 1952 grew to a staggering 102 million visits in 1961. The 8.7 million sportsman visits of 1952 grew to 24.5 million by 1962, and during the

decade of 1950 to 1959, total hunter and fisherman use of the national forests increased eight times faster than the nationwide sale of hunting and fishing licenses!

When Cliff took over, there were 110,000 miles of national forest roads and when he relinquished the engineering activity seven years later, the figure had risen to 153,000.

A growing population, more intensive land use, burgeoning recreational activities and expanding industry -- all demand more water each year. Cliff was in the forefront of plans to cope with this situation on the national forests. Policies were modified, programs were launched and many priorities were shuffled in order to do it. A system of soil surveys was launched and progressed to a point where it covered 3 million acres annually. Special impact studies were initiated to make sure that reservoirs and other major water development projects were carefully fitted into multiple use programs. In 1956, a pattern of selected watersheds and other measures were started to speed up putting research results affecting water management into operation.

The establishment of national forest soil and watershed management as a recognized appropriation item enabled extremely significant watershed rehabilitation. Three-fourths of the national forests and national grasslands benefited. About 30,000 acres of sheet erosion and gully control were accomplished annually and approximately 1,000 miles of new stabilization of gullies and abandoned roads.

The above progress in national forest management under Cliff's leadership is impressive. Each set of figures is a measure of change in a definite field of activity. A measure of overall progress is more difficult. Some comparisons in a way reflect this. In Fiscal Year 1953, Congress appropriated \$46 million for management of national forests. For the same activities in Fiscal Year 1962, \$119 million was appropriated. During the same interval, while not all uses are subject to charge, deposits into the Federal Treasury from the sale of national forest products and the use of national forest resources rose from \$76 million to \$114 million. In 1952, nearly 15,000 people were involved in the protection and management of the national forests. By 1962, this had grown to more than 30,000.

The extraordinary expansion in national forest uses and activities exceeded all expectations and placed the Forest Service in a very difficult situation. A thorough study was made as a basis for a long-range program that would insure orderly and timely development and increasingly intensive management, and would justify the acceleration in appropriations needed to handle the task. Based on this study the President submitted the Development Program for the National Forests to Congress in 1961.

This was a broad-scale action plan. It became one of the most widely studied and the most favorably accepted programs ever proposed by the Forest Service. Not one of the nearly 200 witnesses at Congressional hearings opposed it. These witnesses represented all parts of the United States, and included Congressman, State officials, conservation associations, sportsmen and recreation groups, forest industries, water users, stockmen, and many others. (See Enclosures A and B.)

Cliff, through his clear vision, analytical ability, and the confidence he inspired in Congress and elsewhere, played a leading role in the formulation of this program and its acceptance.

These same qualities were prominent in the enactment and implementation of the Multiple Use-Sustained Yield Act of 1950. This is vitally important organic legislation needed to give Congressional backing for the principles of multiple use and sustained yield which had guided the management of the national forests from their beginning, but which are under heavy pressure because of the every-growing value of, and demand for, national forest resources.

The pyramiding growth in the pressures on the resources of the National forests, and the resulting acceleration in virtually all their uses and activities described in the paragraphs above were largely a product of the times. Even so the resulting demands upon the administration of the national forests resulted in a tremendous impact upon the Forest Service. Coping with this impact called for leadership of the highest order and Cliff was on hand to provide it -- and he did. Calling upon his skill and experience he smoothly and effectively guided the programs for which he was responsible through the changes and reorientation necessary.

1962 - Chief, Forest Service, U. S. Department of Agriculture.

In March 1962, from a field of well-qualified candidates, Cliff was promoted again -- to the highest position in the agency with which he had made a career, and to the nationwide leadership of his profession -- for it is accepted among foresters that not only is he Chief of the Forest Service, he is the Nation's Chief Forester.

As pointed out earlier, there are three primary facets to the responsibilities of the Chief of the Forest Service:

1. National Forest Management.

The one most widely known is the protection and management of the national forests. This responsibility was covered in the description of Cliff's responsibilities as an assistant chief.

2. Cooperation in state, other public, and private forestry.

The Forest Service has the responsibility of promoting the conservation of the Nation's other public (mostly state), and its privately-owned forest land -- about three-fourths of the aggregate area of forest land. More than half of the private land is in small properties averaging about 60 acres each. It is particularly to these that the Nation must look for its future timber supply. For the most part they are in unsatisfactory condition, and are poorly protected.

To meet this responsibility the Forest Service cooperates with state forestry agencies, other public agencies and with individual private owners in the following activities:

- a. Forest management. With 49 states, Puerto Rico, and the Virgin Islands.
- b. Forest fire control. 412 million acres of forest and watershed lands. Smokey Bear is the symbol.
- c. Tree planting. 48 States and Puerto Rico. Three-fourths of a billion trees are produced and distributed annually.
- d. Forest insect and disease control. A new but important activity.
- e. Forestry phase of the Soil Conservation Service small watershed program (PL 566). Also forestry in the related 11 pilot watersheds under the Flood Control Act of 1944, and in emergency measures to safeguard life and property on all forested watersheds.

