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Forester's Heart

HE WAS SURPRISED. He had been out of the Service for sixteen years. And here I was, an Assistant Secretary, begging him to become Chief Forester. He swore that he would never submit. But I was sure of my argument; and when he thought it over, the strangeness did appear superficial. The circumstances fitted him. He had been for what we called a New Deal back in the days when it was "Square" instead of "New": before that even, when the unromantic guarding of the public interest day in and day out had not yet been dramatized by T. R. and Pinchot. He had been a ranger when roads and even trails were scarce, before saws had been mechanized, when lookouts were few and remote, and when radios were unheard of.

From struggling alone with fire, with poachers, with overgrazers and wasteful cutters, his sense of guardianship had grown close to the bone. He had served through the scandals in Taft's administration, choking with righteousness, voluble with wrath, and had survived to negotiate honest agreements afterwards. Like so many old-time foresters his temper had been set by these experiences. No blandishments—not even the offer from Mr. Harold Ickes of the undersecretaryship—would ever persuade him that the Department of the Interior was not a haven for all the devils of land speculation and timber wastage. He had seen the public domain alienated and, when that was not convenient, grossly exploited by respectable thieves. Back in those days, on his long rounds, he had many a time set dated chunks of wood in the stoves of cabins which were sworn to be in use for proving homestead claims—and taken them out a year later still unburned. And even such evidence as this had failed to stop the grabs.

Moral outrage leaves a residue of suspicion which any public servant is perhaps the better for having. But F. A. Silcox had other qualities which came to notice when there was need—an ingenuity which bureaucracy so often stifles; and a flexibility which civil servants seldom have. These qualities were certain to take him into work in which they would be more often useful. But that would not be till after they had served the government well.

He had got to be a Regional Forester at Missoula by the first summer of the Great War. It was more necessary then than now to depend on local labor for fighting the dangerous fires of autumn. The Civilian Conservation Corps had not yet been thought of. And what with the draft and a booming agriculture the supply of men was all used up. It was unusually dry that season and the fire losses threatened to be extreme. To understand the awfulness of Silcox's resort in this crisis it has to be remembered what a Red scare there was abroad in those days. It was the high point for the

IWW, the "Wobblies," the "I won't works." Their syndicalist philosophy and their direct methods appealed especially to brutalized casual workers who manned the lumber camps and followed the harvests north from California as the season advanced. In late summer there were numbers of them congregated in Missoula carrying on a kind of guerilla warfare with farmers, timber owners and factory managers. The propaganda against them was terrific. They had grown wary and sullen and were beginning to look at the idea of revolution as something not so strange, now that it had been flung at them persistently for weeks. Certainly they were more than ever determined to sell their labor dear, regardless of the "boys over there" who were said to be suffering because of their withholding.

One morning Silcox, made desperate by reports from tired rangers of new fires everywhere, went round to Wobbly headquarters and, after some maneuvering, got first a half-dozen, then twenty, then a whole hallful to listen as he talked. What he had to say was that he understood their philosophy to include the public ownership of all national resources. There was one—the forests—which the government had already got a share of. And day by day it was going up in smoke. He pointed out that when the workers took over the government its assets might as well be delivered in good order. That was his job; but he seemed to be failing at it. He had appealed to everyone else he could think of. Factory owners were making too much money; farmers were hustling in their crops; the workers he had usually depended on were, those of them still left, getting wages higher than he could pay. Did the IWW have enough faith in their own future to come out and save forests which, if they were right, would some day belong to them? They would and did. There never was such fire fighting! And after it was over Silcox could not resist bragging a little and twitting the scared upper classes of Montana. There was some scandal about it. But those were after all Wilsonian days and there were ears in Washington which heard this kind of tale with pleasure. So that the next thing he knew Silcox was Northwest representative for the Mediation Board. And there, in a welter of crimination, class war, angry threats and patrioteering he went his way through the crisis. But there was one situation which he acted rather than talked his way out of—not that he let anyone forget it afterward!

It happened in the terrible winter of 1917-18, when the weather closed down all the Eastern yards and only the West Coast continued to send ships for the new fleet down its ways. An idea of the pressure being applied can be shown by the fact that on one occasion

LITERARY Digest Aug 4, 1934 P 912 V. 118 No. 5
"Mr. Silcox is tall, quick, well-informed, alert & very athletic. Each morning he does a turn around his room on his hands."

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use both for early life (I'm first fire) + war + labor (shipyard)

a 7,500 tonner got up steam on the thirtieth day after her keel was laid. Not of this ship, but of an earlier sister, Silcox began to hear plenty along in February. She had got out to the Pacific, as a matter of fact, and had begun to leak at every rivet. The Emergency Fleet and the Navy both came down on Silcox; there was, Washington said, sabotage in the yards. Why didn't he report the Reds whom Navy Intelligence seemed to know all about. If any more ships opened up at sea he would be held responsible, etc., etc. Silcox was so mad that, for the only recorded time, he said nothing at all but pulled on his rubber coat and made for the biggest yard in Seattle where a hard-boiled old Scottish master-builder was superintendent. Silcox braced him out in the yard in spite of certain knowledge that when Dave's hard hat was down over his eyes he was to be approached only at the gravest risk. That hat was known all over Seattle and its tilt was noted every day by every workman on the job. Normally Silcox would have gone home and come again another day. But just then he felt formidable himself; and, moreover, he suspected that the grievance advertised by the hat was the same as his own. "Dave," he said, "have you got enough air on your hammers?" The resultant explosion of thick Scottish profanity came, afterwards, to take on an epic quality. Workmen would tell about it all over again, months later, with mixed awe and admiration. Silcox never denied that he quivered in the storm, but he lived it out. And what's more, he gathered, as Dave's remarkable words flew toward the borders of Puget Sound, that the so-and-sos out in front had failed to provide compressors even after the most urgent representations; and that the rivets were being driven by hammers furnished with an utterly inadequate pressure.

To make all certain, Silcox measured the deficiency at some twenty outlets. And then he composed what he always afterward held to have been a masterly wire to Washington. The gist of it was that if they would spend less time hunting Reds and more time getting proper equipment for outraged workmen, rivets would be hammered home, ships would be built in good order and the West Coast saved for Americanism. The incident was consigned to files and no more was heard of sabotage—except, of course, from Silcox, whose sense of humor emerged rapidly from the whirlpool of his indignation.

Years passed. Such talents were so obviously suited to mediation work that, drifting from one interesting situation to another, he finally came to rest in New York with the Employing Printers' Association—surely a curious end for a forester. But it turned out not to be the end. After I telephoned to him that day in 1933 he was for nearly seven years Chief of the Service in which he had been bred—its best, as foresters anywhere will report, after Pinchot.

His achievements were greater, perhaps, in security, morale, uplift everywhere, than in actual change. He had a program for reorganization which one thing after another seemed to postpone. It still remains for his successor to carry through. But he fought valiantly for sustained yield on private as well as public holdings; he added enormously to Eastern and Southern forest areas; he utilized the opportunity furnished by the CCC to build thousands of miles of trail and phone line, to set up hundreds of recreation camps, to plant, to thin, and to harvest millions on millions of trees; and he filled a generation of young foresters—not all pack-horse rangers as he had been, but many of them scientists, management experts, even statisticians—with a wholly new spirit, one which contained the old loyalties but which went far beyond them. The old fellows had been reserved, suspicious, exclusive, rigid. The new ones were taught the way of a wider conservation in which forests were only a useful part. He was that kind of leader.

It was very probably an old trail-strain on his heart which caused its final failure. He had been on notice for some time. We spent a strenuous day together in May going over the hurricane clean-up work in New England. I asked him then about that heart. He called my attention to lilac and syringa which seemed to hide the devastation a little. I insisted. He mumbled something. Then I said sharply that he was clearly doing too much. "They say it'll quit someday," he admitted, and then in a high, humorous, bragging voice, "but by God it'll be a forester's heart as long as it lasts." He laughed. But I didn't. The sentiment he tried to hide in burlesque I knew was genuine; at any rate he did not let up, and it did quit in December. I have since thought of what he said as something any young forester might quite seriously paste in his new green hat.

R. G. TUGWELL

Two Poems

Owl in the Sun

All the bright landscape of a world is spread
Beneath this man, who's to such height assigned
Only the sun is higher than his head—
Pilot in hooded cockpit, flying blind.

In the Blackout

In Paris the streets are hollow
tunnels of darkness, and people along the tunnels;
here in the English country only the east wind
runs through the hollows of darkness, crossing the sea.

Voices speak, a boy whistles, the wind sighs and flusters,
a door slams, and it is as if the darkness
had shut itself into an empty house, an enormous
house, half of the world, and the door slammed shut.

VALENTINE ACKLAND



1042-39

Daily Contact

NOT FOR PUBLICATION

Milwaukee, Wisconsin
December 22, 1939

F. A. SILCOX PASSES

Few men have possessed a personality which etched itself so clearly and lastingly on the minds and memories of those who met or knew him as did our departed Chief, F. A. Silcox. There was something striking and vital about him even as a young man which caught instant attention, and as age whitened his hair and lined his face without lessening the keen glance of his dark eyes his appearance became truly distinguished. And the memorable thing about his outward bearing was that it so accurately depicted his inner qualities. It was apparent to those who met him that he was far from being an ordinary individual, and acquaintance made certain the truth of first impressions.

I first met him more than thirty years ago, in April of 1909, when at the age of 26 he was Assistant District Forester (Associate Regional Forester) at Missoula, Montana. His immediate chief was W.B. Greeley, District (Regional) Forester, and not yet turned 30, such being the youth of the Forest Service. I was being transferred from my ranger district in southeastern Oregon to help put the newly created Superior under administration and was in a conference with Greeley when Silcox came in. I can see him today as he was then -- slender, keen eyed, dark hair up from his forehead, ability stamped all over him, alertly sure of himself but, above all, courteous with that charming manner of the Old South which was his inheritance, and which he never lost.

Those of us who had the privilege of working with and knowing F. A. Silcox up through the years were enriched by the association. The imprint of his character and leadership will not be lost to the Forest Service and the conservation cause. It will be an inspiring memory and become a forward impelling tradition. As we mourn with his widow, who has been in the truest sense a "Forest Service woman", we turn to our pride of comradeship with a leader who was by every measure of heart, soul and devotion to the cause which drew too heavily on his strength, a true friend and a very gallant gentleman.

Born on Christmas day in 1882, Ferdinand A. Silcox died December 20, 1939, just short of 57 years old. His birthplace was Columbus, Georgia, and he was educated at the College of Charleston, South Carolina, and at Yale, where he was granted his M.F. degree in 1905. He entered the Forest Service as a Forest Assistant that year and advanced to be head of Region One in 1910. He resigned to do war work in 1917, dealing chiefly with labor relations and spruce and munitions production and shipbuilding. He was a Captain in the 20th Engineers.

After the war, Mr. Silcox was offered important positions in labor relations work by the U. S. Typothetae of America and the N.Y. Employing Printers Association and did outstanding work for them and public agencies. When he returned to the Forest Service as Chief November 15, 1933, he brought from such work a broad conception of social responsibility. This was the keynote of his remarkable administration of Forest Service activities until his sad untimely death at an age when his value was greatest and when, in the more usual course of human life, years of reaping the harvest of his vision and devoted endeavor lay before him.

We close ranks and carry on.

--Scott Leavitt

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PART 3 - FILE COPY

Ferdinand Augustus Silcox

By E. I. KOTOK and R. F. HAMMATT

*Forest Service, United States Department
of Agriculture*

IN THE fall of 1933, Rexford G. Tugwell asked Ferdinand Augustus Silcox to become chief of the federal Forest Service. Silcox first swore that he never would, then consented.

Why did the assistant secretary of Agriculture make this offer? Why did Silcox, already holding a responsible, assured, and more remunerative position in the commercial world, accept it but later decline the under-secretaryship of the Department of the Interior? Why, in December, 1939, did Henry A. Wallace declare that "the death of Mr. Silcox is a blow to the whole American movement for conservation of human and natural resources"? And what qualities, attributes, and achievements prompted, at Silcox's passing, the flood of tribute which can be epitomized in the words of a Washington, D. C., editor who eulogized this silver-haired but dynamic forester as "the very paragon of a public servant"?

Heredity and boyhood environment were partly responsible for the answers to some of these questions. More important, however, were pioneer experiences Silcox had with the Forest Service while he and it were young. For he helped shape this public service organization while it was in the building, and this process helped develop ideals and philosophies that attracted the Department of Labor and the Shipping Board during World War I, men high in the printing industry later, and then Dr. Tugwell, Mr. Wallace, and the President.