3. Forestry and range research.

The Forest Service conducts what is by far the most comprehensive forest and range research program in America. Twelve hundred scientists, trained in 35 disciplines, probe deeply into the great number of problems of growing, protecting, and utilizing the timber and all other products and services of these lands harmoniously and for the greatest combined benefits. To mention specifically one of a great many important lines of research, that to improve the basis for sound and effective watershed management, is of increasingly vital importance.

Forest Service research is carried on mainly through a system of 10 regional forest and range experiment stations. The system includes also a Tropical Forestry Research Center, 3 forest genetics institutes, 3 forest fire laboratories (among which cloud physics and lightning storm prevention are being studied), and the world famous Forest Products Laboratory at Madison, Wisconsin.

These three major branches of Forest Service activities constitute Cliff's responsibility for policy, supervision, and overall leadership.

(more)

## Related Activities

### The Board of Geographic Names

Cliff has been a member of The Board of Geographic Names of the United States, and of its Domestic Names Committee, since 1953. In 1959 he was elected Vice-Chairman of the Board, and Chairman of the Executive Committee; and in 1961, under appointment by the Secretary of the Interior, he became Chairman of the Full Board.

As Chairman, Cliff has given able leadership to the Board and has effected its more efficient organization. He headed the United States delegation to the Fourth Joint Meeting of the Permanent Committee on Geographic Names of Great Britain and the Board of Geographic Names of the United States, in London in 1962. He alternated as Presiding Officer with Sir Clarmont Skrine, Chairman of the Permanent Committee on Geographic Names.

### International Forestry

Cliff has long been interested in the international aspects of forestry and wildland management. Since becoming Chief of the Forest Service this interest is rapidly beginning to flower. In the fall of 1962, British Forestry officials invited him to visit their forests and to advise with them on their management. He spent some time with them examining in depth a number of their activities and installations.

This year Cliff headed the American delegation to the Ottawa Conference of the North American Forestry Commission, FAO. At the meeting he was elected Chairman of the Commission.

Cliff maintains a lively personal interest in the several foreign activities of the Forest Service (with FAO, AID of the State Department, etc.), and vigorously supports them.



ATTACHMENT B.

Publications

Cliff's bibliography contains approximately 75 titles. Some are original contributions. Most are addresses before national and regional associations explaining Forest Service policies, programs and plans. Many were published, some merely processed for distribution. In general these have been of great importance to a public understanding and the advancement of the Forest Service and its work.

A few of the more significant are listed below and copies are enclosed.

1. RELATIONSHIP BETWEEN ELK AND MULE DEER IN THE BLUE MOUNTAINS OF OREGON.  
From the Transactions of The Fourth North American Wildlife Conference, 1939. (See Enclosure E.)

This traces the history of the two major big game animals of the Pacific Northwest. The ecological relationship of the animals to each other and to their habitat is explored and conclusions are drawn upon which can be based effective plans of management.

It is an original and significant contribution to the wildlife management literature of the Pacific Northwest, and the species involved. It has been basic to numerous subsequent and more intensive investigations.

2. RANGE PLANT HANDBOOK.  
Prepared by Forest Service, U. S. Department of Agriculture, GPO, Washington, D. C., 1937. (See Enclosure F.)

Cliff was one of a dozen principal authors of this trail-blazing book of 535 pages which identifies and evaluates in useful form the relative importance of more than 300 outstanding "key" plants of western ranges as regards grazing, watershed protection cover, wildlife and other uses. It was conceived of, and still remains, the basic source reference of all American range managers.

3. RECREATION AND WILDLIFE REQUIREMENTS FOR WATER.  
An address delivered at the Annual Meeting of The Soil Conservation Society of America, Asilomar, California, August 29, 1957 (Processed). (See Enclosure G.)

This paper classifies the use of water by the degree to which it is consumed. It makes the point that while recreation use of water is a shared use and does not actually consume it, the availability of water to share is the life blood of outdoor recreation and fish and wildlife.

This is followed by a review of the extent to which water does contribute to recreation. It concludes that such use is tremendous and that it will grow. There follows a discussion of how recreation and other uses of water are sources of potential conflict and how through coordinated planning these conflicts might be minimized. This has been a very popular item, the Forest Service having received a great many requests for copies.

4. MULTIPLE USE MANAGEMENT ON THE NATIONAL FORESTS OF THE UNITED STATES. Proceedings, Fifth World Forestry Congress, 1960. (See Enclosure H.)

The theme of the Fifth World Forestry Congress held in Seattle in 1960, was "Multiple Use of Forest Lands." The Congress was attended by foresters of 60-odd countries all over the world. Cliff described the principles of multiple use, its planning and application on the national forests of the United States. This has probably been the most widely read treatment of the basic principles as applied on these national forests that has ever been written.