His vision, initiative, and courage also contributed to Silcox's ability as a public administrator, as did his wide-ranging intel-

ligence and keenness of perception. He had, in addition, a genuine and sympathetic concern for the underprivileged and a determination that their lot should be improved. His belief in truly democratic processes and institutions was deep-seated and passionate, and he had a penchant for getting more done by inspiring people than most people do by driving them.

Silcox stood out among men because of the unmistakable imprint of an extraordinarily delightful personality and of a genuine interest that instinctively drew people to him. His brilliant mind and serene disposition held as warm friends many who disagreed with his philosophies and judgments. His determination to get and face the facts was backed by a fearlessness and fairness and dignity in stating them that won respect in low places and in high. A joyous courage in the man led to his eager espousal of what many people often thought were lost causes—which a sound technical competence helped to win more often than not. And Silcox preserved, throughout all his life, a freshness and frankness of view, a lift to the imagination, and a comprehension of fundamentals that gave life and substance and perspective to problems old and new.

Boyhood and College Days

IN A reminiscent mood Silcox once said that his paternal grandfather had owned a line of vessels running to Barcelona, Spain, that a porch on the ancestral home had been ripped open by shells during the bombardment of Fort Sumter, and that after Daniel H. Silcox had converted his ships into

blockade runners and the federal government had posted a reward for him, he and his family moved to the country. When Sherman's army came that way this grandfather hid in the woods and cornfields, was fed by a little Negro boy, then returned to his stately home with its piazzas on which later generations learned to roller-skate and ride bicycles.

Silcox's father was a successful cotton broker. His business life centered around an accommodation wharf built "where the Ashley and the Cooper Rivers come together to form the Atlantic Ocean" as an incurable Southerner describes the harbor at Charleston, South Carolina. Here, in those days, schooners and brigs, brigantines and full-rigged ships dropped their anchors. Here, and off Sullivan's Island, young Silcox sailed and fished and got as bronzed as an Indian. And here, and on hunting expeditions through pinelands and swamps, he learned to love the outdoors and developed the philosophy—inherited perhaps from his colorful old grandfather—of looking on life as a series of exciting adventures.

The high school to which the future chief of the Forest Service went was on the corner of George and Meeting Streets. Though small, the College of Charleston was one of the best in the South when he enrolled in it. An honor student and class president in his senior year, Silcox planned to take up industrial chemistry at Johns Hopkins University after graduation. But, as he confessed later in life, the contrast between laboratory odors and those of the piney woods was too great, and an article by Rene Bache in the *Saturday Evening Post* painted in altogether too glowing colors the opportunities for adventure and advancement in what was then a new profession—forestry—and a new federal bureau—the Division of Forestry in the Department of Agriculture. So in 1903, after being graduated with honors in sociology as well as chemistry, and after a summer spent as a check-loader on coastwise lumber vessels, he left on a Clyde steamer bound for New Haven, the Yale Forest School.

In classes, and through field work at Milford and elsewhere, Silcox acquired all the school had to give of botany and silviculture, and of entomology, mensuration, engineering, and law in relation to forests and forest operations. He developed that desire—which he always felt every successful forester must have—for fresh points of view and for knowledge beyond that needed for the everyday work. He helped found a student society that grew strong and powerful and helped disband it when it was accused of influencing the selection of men for federal forest work.

It was largely from Henry S. Graves, then dean of the Yale Forest School and later (1910-20) chief of the Forest Service, that Silcox got the conception of forestry as a pioneer program demanding leaders who were resourceful, courageous, endowed with common sense, and capable of inspiring confidence and deserving it. From Gifford Pinchot—who became the first Forest Service chief when Congress transferred jurisdiction over the forest reserves to the Department of Agriculture in 1905, and who was fired by President Taft for the part he took in bringing the Ballinger controversy to a head—Silcox absorbed the high ideals of public service and the devotion to it that so motivated and molded his career.

A Pioneer Forester

IN JUNE, 1904, he was notified of his first public service appointment. "Mr. F. A. SILCOX," it read, "is hereby appointed a . . . FOREST STUDENT . . . at a salary at the rate of . . . THREE HUNDRED (\$300.00) . . . Dollars per annum. . ."

The work lasted until college began again in the fall. It was cruising timber in West Virginia—in what a classmate called "the Hatfield-McCoy feud country of rattlesnakes, copperheads, and water moccasins." Hours, this classmate said, were from daylight to dark and the food was largely oatmeal. This fellow student also recalls that Silcox was nonconformist in his thinking, an athlete by inclination, and that local people referred to him as "that 'air circus feller"

because he frequently walked down the road on his hands instead of his feet. But he returned to college in the fall with the respect as well as the affection of those with whom he had worked and was sent west as a forest assistant after graduation.

Ernest W. Shaw operated a ranch on the Upper Piedra in Hinsdale County, Colorado, when he first met Silcox early in January, 1906. Shaw relates that Silcox

... had been detailed to put the newly created San Juan and Montezuma Forest Reserves under administration, and things that happened in Durango when he was first there kind of strengthened his impression that Colorado was wild. Perhaps he was right, at that, because although Durango wasn't as wide open as it had been, it still had two solid blocks of saloons on the west side of Main Street, dance halls and gambling parlors were running openly across the tracks, and the town marshal had recently killed Sheriff Bill Thompson in a gun fight.

Silcox's office was over a hardware store and corner saloon. It was bare of furniture with the exception of one chair and one small table. The various report forms were filed along the wall on the floor. The old Oliver typewriter was perched on an upturned packing box. My appointment as assistant forest ranger came through in February. The salary was \$900 a year and I had to furnish two horses. Applications to graze cattle and sheep were coming in. Many were for country I knew, and I helped with them. After office hours Silcox and I took long walks or rides into the hills, and he gave me my first introduction to practical forestry.

Thirty-odd years have passed since then, and details are clouded, but I still remember how much Silcox impressed me with his sincerity, and how his enthusiasm for the job fired me. In themselves those qualities bespeak the man far better than anything else I can now record.