5. MULTIPLE USE PLANNING IN NATIONAL FOREST MANAGEMENT. From Land and Waters Planning for Economic Growth, The Report of the Western Resources Conference, 1961, University of Colorado Press. (See Enclosure I.)

The Third Western Resources Conference, sponsored by the Colorado School of Mines, Colorado State University, and the University of Colorado, focused upon the role of land and water and its planning in shaping economic growth in the western United States. With so much of the western land area being in national forests, and an even larger share of its key watersheds, much of the success of the Conference depended upon an understanding of the basic principles governing the management of these lands. Cliff explained this situation in this paper.

6. THE FOREST SERVICE LOOKS AT SMALL WOODLANDS -- IN 1962. From Proceedings of the Annual Meeting of the Society of American Foresters, Atlanta, Georgia, October 21-24, 1962. (See Enclosure J.)

For many years there has been a general recognition that small forestry properties and the manner in which their potential productivity is used will play an important role in the Nation's future wood supplies. Just how important that role will be, and the way in which it should be played, has been the subject of much debate -- some of it very contentious.

For some time the leaders of the Nation's forestry organizations and wood-using industries have been looking to the Forest Service for definitive statements and position stands on many of the questions at issue. As the new Chief of the Forest Service, Cliff's address on the subject was looked to with unusual interest.

In essence, the paper is a public pronouncement describing the general tenor, if not the specific details, of what the public can expect from the Forest Service in this field in the next few years; a basic policy statement by the Nation's Chief Forester.

Memberships

Society of American Foresters  
(Has served as Chairman of Range Division)  
American Forestry Association  
American Society of Range Management (Charter)  
Wildlife Society (Charter)  
National Council, Boy Scouts of America

Honors

- 1958 - Founder's Day Distinguished Service Award from Utah State University. One of seven so honored for having "distinguished themselves by significant contributions to the welfare of the State, Nation, and the University."
- 1962 - The Distinguished Service Award of the Department of Agriculture for "consistently outstanding vision, courage, and dedicated leadership in developing, administering, and managing the resources of National Forests and National Grasslands in an age of conflicting interests and dynamic change." This was one of but seven such awards given in a Department with approximately 82,000 employees at the time.

ATTACHMENT D.

Specific grounds for being recognized as "distinguished in forestry and public service."

As Chief of the U. S. Forest Service Cliff occupies by far the most important and influential forestry position in the United States. In the year and a half that he has held this position he has amply demonstrated his capacity to fill it. He has the confidence and respect of the Members of Congress, the Executive Branch of the Government, and the heads of the national forestry associations and of the many other national conservation organizations whose interests are related to the work and influence of the Forest Service. He is held in high esteem by the millions of users of the national forests, and cooperators of the Forest Service. He is in great demand as a speaker at national congresses and other important occasions, and his ability in this respect has been an important factor in extending his influence. He is exercising the leadership among the personnel expected of the Chief of a great Government bureau.

Cliff's stature is well established in international forestry circles.

In our judgment Cliff would merit recognition for distinction on the basis of his attainments as assistant (now deputy) chief in charge of national forest administration. He occupied this nationally important and influential post during the decade 1952-61 which was a period of rapid population growth and of great economic change, both of which had large impact upon the management of the national forests. Cliff met the challenge in an admirable manner which brought him wide recognition. (See the description of his service in this position for details.)

Prior to the assistant chief assignment Cliff had already laid a solid foundation for distinction by the outstanding success with which he had filled the preceding positions.

Cliff is a trained forester and a career man. His entire professional career has been with the Forest Service. He thus continues the proud tradition which we are convinced has been an important factor in making the Forest Service a pre-eminently successful and efficient public service bureau.

RAYMOND E. MARSH  
4500 FORTY-SEVENTH STREET  
WASHINGTON 16, D. C.

November 1, 1963

The Admissions Committee  
Cosmos Club  
Washington, D. C.

Gentlemen:

This letter is to supplement and transmit a proposal for membership in the Cosmos Club on behalf of Edward P. Cliff, signed by Christopher Granger and myself as sponsors.

I have been acquainted with Cliff for many years. As a career member of the Forest Service myself (an assistant chief prior to retirement in 1950), I was in position to know of the high caliber of Cliff's services. With the added perspective of more than 12 years of acquaintance with forestry events since 1950, I can judge with assurance Cliff's standing in the world of forestry.

This proposal is based upon being recognized as distinguished in forestry and public service. In my judgment this is an ample basis. However, scrutiny of Attachments A and D would disclose substantial meritorious professional and public service contributions in forest and range management.