Others who knew him in those days also recall experiences, incidents, and attributes that indicated what manner of man F. A. Silcox was to become. The thing that impressed one was his habit of taking a cold bath each morning "before breakfast." Another "takes off his hat" to that combination of physical endurance and mental agility for which Silcox was even then becoming known. A third recalls his ability to tell things "in a pleasant but forceful manner," and his ingenuity in putting dated chunks

of wood in the stoves of cabins where, under the homestead law, claimants were required to live for a time before they could receive title to what had been public domain. And many a title was missed because a ranger opened the stove on which the claimant was supposed to have done his cooking and pulled out a dated chunk of wood—unscorched.

An old-time Colorado ranger who lives in California writes that Silcox established a dividing line between cattlemen and sheepmen who for years had been shooting it out on range that each claimed as their own. He drew the line on the ground instead of on a map, as was easier and customary, by noting when members of each faction smiled secretly among themselves or scowled openly at their adversaries as he varied his directions. "This took three days, but he made things fair and square to both sides." And it is interesting to note, here, that in later years "arbitration in person and on the ground" became one of his cardinal principles.

By 1907 Silcox was unalterably opposed to the administration of natural resources by remote control from Washington. So was E. A. Sherman, the chief inspector and his immediate superior at Missoula, Montana. President Theodore Roosevelt and Chief Forester Gifford Pinchot were also opposed to remote control, apparently, for the Forest Service was decentralized in December, 1908.

This decentralization marked what has since been described as the first successful effort by a federal bureau to keep in close and constant touch with current and local conditions and problems to insure a sympathetic and understanding approach to them and at the same time to establish nation-wide policies and standards and correlate and coordinate performance under them. It also marked Silcox's seventh promotion within the civil service structure in less than three years. From forest inspector he was raised to associate regional forester for what is still called the Northern Region.

The next year was largely one of pioneer-

ing. The new regional office was organized at Missoula, Montana. New supervisors and rangers were selected for many national forests, including a number of the recently transferred ones on which inspectors had found what Silcox epitomized as "good material but . . . a highly perfected system of misdirected efforts and . . . extremely unsatisfactory results." With the country from the Bitterroot Range in Montana south to the Salmon River in Idaho a wilderness, and the great canyons of the St. Joe, Clearwater, Locksaw, and Selway Rivers almost inaccessible, planning was begun for a region-wide system of roads, trails, telephone lines, ranger stations, and fire lookouts.

This work was scarcely well under way when, in 1910, the new region experienced what turned out to be the worst forest fire season in its history. Since fighting great forest fires calls very definitely for administrative ability, among other things, a brief description of that season may be in order here.

According to Elers Koch,¹ the usual spring rains did not fall in Montana and north Idaho. The hills hardly got green. July brought intense heat and drying southwest winds. Press dispatches told of the Northern Pacific Railway laying off men because of crop failures. The forest, tinder-dry, was ready to explode at the touch of a spark, but by August 15 the Forest Service had controlled more than three thousand and ninety large fires. Koch writes,

Then came the fateful twentieth of August. For two days the wind blew a gale from the southwest. All along the line, from north of the Canadian boundary south to the Salmon, the gale blew. Little fires picked up into big ones. Fire lines which had been held for days melted away under the fierce blast. The sky turned a ghastly yellow. At four o'clock it was black ahead of the advancing flames. The air felt as though the whole world was ready to go up in spontaneous combustion.

The town of Wallace lay directly in the path of

¹Mr. Koch is and for years has been assistant regional forester in charge of timber management at Missoula. He was supervisor of the Lolo National Forest in 1910. He still considers it "almost miraculous that, with many crews strung along the summit of the Bitterroot Range, not a man nor a horse was lost when the big fires hit us."

the fire. By the evening of the twentieth a third of the town lay in ashes. Flames from the Coeur d'Alene fires swept on to the towns of Taft, Saltese, DeBorgia, Haugan. They crossed the high range to the Clark's Fork; jumped the Clark's Fork; swept on across still another range to the head of the Fisher River; destroyed towns, homesteads, lumber camps, everything in their path.

Special trains, crowded with refugees, bore thousands of people to Missoula and Spokane and safety. But the unfortunate fire fighters on the Coeur d'Alene were caught in the uprush of the fires from the St. Joe River across the summit of the Bitterroot Range. Too late to escape to safety, they were forced to try weathering the blast in places such as mine tunnels, recently burned-over areas, and by lying in small streams with their heads covered with blankets.

When this terrible toll of losses was finally added up, seventy-two fire fighters were dead on the Coeur d'Alene National Forest, four on the Cabinet, and two on the Pend Oreille. Two lives were lost in the burning of Wallace, and one at Taft. A peg-leg prospector was burned to death near the St. Joe-Cedar Creek divide. So were three homesteaders near Newport. Altogether, eighty-five lives were lost in the two-day conflagration. And as the pitiful remnants of the crews straggled out of the mountains, hospitals in Wallace filled to overflowing with surviving fire fighters, many of whom were terribly burned.

Throughout that tragic summer Silcox shouldered the responsibility for locating and assembling thousands of men, buying tons of equipment and supplies, and getting both men and material to the fires that literally peppered twenty-six million acres of national forests in a sparsely settled country measuring 250 miles north and south by more than two hundred miles east and west. Though always eager for front-line participation and leadership, Silcox stuck to the less spectacular job to which he had been assigned. And how well he accomplished his task is attested by the records of the Department, which reveal that early in 1911 he was made regional forester "for most efficient service and to fill the vacancy caused by the transfer of W. B. Greeley to the Washington Office."

Many unusual organization and administrative problems were pressing in Montana and north Idaho when Silcox took command

there. One immediate problem was the vast amount of fire-killed pine left in the wake of the summer's holocaust. It was largely through his own promotional work and salesmanship that nearly one hundred million board feet of it were sold, and the annual cut of timber from the region's national forests almost doubled. He demonstrated his technical knowledge and ability in helping develop new techniques of management for important forest types, and splendid new forests of thrifty white pine now attest the success of the management principles established more than a quarter of a century ago.

In attacking the problem of regional organization that confronted him, he wrote,

Efficient functional organization is predicated on the idea of predetermined plans with accomplishment checked by competent technical specialists. Fundamentally the ranger district is the basic unit of our organization. I have therefore taken it as the starting place in the application of the principles of an administrative plan which provides for directive control, competent inspection of accomplishment, determining the ability of each unit to accomplish in accordance with specified standards the quantity of work assigned to it, and checking on the efficiency of personnel.

Practically no new machinery has been required to put this plan in effect, but results already show the forest supervisors are more competently and convincingly defining needs, standards of work, and how far they can go with the money we now have available. I may be too sanguine but I believe the plan holds out the promise of answering some of our most perplexing organization questions.

Silcox knew that a real inventory of resources was an urgent as well as a basic need. It was a tremendous job, particularly in those days when men and money were so scarce in the Forest Service, but he set about it with his customary vigor and directness and insisted that timber cruising be done much better as well as on a much larger scale. Then, remembering the millions of recently burned acres in need of reforestation, and applying scientific management principles he had read about and studied, he saw to it that the small forest-tree nursery at Savanac was developed until it became the largest of its kind in the United States.

To the student of how and why administrative ability grows and develops it is an interesting fact that the record fires of 1910 in Montana and north Idaho gave to Silcox, the young pioneer forester, an opportunity and a challenge which few men have at so early a time of life. Imagine being charged, as he was, with the job of protecting and developing the resources on some twenty million acres of national forests and of restoring, so far as man could, the resources on three million of those acres that had become widely eroded after having been burned!

The 1910 disaster had demonstrated that the Forest Service's system and facilities for fire control in Montana and north Idaho were inadequate and had to be rebuilt from the ground up. Silcox went at this job like a scientist. Transportation and time studies were started. Standardization was applied to all equipment units, including nesting kitchen and mess kits, and they were all adapted for packing on horses and mules. A central warehouse for emergency tools and supplies was established at Missoula. Methods were determined for getting quicker action on small fires so as to keep them small. Suppression organizations were picked to pieces, analyzed, replanned, and rebuilt. Real advances were made in developing techniques for feeding, caring for, and supervising what for that time were large forces of men on far-flung fire lines.

The year 1914 brought bad forest fires again, but they were handled more effectively than in 1910. And although many men have left the mark of their work and their faith in the Northern Region since Silcox was there, it is interesting to note that most foresters agree that this region's forest fire control organization is today one of the most efficient in the United States.

It was at Missoula that Silcox began to point part of his intense interest in humans toward more and better on-the-job training for youth and to urge more active support of the practice by administrative management generally. No extended record of this phase of his activities is attempted, but in

view of some of his later attitudes and activities it may be of particular interest to note that in his opinion there was real need in the Forest Service, in 1917, for "an opening up of the 'blind alley' positions and the outlining of a promotion policy . . . in a constructively frank, fearless, and aggressive way."

Frauds, Fires, and "Wobblies"

SILCOX was deeply absorbed in the management and development of the national forests of the region, but even in these early and formative years at Missoula his innate love of justice and instinctive championship of the less fortunate drew him into contact with broad and vital human problems. Two illustrative instances occurred about the time the United States entered the first World War. In one he was fighting to check the spread of frauds against the United States in connection with some of its land laws. In the second he was cutting through the bitterness and partisanship of that memorable 1917 fight between employers and the International Workers of the World by sheer force of personality and integrity in order to protect public forest property during another bad fire season.

From 1904 to 1906 the federal government convicted a great number of persons in Oregon for land frauds almost unbelievable in extent, with timber rather than farm land the real object of the thieves.

An official report records that during the same period

. . . precisely the same thing was being done in North Idaho by practically the same methods and by some of the identically same interests. . . . The particularly valuable white pine timber was the attraction, [but] . . . in North Idaho no one has ever been convicted of land fraud.

Men have risked their lives and liberty to wrongfully acquire these lands. Murders have been committed, and no one punished for the crime. . . . A so-called Association of Killers of Homestead Jumpers . . . was organized, and in an open meeting discussed ways and means of ridding the community of persons who legally had as much right to the lands which they had jumped as those who were claiming them.

The settlers on these lands may have undergone hardships. It was not, however, to make a home; but . . . to secure a timber claim of 160 acres, worth from \$10,000 to \$25,000, the price which can be obtained from the lumber companies having holdings in this region. This is shown by the fact that 76% . . . of the entire watershed, title to which can be given, or which has passed to patent through pretence of compliance with the public land laws, is now in the hands of large stumpage holding concerns, and none of it [is] being developed agriculturally.

The intent of the homestead laws is clearly defeated. As a matter of sound public policy, such heavily timbered lands . . . should never have been subject to the provisions of the general homestead laws.

These passages are quoted from a report that is specific as to time, place, and names. The data for it were collected on Silcox's orders when it seemed that other "white pine" claims, this time on one of the national forests under his jurisdiction, might go to patent in the face of what he felt was flagrant lack of compliance with the homestead laws. It represented a feeling of moral outrage that just simply would not let him remain either inactive or inarticulate, but there is strong presumptive evidence that it also represented a calculated effort on his part to get action even through means that he knew were dangerously unconventional.

The report went to Washington, D. C. early in 1915. That summer D. F. Houston, who was then Secretary of Agriculture, appeared in north Idaho, went into the woods, and found that the situation was all that the report represented it to be. When he returned to Washington claims were canceled and, through a memorandum signed by him and by Franklin K. Lane for the Department of the Interior, the Forest Service was authoritatively recognized in General Land Office procedure.

It was not long after the United States officially entered World War I that Silcox found himself seriously handicapped by labor troubles that threatened to shut off the supply of men he needed to fight forest fires. High lights of the situation, which was so serious that with others it was investigated

by President Wilson's Mediation Commission, were these.

Union Hall in Butte, Montana, had been dynamited in 1914. By April, 1917, when some 20 per cent of the copper and 50 per cent of the zinc being used for munitions were coming from Butte, all but three mines there were insisting on the "rustling card" in an effort to snuff out attempts by labor to organize.¹ By the end of that June the "Wobblies," as the International Workers of the World were called, claimed as members 90 per cent of the lumberjacks and were out on a strike that virtually stopped logging and milling in all of Oregon and Washington as well as in Montana and north Idaho.

On July 2, 1917, the Missoula, Montana, *Missoulian* published its first strike editorial. It was unsympathetic to the men. On July 10 the paper headlined: "Draft Numbers Now Available"; "Silcox Urges Care to Prevent Forest Fires." On August 2 banner headlines in the same paper read: "Frank Little, Leader in Butte, Hanged," and "City Offers \$1,000 for Capture of Lynchers."