It may be of interest to recall that since the Forest Service was established in its present form in 1905 there have been 8 chiefs prior to Cliff, and that all except McArdle were members of the Cosmos Club. McArdle was a very distinguished forester and public official, but chose not to be proposed for membership. Incidentally all of these men were trained foresters who had gained wide recognition as officials of the Forest Service or of its predecessor the Bureau of Forestry. I wish to list these distinguished men in chronological order: Gifford Pinchot (also a president of the Cosmos Club and the leading conservationist of his era); Henry S. Graves (an associate of Pinchot in government work and also Dean of the Yale School of Forestry); William B. Greeley; Robert Y. Stuart; Ferdinand A. Silcox; Earl H. Clapp (now an emeritus member and resident in the Cosmos Club. Although never given full formal status he rendered great public service as acting chief); Lyle F. Watts; and Richard E. McArdle.

Through the years the magnitude of the chief's responsibilities and influence, and likewise the pressures and complexities he faces, have increased enormously. Cliff is handling the position with eminent success. It is peculiarly fitting that he join the above galaxy of distinguished public servants in Cosmos Club membership.

Cliff is married and has two daughters. He is a man of excellent character and fine personality. He will be a congenial member of the Cosmos Club.

I am entirely confident that Cliff meets the high standards for Cosmos Club membership. I strongly recommend favorable action on this proposal.

Sincerely yours,

*Raymond E. Marsh*

Raymond E. Marsh

Enclosures

*Foster*  
*136*

CHRISTOPHER M. GRANGER  
6677 MACARTHUR BOULEVARD  
WASHINGTON 16, D. C.

November 1, 1963

Committee on Admissions  
Cosmos Club  
Washington, D. C.

Gentlemen:

This is to supplement the information accompanying the sponsor form which nominates Edward P. Cliff for membership in the Club.

My acquaintance with Cliff began when he was supervisor of the Fremont National Forest in Oregon. At that time I was Assistant Chief of the U. S. Forest Service in charge of the administration of the national forests. Recognizing that Cliff was an outstanding man, I took a leading part in advancing him to his subsequent steps up the promotion ladder until upon my retirement, he succeeded me on the staff of the Chief of the Forest Service with responsibility for national forest administration.

Cliff has, in all his assignments, displayed a valuable combination of technical competence with high-caliber administrative and leadership ability. Never impetuous, always sound in judgment, he has commanded the respect of subordinates and associates. He has been able to gain the cooperation of sometimes hostile groups of national forest users, such as stockmen holding grazing permits on the national forests who were opposing reduction of permitted numbers because of overgrazing.

Cliff has an engaging personality which facilitates social contacts. He has varied interests outside his professional life, such as an interest in antique furniture. He is an enthusiastic fisherman.

Cliff's family consists of his wife and two daughters.

In all respects Cliff, in my judgment, would make a desirable addition to the Club's membership.

Sincerely yours,

*Christopher M. Granger*  
Christopher M. Granger

Enclosures



# COSMOS CLUB

## PROPOSAL FOR MEMBERSHIP, ASSOCIATE PRIVILEGES, OR FOREIGN VISITOR PRIVILEGES

PLEASE READ INSTRUCTIONS AND EXTRACTS FROM BYLAWS  
ON PAGES 3 AND 4 BEFORE FILLING IN PROPOSAL FORM

WASHINGTON 8, D. C. November 1, 1963

To the Admissions Committee:

We hereby propose Edward P. Cliff

Resident Status  
for Non-Resident Status  
Associate Privileges  
Foreign Visitor Privileges  
(Check one)

Permanent Address 221 N. Royal Street

Alexandria, Virginia

Temporary Washington Address \_\_\_\_\_

Profession Forester

Place and Date of Birth Heber City, Utah. September 3, 1909.

Occupation or Position Chief, Forest Service, U. S. Department of Agriculture

College Education and Degrees, with Dates \_\_\_\_\_

Utah State University, 1927-31.

Graduated with a B.S. degree in Forestry.

Activities and Connections, with Dates See ATTACHMENT A.

Publications (See Items 4, 6, and 7 of instructions) See ATTACHMENT B.

Membership in Societies and Clubs, including positions held and honors conferred

See ATTACHMENT C.

We consider the candidate eligible for membership because:

(a) He has done meritorious original work in

(b) He is well known to be cultivated in

(c) He is recognized as distinguished in Forestry and public service.

Outline, using separate sheet if necessary, the specific grounds on which the foregoing recommendations are made.

See ATTACHMENT D.

Sponsors may list the names of no more than ten members of the club (including members of the Admissions Committee, if any) who know the candidate: Henry Clepper, Wilson Compton, Clarence Cottam,

Ira Gabrielson, Frank Heintzleman, Samuel H. Ordway, Charles Kellogg,

Jerome Kilmartin, Foster Mohrhardt, Byron Shaw

Additional information showing the fitness of the candidate for membership in the Cosmos Club is set forth in the accompanying letters, addressed by us to the Committee (See paragraphs 2, 3, and 4 of instructions.)

(Sponsors' Signatures) s/ Raymond E. Marsh

Christopher M. Granger

Activities and Connections

1927-1931 - Student at Utah State University, Department (now College) of Forestry, graduating with a B.S. degree. During the summers he served as a field assistant in a variety of resource management activities on the Cache National Forest in Utah.

1931-1952 - From its beginning in 1931, Cliff's entire career has been with the Forest Service, U. S. Department of Agriculture, where all of his appointments have been to professional positions under Civil Service. The Forest Service is responsible for three primary activities: (1) a wide-based program of research directed toward improved protection and management of the nation's forest and range resources and the utilization of forest products; (2) a combination of cooperative programs for the better protection of the nation's State and privately owned forest land, the encouragement of better forestry on the 358 million acres of private land, and of the proper management of State, county and community forests; and (3) the protection, development, and administration of the National Forest System--an area of approximately 186 million acres. Until appointed Chief of the Forest Service last year Cliff's assignments were almost exclusively in connection with the last aspect of Forest Service work.

The National Forest System is administered under the basic philosophy that its resources are to be used in the public interest. This means that they must be protected and developed and their uses so administered that one does not unduly impinge upon the other; that each use is maintained at as high a level as is consistent with assuring the sustained availability of that resource; and that the combination of all uses and all activities will be that which will best serve all of the public both now and in the future. This dictates the careful coordination of all functional planning so as to assure the proper balance and integration of all uses and activities, and following through with commensurate management policies and decisions. It is primarily in connection with these areas that Cliff has rendered outstanding, public service.

Cliff entered the Forest Service as an Assistant District Ranger on the Wenatchee National Forest in Washington. Here he quickly demonstrated the outstanding ability and potential that led to his steady advancement up the Forest Service career ladder to the very top rung--that of Chief Forester.

From 1934 to 1950 Cliff served successively as Associate Regional Forest Inspector on the staff of the Regional Forester in Portland, Oregon; as Forest Supervisor of two National Forests; as Assistant Chief, Division of Range Management, Forest Service, Washington, D. C.; as an Assistant Regional Forester at Ogden, Utah. Then, in 1950 he became Regional Forester, Rocky Mountain Region, with headquarters at Denver, Colorado.

The Rocky Mountain Region is one of ten into which the country (including Alaska and Puerto Rico) is divided for administration. It includes Colorado, South Dakota, Nebraska, Kansas, and most of Wyoming. In 1950, there were 17 national forests and several Land Utilization Areas aggregating nearly 20 million acres of public land. Working through the forest supervisors, and with the assistance of his staff, Cliff was the key official responsible for their protection, development and administration. In addition he was responsible for several critical Forest Service programs in cooperative state and private forestry carried out with the forestry and/or conservation agencies of the above states.

After only 36 months on the job Cliff was again advanced, this time to one of the most sensitive positions in the Forest Service.

1952-1962 - Assistant (now Deputy) Chief of the Forest Service in charge of National Forest Resource Management. As Deputy Chief of the Forest Service, Cliff served a dual role:

1. He was an associate of the Chief of the Forest Service and a member of his immediate staff. He alternated with other Deputies as "Acting Chief." When so designated he was the agency's "Executive Officer" and he coordinated and activated all major Forest Service policies and programs.
2. He had the primary responsibility for a group of related Forest Service activities covered by five Divisions.

Cliff was responsible for the overall direction of the management and administration of all uses and activities of the National Forest System and for its protection from forest fires, insects and diseases.<sup>1/</sup> He was the principal advisor to the Chief of the Forest Service, and to the Secretary of Agriculture, regarding the management and protection of the national forests.

The National Forest System is located in 42 States and Puerto Rico and consists of 154 National Forests, 19 National Grasslands,<sup>2/</sup> and 20 Land Utilization Projects. It aggregates more than 186 million acres; equal to the combined area of all of New England, plus New York, Pennsylvania, New Jersey, Delaware, Maryland, Virginia, North Carolina, and about half of West Virginia. Under the twin-guiding principles of Multiple use and sustained yield management, from a growing stock of almost a trillion board feet of timber, about 14 percent of the Nation's annual supply of

1/ The task expanded so much and so rapidly that in the spring of 1959 the responsibility for protection and engineering activities was transferred to another Assistant Chief.

2/ Added to the National Forest System during Cliff's service as Assistant Chief; a move in which he played a leading role.

lumber is harvested. Approximately 6 million cattle and sheep (including calves and lambs) belonging to about 30,000 permittees are permitted to graze on these lands during some part of each year. Rapidly becoming recognized as America's Playgrounds, the National Forest System attracts more than 100 million visits by those who find in the national forests a wide variety of outdoor recreational opportunities. This number continues to grow. The national forests contain over one-third of all the Nation's big game, more than 80,000 miles of fine fishing, streams, and nearly 2 million acres of lakes.

The national forests are an important factor in the economy of the nation. As an example, they include some of the nation's most important watersheds. Much of the nation's water falls upon these lands and its storage capacity and the regimen of the water's flow is determined by how they are managed. National forests comprise 21 percent of the area of the 11 western states, receive 31 percent of the area's total precipitation, and furnish 53 percent of its annual stream flow. About two-thirds of western hydro-electric developments depend in some degree on water from the national forests. Some 1,800 western cities and towns are dependent upon them as a source of water for municipal and industrial purposes. While the national forests of the East constitute a smaller part of the total land area, most of them are on the headwaters of major streams where precipitation is high, and therefore play strategic roles as the source of many of the area's principal rivers.