Suspicious, sullen, and generally resentful, the men had by now refused even to fight forest fires. They cited as long-standing grievances logging camps that were badly drained, poorly ventilated, overcrowded, and without facilities for bathing or washing clothes. They demanded an end to bunks filled with old and vermin-infested hay, poor food, low wages, the ten-hour day, and the "rustling card." They were opposed to company unions. They resented and denied charges of incendiarism which had been brought against them and countered with the charge that lumber companies had hired gunmen to take out log drives during the previous spring.

The lumber companies, mostly through their organized associations rather than as individuals, stuck by their refusal to grant

¹ Charles Merz in *The New Republic* for September 22, 1917. The rustling card was an identification card which each miner was required to deposit with the company when he went to work. When his services were no longer needed, the card was returned to him if the company had found him satisfactory. But to be discharged without a card was to face a precarious future.

an eight-hour day or discontinue the rustling card system. They claimed that it would be "dangerous" to recognize demands for better food, better living conditions, or better pay. In order to keep jobs and pay from strikers they asked the Forest Service to employ fire fighters only through company or association agencies that would not hire members of the IWW. And they doggedly and dogmatically contended that "to own a business is to own exclusive management of it, no matter what interest of the public may be involved."

Silcox disagreed. In his opinion the lynching in Butte was less important as a crime than as a manifestation of widespread and deep-rooted unrest. The IWW, he said, was symptomatic of a social disease and "a direct product of the conditions the [lumber] industry itself has fostered." He admitted that there were extremists and ultraradicals in the IWW organization but asserted that the situation was not being handled in a constructive spirit or with sympathetic understanding of the social problems involved. In a statement emphasizing the vital importance of public interests that were being endangered on forest land in private as well as in public ownership, he turned down the plea that fire fighters be hired only through lumber companies. He then went straight to Wobbly headquarters—and came away with the organization's pledge to fight fires on the publicly owned national forests in which, he had pointed out, they certainly had a stake.

With the Department of Labor

ASHES from some of the 1917 forest fires in Montana were still warm when Silcox was called by telegram to Washington, D. C. His abilities as an organizer and his knowledge of Forest Service and lumber industry personnel were needed for wartime purposes. He helped recruit forestry regiments, was commissioned a captain, and was ready to go overseas when Secretary of Labor William B. Wilson asked him to undertake an urgent mission for the Department of

labor, the U. S. Shipping Board, and the President's Mediation Commission. As a result he missed a promised commission as a major; the *Tuscania*, which was torpedoed off the Irish coast; and France. Instead he went to Seattle for some of the most intense and dramatic days of his life.

German submarines were on the loose then, as they are now. The severe winter weather had closed down many eastern shipyards. Seattle ship men were under terrific pressure to turn out ships for the new fleet, but confusion reigned and production lagged. Some twenty years later Silcox summarized his task at Seattle, which included, he said—

Establishing a central employment office capable of clearing at least 5,000 men a month; providing places of shelter for thousands of men who must otherwise shiver in the rain till locked gates were opened for changes in shifts; preventing labor from lying down on the job and management from perpetuating grossly unfair hiring and firing methods; working out an orderly method of classification and equitable scales of pay with a wide variety of unions; providing opportunities for and participating in the arbitrating of grievances and disputes, including long-standing deadlocks with coppersmiths, boilermakers, caulkers, and other labor groups, through an impartial governmental agency.

All this called for the unearthing, correlating, and interpreting of an amazing variety of facts, then evaluating them in terms that took full account of wartime mass psychology and behavior. Silcox began—typically—by seeking out informed and competent help and advice. He appealed to a group of scientifically trained men at the University of Washington, who gave him their cooperation in generous measure.

Among members of this "research board without portfolio," as it has since been called, were Dr. Henry Suzzallo, then president of the University and chairman of the State Council of Defense, later head of the Carnegie Foundation for the Advancement of Teaching; William F. Ogburn, then professor of sociology, subsequently director of the Consumers Advisory Board of the NRA and a special adviser to the Resettlement Ad-

ministration, and since 1933 professor of sociology at the University of Chicago; Carleton H. Parker, dean of the College of Commerce, who gave so freely of himself emotionally and mentally in solving wartime problems that he burned himself out and died of pneumonia; and R. G. Tugwell, at that time an assistant professor of economics, later under secretary of Agriculture, and recently governor of Puerto Rico.

Silcox worked in a welter of suspicion and threats in those Seattle days and took pride in being able to take "in his stride" whatever came his way. But Governor Tugwell has told¹ how angry Silcox became when the Emergency Fleet Corporation "came down on him" for not reporting what it said was sabotage by shipyard workers "whom Navy Intelligence seemed to know all about." Silcox proved that the ships in question were opening up at sea not because of sabotage by workers but because of the yard managers' failure to replace compressors that had repeatedly been reported to them as incapable of driving rivets properly.

"Then he composed what he always afterward held to have been a masterly wire to Washington," Dr. Tugwell relates. "The gist of it was that if they would spend . . . more time getting proper equipment for outraged workmen, rivets would be hammered home, ships would be built in good order, and the West Coast saved for Americanism. The incident was consigned to files and no more was heard of sabotage—except, of course, from Silcox, whose sense of humor emerged rapidly from the whirlpool of his imagination."

One of the primary objectives of the President's Mediation Commission was to settle labor problems in the Pacific Northwest so that the shipbuilding and aircraft programs might proceed promptly and efficiently. And it was in this field, according to official Department of Labor records, that Silcox "did excellent work" before being brought east to reorganize and vitalize the

¹ "Forester's Heart," 102 *The New Republic* 304-5 (March 4, 1940).

U. S. Employment Service. Here he first correlated the work of the state and federal employment services in Massachusetts and then served as state director in New York until that position could be filled by Henry Bruère. Seventeen years later when he was president of the Bowery Savings Bank, Mr. Bruère was responsible for the choice of Silcox as the man to arbitrate the 1936 building service strike in New York City. But Congress failed to pass an appropriation, and in 1919 Silcox resigned from the Department of Labor.

In April his reinstatement in the Forest Service was recommended. His former position at Missoula, Montana, had never been filled permanently, and his assignment there "was urgently necessary in the public interest." But again the telephone intervened, as it had when he was about to go to France. At the Cosmos Club in Washington a few days later Silcox made the decision that led to his fourteen years' association with the printing industry.