One measure of the caliber of Cliff's responsibilities is the fact that when he assumed it his position carried a Civil Service GS-16 classification. In January 1956 it was reclassified to GS-17, and in 1962, despite the fact that national forest protection and development had been placed elsewhere, it was reclassified as GS-18 (\$20,000).

Cliff was responsible for the administration of the national forests for almost a decade. It was a time of change; a time when pressures for national forest goods and services grew a great deal more rapidly than at any other comparable period. For almost every pressure there were counter-pressures and for nearly every proposal there were counter-proposals. The complexity of the position mushroomed.

Under Cliff's direction and skilled leadership, the growth of national forest contributions to the Nation's welfare was particularly significant: The allowable annual cut of timber rose from 6.6 billion board feet to 11.2 billion; the actual harvest from 5.1 billion feet to 9.4 billion and its value from \$70 million to \$124.5 million; and the area planted or reseeded annually from 53 thousand to 198 thousand acres.

The all time record of 33 million national forest recreation visits in 1952 grew to a staggering 102 million visits in 1961. The 8.7 million sportsman visits of 1952 grew to 24.5 million by 1962, and during the

decade of 1950 to 1959, total hunter and fisherman use of the national forests increased eight times faster than the nationwide sale of hunting and fishing licenses!

When Cliff took over, there were 110,000 miles of national forest roads and when he relinquished the engineering activity seven years later, the figure had risen to 153,000.

A growing population, more intensive land use, burgeoning recreational activities and expanding industry -- all demand more water each year. Cliff was in the forefront of plans to cope with this situation on the national forests. Policies were modified, programs were launched and many priorities were shuffled in order to do it. A system of soil surveys was launched and progressed to a point where it covered 3 million acres annually. Special impact studies were initiated to make sure that reservoirs and other major water development projects were carefully fitted into multiple use programs. In 1956, a pattern of selected watersheds and other measures were started to speed up putting research results affecting water management into operation.

The establishment of national forest soil and watershed management as a recognized appropriation item enabled extremely significant watershed rehabilitation. Three-fourths of the national forests and national grasslands benefited. About 30,000 acres of sheet erosion and gully control were accomplished annually and approximately 1,000 miles of new stabilization of gullies and abandoned roads.

The above progress in national forest management under Cliff's leadership is impressive. Each set of figures is a measure of change in a definite field of activity. A measure of overall progress is more difficult. Some comparisons in a way reflect this. In Fiscal Year 1953, Congress appropriated \$46 million for management of national forests. For the same activities in Fiscal Year 1962, \$119 million was appropriated. During the same interval, while not all uses are subject to charge, deposits into the Federal Treasury from the sale of national forest products and the use of national forest resources rose from \$76 million to \$114 million. In 1952, nearly 15,000 people were involved in the protection and management of the national forests. By 1962, this had grown to more than 30,000.

The extraordinary expansion in national forest uses and activities exceeded all expectations and placed the Forest Service in a very difficult situation. A thorough study was made as a basis for a long-range program that would insure orderly and timely development and increasingly intensive management, and would justify the acceleration in appropriations needed to handle the task. Based on this study the President submitted the Development Program for the National Forests to Congress in 1961.

This was a broad-scale action plan. It became one of the most widely studied and the most favorably accepted programs ever proposed by the Forest Service. Not one of the nearly 200 witnesses at Congressional hearings opposed it. These witnesses represented all parts of the United States, and included Congressman, State officials, conservation associations, sportsmen and recreation groups, forest industries, water users, stockmen, and many others. (See Enclosures A and B.)

Cliff, through his clear vision, analytical ability, and the confidence he inspired in Congress and elsewhere, played a leading role in the formulation of this program and its acceptance.

These same qualities were prominent in the enactment and implementation of the Multiple Use-Sustained Yield Act of 1950. This is vitally important organic legislation needed to give Congressional backing for the principles of multiple use and sustained yield which had guided the management of the national forests from their beginning, but which are under heavy pressure because of the every-growing value of, and demand for, national forest resources.

The pyramiding growth in the pressures on the resources of the National forests, and the resulting acceleration in virtually all their uses and activities described in the paragraphs above were largely a product of the times. Even so the resulting demands upon the administration of the national forests resulted in a tremendous impact upon the Forest Service. Coping with this impact called for leadership of the highest order and Cliff was on hand to provide it -- and he did. Calling upon his skill and experience he smoothly and effectively guided the programs for which he was responsible through the changes and reorientation necessary.

1962 - Chief, Forest Service, U. S. Department of Agriculture.