Conciliator, Arbitrator, Educator

THE man on the other end of the wire was H. P. Kendall, chairman of the Committee on Industrial Relations of the United Typothetae, which was and still is both a trade and an employers' association. Thoroughly familiar with the way Silcox had dealt with labor in the Seattle shipyards, Kendall was convinced that here was a man with the ability, philosophy, courage, and personality required to realize Kendall's own vision of what industrial progress and employee-employer cooperation should be in the highly complicated commercial printing industry.

After their Cosmos Club meeting an enthusiastic Silcox went to New York, Boston, and Cincinnati, where he sold Kendall's plan—which by now was his—to local groups and key executive committee members of the Typothetae. Then a Bureau of Industrial Relations was set up to act as a clearinghouse for labor information, to give members throughout the country advice on labor

problems, and to help formulate labor policies. Its headquarters were in Chicago. Silcox was its first director.

The new Bureau faced a highly complicated and exceedingly delicate situation. The Typothetae had more than its share of problems, many of which stemmed from the war. Others were due, directly or indirectly, to the fact that the printing industry included small as well as large plants, many strong local groups in intense competition, and many employers who had worked their way up through the ranks of organized labor and many others who had not. It was organized in a national association divided into open and closed-shop divisions each of which was suspicious lest the other gain control.

The issue of the forty-four-hour week was also a major problem. It presented a challenge to Silcox's powers of diplomacy and constructive thinking that he thoroughly enjoyed. The unions finally struck on a national scale for the forty-four-hour week. One result was that the Industrial Bureau was continuously under fire from its open-shop employer members. But the record testifies that they were convinced of Silcox's fairness, that his efforts met with widespread approval, and that the Bureau came through with flying colors.

Almost before the smoke of battle cleared, the New York Employing Printers' Association asked Silcox to become not only director of its Bureau of Industrial Relations but also secretary of its Printers' League. The purpose of the League was collective bargaining with printing trade unions on wages and shop practices.

This recognition of his ability to deal constructively with labor gratified Silcox. The confidence union leaders had in him was always very dear to his heart. And it paid dividends. For with neither strike nor lock-out, both League and labor unions enjoyed happy and smooth relations during the next eleven years.

Silcox now had a real opportunity to delve into certain problems in which he had been deeply interested ever since his early days

with the Forest Service in its Northern Region. One of these was the training of youth, but this time in New York City instead of in the woods, for printers rather than foresters, and through two new vocational schools for apprentices.

The apprentices attended the schools one afternoon each week on their employers' time, plus one evening each week on their own, for four full years. Both schools were approved by the New York City Board of Education, and both were jointly directed and financed by that Board, the Printers' League, the unions, and the apprentices themselves. One school, opening in 1925, taught the theory underlying presswork and provided training on its own job and binder presses. The other, opening in 1928, taught machine typesetting with its own up-to-date equipment.

These two schools are still operating. So is an older one that was greatly strengthened while Silcox was with the industry. For years, with a combined enrollment of around eight hundred, these institutions have made possible the selection by industry of men grounded in the fundamentals of the trade and fully abreast of the latest developments in its technology.

Before this adventure in education Rexford G. Tugwell had joined the faculty of Columbia University in New York, and the earlier West Coast acquaintanceship between Tugwell and Silcox ripened into a warm and genuine friendship. When Franklin Roosevelt was elected to the presidency in 1932 and Tugwell became assistant secretary of Agriculture, it seemed almost a foregone conclusion that the capable, humanistic, and liberal-minded Silcox would be urged to return to the public service under the New Deal.

And so it was. Late in 1933 R. Y. Stuart, who had been chief of the Forest Service since 1928, met a sudden and tragic death. Tugwell telephoned Silcox to come to Washington and on November 15, 1933, the one-time \$300 a year forest student was named as Major Stuart's successor.

Chief of the Forest Service

THE country that had recently passed through one economic epoch was on the threshold of another when Silcox moved to Washington late in 1933. He was convinced of the need to adapt many premises to new conditions with respect to natural resources like land and water, for they were the sources of raw materials and of employment and income. Moreover, he felt sure that forest land and its products and services would play increasingly vital roles in the social and economic changes that lay ahead, and he was both willing and eager to fight for this belief.

The opening skirmish came quickly. The lumber industry had sung "God praise forest conservation" for years but, except for a few forward-looking leaders, had been exceedingly chary about practicing it. Through a pending NRA code this industry was now well on the way to controlling the prices of products it manufactured—without in any way modifying its age-old concept that individuals and corporations might denude forest land they owned by ax or saw or fire if, as, and when they wished to do so. The Code was unsatisfactory to the new chief of the Forest Service and its approval lagged mysteriously and unexpectedly until, with one apprehensive eye on the President, the industry reluctantly and grudgingly accepted a conservation amendment.

The basic concept of the amendment required such management of forest lands as would keep them at least reasonably productive. Through it, and for the first time in history so far as these authors know, this country's lumber industry recognized the premise that the public *does* have vital interests in privately owned forest land, and that private ownership *does* carry with it definite obligations to help protect those public interests.

But Silcox was not yet satisfied. He pointed to the lack of an assurance that obligations recognized on paper would be redeemed in the woods. To overcome this weakness, and to give the public "a real run

for its white alley," he tried to get the industry to agree that the Forest Service should check on compliance with woods practice rules. Failing, he put this issue high on the agenda of the first conference he and his staff were to have with the field generals and captains of their organization.

The day this conference opened was as cool, crisp, and invigorating as only a perfect fall day can be at an elevation of about four thousand feet with a near-by backdrop of rugged mountain peaks. But there was an undercurrent of anxiety in the meeting itself. What did the new boss really think of the outfit? What objectives and policies would he propose? How visionary might some of them be? What, in short, lay ahead?

Silcox was in fine fettle. He paid tribute to what he said was the first organization in this country to fight for the conservation of timber, grass, and water power through planned land-and-resource use. It was great to be back "with a gang so versatile and resourceful that I'd be perfectly willing to take it to South Africa, for example, and build a railroad or anything else." Tensions relaxed. Nods of agreement appeared here and there. The stage was set for one of the two objectives that were to dominate all others while he was chief of the federal Forest Service.

There was always danger, he continued, that bureaucracies might become satisfied with their own decisions and permeated with a holier-than-thou attitude of self-righteousness. With its rapidly expanding responsibilities the Forest Service must be more vigilant than ever to keep out of this category. It must tie itself still more closely to local communities and keep wide open the channels by which citizens could see and judge decisions, actions, processes, and their effects. "Then, and not until then," he emphasized, "can you and I and all of us honestly say we are conducting a federal agency on a truly democratic basis, with people and communities having a real and actual voice—not merely a gesture—in vital questions of policy and practice that affect them."