In March 1962, from a field of well-qualified candidates, Cliff was promoted again -- to the highest position in the agency with which he had made a career, and to the nationwide leadership of his profession -- for it is accepted among foresters that not only is he Chief of the Forest Service, he is the Nation's Chief Forester.

As pointed out earlier, there are three primary facets to the responsibilities of the Chief of the Forest Service:

1. National Forest Management.

The one most widely known is the protection and management of the national forests. This responsibility was covered in the description of Cliff's responsibilities as an assistant chief.

2. Cooperation in state, other public, and private forestry.

The Forest Service has the responsibility of promoting the conservation of the Nation's other public (mostly state), and its privately-owned forest land -- about three-fourths of the aggregate area of forest land. More than half of the private land is in small properties averaging about 60 acres each. It is particularly to these that the Nation must look for its future timber supply. For the most part they are in unsatisfactory condition, and are poorly protected.

To meet this responsibility the Forest Service cooperates with state forestry agencies, other public agencies and with individual private owners in the following activities:

- a. Forest management. With 49 states, Puerto Rico, and the Virgin Islands.
- b. Forest fire control. 412 million acres of forest and watershed lands. Smokey Bear is the symbol.
- c. Tree planting. 48 States and Puerto Rico. Three-fourths of a billion trees are produced and distributed annually.
- d. Forest insect and disease control. A new but important activity.
- e. Forestry phase of the Soil Conservation Service small watershed program (PL 566). Also forestry in the related 11 pilot watersheds under the Flood Control Act of 1944, and in emergency measures to safeguard life and property on all forested watersheds.

3. Forestry and range research.

The Forest Service conducts what is by far the most comprehensive forest and range research program in America. Twelve hundred scientists, trained in 35 disciplines, probe deeply into the great number of problems of growing, protecting, and utilizing the timber and all other products and services of these lands harmoniously and for the greatest combined benefits. To mention specifically one of a great many important lines of research, that to improve the basis for sound and effective watershed management, is of increasingly vital importance.



Forest Service research is carried on mainly through a system of 10 regional forest and range experiment stations. The system includes also a Tropical Forestry Research Center, 3 forest genetics institutes, 3 forest fire laboratories (among which cloud physics and lightning storm prevention are being studied), and the world famous Forest Products Laboratory at Madison, Wisconsin.

These three major branches of Forest Service activities constitute Cliff's responsibility for policy, supervision, and overall leadership.

(more)

## Related Activities

### The Board of Geographic Names

Cliff has been a member of The Board of Geographic Names of the United States, and of its Domestic Names Committee, since 1953. In 1959 he was elected Vice-Chairman of the Board, and Chairman of the Executive Committee; and in 1961, under appointment by the Secretary of the Interior, he became Chairman of the Full Board.

As Chairman, Cliff has given able leadership to the Board and has effected its more efficient organization. He headed the United States delegation to the Fourth Joint Meeting of the Permanent Committee on Geographic Names of Great Britain and the Board of Geographic Names of the United States, in London in 1962. He alternated as Presiding Officer with Sir Clarmont Skrine, Chairman of the Permanent Committee on Geographic Names.

### International Forestry

Cliff has long been interested in the international aspects of forestry and wildland management. Since becoming Chief of the Forest Service this interest is rapidly beginning to flower. In the fall of 1962, British Forestry officials invited him to visit their forests and to advise with them on their management. He spent some time with them examining in depth a number of their activities and installations.

This year Cliff headed the American delegation to the Ottawa Conference of the North American Forestry Commission, FAO. At the meeting he was elected Chairman of the Commission.

Cliff maintains a lively personal interest in the several foreign activities of the Forest Service (with FAO, AID of the State Department, etc.), and vigorously supports them.

Publications

Cliff's bibliography contains approximately 75 titles. Some are original contributions. Most are addresses before national and regional associations explaining Forest Service policies, programs and plans. Many were published, some merely processed for distribution. In general these have been of great importance to a public understanding and the advancement of the Forest Service and its work.

A few of the more significant are listed below and copies are enclosed.

1. RELATIONSHIP BETWEEN ELK AND MULE DEER IN THE BLUE MOUNTAINS OF OREGON.  
From the Transactions of The Fourth North American Wildlife Conference, 1939. (See Enclosure E.)

This traces the history of the two major big game animals of the Pacific Northwest. The ecological relationship of the animals to each other and to their habitat is explored and conclusions are drawn upon which can be based effective plans of management.

It is an original and significant contribution to the wildlife management literature of the Pacific Northwest, and the species involved. It has been basic to numerous subsequent and more intensive investigations.

2. RANGE PLANT HANDBOOK.  
Prepared by Forest Service, U. S. Department of Agriculture, GPO, Washington, D. C., 1937. (See Enclosure F.)

Cliff was one of a dozen principal authors of this trail-blazing book of 535 pages which identifies and evaluates in useful form the relative importance of more than 300 outstanding "key" plants of western ranges as regards grazing, watershed protection cover, wildlife and other uses. It was conceived of, and still remains, the basic source reference of all American range managers.

3. RECREATION AND WILDLIFE REQUIREMENTS FOR WATER.  
An address delivered at the Annual Meeting of The Soil Conservation Society of America, Asilomar, California, August 29, 1957 (Processed). (See Enclosure G.)

This paper classifies the use of water by the degree to which it is consumed. It makes the point that while recreation use of water is a shared use and does not actually consume it, the availability of water to share is the life blood of outdoor recreation and fish and wildlife.

This is followed by a review of the extent to which water does contribute to recreation. It concludes that such use is tremendous and that it will grow. There follows a discussion of how recreation and other uses of water are sources of potential conflict and how through coordinated planning these conflicts might be minimized. This has been a very popular item, the Forest Service having received a great many requests for copies.

4. MULTIPLE USE MANAGEMENT ON THE NATIONAL FORESTS OF THE UNITED STATES.  
Proceedings, Fifth World Forestry Congress, 1960. (See Enclosure H.)

The theme of the Fifth World Forestry Congress held in Seattle in 1960, was "Multiple Use of Forest Lands." The Congress was attended by foresters of 60-odd countries all over the world. Cliff described the principles of multiple use, its planning and application on the national forests of the United States. This has probably been the most widely read treatment of the basic principles as applied on these national forests that has ever been written.

5. MULTIPLE USE PLANNING IN NATIONAL FOREST MANAGEMENT.  
From Land and Waters Planning for Economic Growth, The Report of the Western Resources Conference, 1961, University of Colorado Press.  
(See Enclosure I.)

The Third Western Resources Conference, sponsored by the Colorado School of Mines, Colorado State University, and the University of Colorado, focused upon the role of land and water and its planning in shaping economic growth in the western United States. With so much of the western land area being in national forests, and an even larger share of its key watersheds, much of the success of the Conference depended upon an understanding of the basic principles governing the management of these lands. Cliff explained this situation in this paper.

6. THE FOREST SERVICE LOOKS AT SMALL WOODLANDS -- IN 1962.  
From Proceedings of the Annual Meeting of the Society of American Foresters, Atlanta, Georgia, October 21-24, 1962. (See Enclosure J.)

For many years there has been a general recognition that small forestry properties and the manner in which their potential productivity is used will play an important role in the Nation's future wood supplies. Just how important that role will be, and the way in which it should be played, has been the subject of much debate -- some of it very contentious.

For some time the leaders of the Nation's forestry organizations and wood-using industries have been looking to the Forest Service for definitive statements and position stands on many of the questions at issue. As the new Chief of the Forest Service, Cliff's address on the subject was looked to with unusual interest.

In essence, the paper is a public pronouncement describing the general tenor, if not the specific details, of what the public can expect from the Forest Service in this field in the next few years; a basic policy statement by the Nation's Chief Forester.

Memberships

Society of American Foresters  
(Has served as Chairman of Range Division)  
American Forestry Association  
American Society of Range Management (Charter)  
Wildlife Society (Charter)  
National Council, Boy Scouts of America

Honors

- 1958 - Founder's Day Distinguished Service Award from Utah State University. One of seven so honored for having "distinguished themselves by significant contributions to the welfare of the State, Nation, and the University."
- 1962 - The Distinguished Service Award of the Department of Agriculture for "consistently outstanding vision, courage, and dedicated leadership in developing, administering, and managing the resources of National Forests and National Grasslands in an age of conflicting interests and dynamic change." This was one of but seven such awards given in a Department with approximately 82,000 employees at the time.

Specific grounds for being recognized as "distinguished in forestry and public service."

As Chief of the U. S. Forest Service Cliff occupies by far the most important and influential forestry position in the United States. In the year and a half that he has held this position he has amply demonstrated his capacity to fill it. He has the confidence and respect of the Members of Congress, the Executive Branch of the Government, and the heads of the national forestry associations and of the many other national conservation organizations whose interests are related to the work and influence of the Forest Service. He is held in high esteem by the millions of users of the national forests, and cooperators of the Forest Service. He is in great demand as a speaker at national congresses and other important occasions, and his ability in this respect has been an important factor in extending his influence. He is exercising the leadership among the personnel expected of the Chief of a great Government bureau.

Cliff's stature is well established in international forestry circles.

In our judgment Cliff would merit recognition for distinction on the basis of his attainments as assistant (now deputy) chief in charge of national forest administration. He occupied this nationally important and influential post during the decade 1952-61 which was a period of rapid population growth and of great economic change, both of which had large impact upon the management of the national forests. Cliff met the challenge in an admirable manner which brought him wide recognition. (See the description of his service in this position for details.)

Prior to the assistant chief assignment Cliff had already laid a solid foundation for distinction by the outstanding success with which he had filled the preceding positions.

Cliff is a trained forester and a career man. His entire professional career has been with the Forest Service. He thus continues the proud tradition which we are convinced has been an important factor in making the Forest Service a pre-eminently successful and efficient public service bureau.