The national forests had always been the pride and joy of the Forest Service. Silcox knew this and used the knowledge in resetting his stage. He had been away, he said, for sixteen years. While bringing himself up-to-date he had learned among other things that the national forests had grown until they were now located in thirty-one states, Alaska, and Puerto Rico; that nearly one million people now earned their living from them; that between eight and nine million people used them each year for camping and other simple, health-building purposes; and that the area burned over in 1933 was less than 0.1 per cent of the 160 million acres of public land within their boundaries.

Silcox noted that the publicly owned properties protected, developed, and administered by the Service were valuable and exceedingly worth while. But since his was an audience of foresters he was sure they knew that the best, most productive, and most easily accessible three-fourths of our forest land was privately owned, that it furnished more than 95 per cent of the timber we used, and that forests on it had always been subject to destructive cutting. He reminded his leaders that the Lumber Code's conservation article called for self-regulation by industry, which he said meant in effect that a few big competitors were trying to regulate a lot of little ones. This, he predicted, was bound to fail, and cut-out-and-get-out would again be rampant on privately owned forest land generally. He was right: in 1939 of the 202 million acres of commercial forest land in industrial and other nonfarm ownership less than 11.5 million were under a system of sustained-yield management.

This cut-out-and-get-out practice, he said, was a key factor in a forest problem that for years had been getting more and more serious. The broader problem could not be solved successfully until the Forest Service came to grips with it. He was, therefore, setting up as a major objective the establishment of a nation-wide forest policy that would affirmatively stop devastation and deterioration on privately owned forest land,

then rebuild forest lands generally and keep them continuously producing usable goods and services as a means of establishing more stability and greater security for families and communities.

The conference was hardly over before the lumber industry accepted this challenge, thereby giving Silcox the opportunity he had been looking for to get the issue squarely and forcibly before the public. As the battle was joined he pointed to tar paper shacks and rusty tin cans that had replaced attractive homes and geranium beds in hundreds of communities where forests once seemed inexhaustible. He talked and wrote about towns in the Lake states, the South, and elsewhere that had been prosperous lumber towns not so long before but were ghost towns then.

All this was bad enough, Silcox reiterated time and again, but social and economic conditions like those in rural slums were worse. He reminded people that these rural slums already existed in more than 1,200 counties and already affected approximately one half of all our farms; that in them living standards were unbelievably low, educational facilities were meager, and undernourishment was common. He made the point that nearly 60 per cent of the land in these rural slum regions was forest rather than agricultural, and that although most of it had been ruthlessly exploited, the greater part still bore forests of some kind. He admitted that these forests were badly crippled but called attention to the fact that they constituted a living resource and could still be built up. Given a fair chance, he emphasized, these forests could then produce continuous crops and continuous jobs. In most rural slums, in short, forest rehabilitation offered what appeared to be a major opportunity for human rehabilitation.

To implement his policy Silcox proposed a nation-wide action program, based on the conception that forests could no longer be considered as an end in themselves but must be treated as tools in the service of man. The program aimed at an economy of plenty

rather than one of scarcity. It took into account the fact that well-forested slopes render public services—like helping to prevent floods and erosion and to regulate water that is used for irrigation, power, and domestic purposes—that are worth more to 131 millions of people than the land and its physical resources could possibly be to the relatively few people who might own it.

This action program had three basic measures: one, public ownership and management of more forest land by communities, states, and the federal government; two, continuation and extension of public cooperation with private owners of forest land; three, public regulation of woods practices on privately owned forest land.

Silcox proposed this three-point program in 1937. In 1938 the President suggested one that also included the same three points. In 1939 Silcox was offered the under-secretaryship of the Department of the Interior; declined it, despite pressure from high places, because of his conviction that he could be of greater service by remaining at his post in Agriculture; urged adoption of the President's forest program "as one way to help America prepare for events the shaping and timing of which may be beyond our power to control." Then, not long before his death on December 20, 1939, he composed a message to the organization of which he was chief.

This message was short, but prophetic. It revealed what were probably the most fundamental of the man's beliefs and philosophies. Under the title "Guarding Democracy" it read:

We are on the eve of another Christmas. Another New Year will soon be here. And although these are days when armies march as dictators command, America stands firm for democracy.

It is the job of every one of us to help maintain that stand.

As a Nation we draw civic and spiritual guidance from the Declaration of Independence and the Constitution. For most material things on which our strength is based we turn to the earth, its minerals, its soils and waters, and to the plant and animal life they yield.

As members of the Forest Service we therefore rededicate our efforts to securing wise use of our natural resources. For, sources of raw materials, of necessities of life, and of employment and income, using natural resources wisely and well is fundamental to national defense against military aggression and against the undermining of economic and social structures within our borders.

But abuse and depletion of natural resources are not the only threats to democracy as we know it. Freedom must also be guarded; freedom to seek the truth, and courage to apply it without prejudice or rancor through established institutions in defense of human rights.

You and I are members of an organization permeated by the spirit of public service. Foresters, we are also citizens of a democracy. I am confident, therefore, that our efforts and our lives are also rededicated to preservation of tolerance, kindness, and those ideals that guided our forebears when, seeking blessed sanctuary, they founded this United States of America.

The Man and His Contributions

F. A. SILCOX came from a South that has proudly claimed and acclaimed him, but he had no sectionalism of speech or manner or thought. He was an avid reader and a dreamer of dreams. He had a ranging, penetrating, prophetic vision but also an acute sense of the practical which he consulted but to which he refused blindly to bow.

He headed the American delegation to the Second International Forestry Congress at Budapest. He traveled extensively in Europe and elsewhere. He held honorary degrees from Syracuse University and his own College of Charleston. He transacted official business with members of the Congress, the Cabinet, and the Supreme Court, and many of them were his warm personal friends. But he was "F.A."—or more affectionately and more often "Gus" or "Sil"—to most people with whom he worked and to most of those, both in and out of the public service, who worked with and for him.

He believed it was good sense and good public policy for forest officers to take an active part in the life of the communities in which they lived; he took the lead himself with the Boy Scouts and in Red Cross

drives in Missoula, and had his engineers draw up plans for a city park on the gravelly island in the river.

Silcox liked people and wanted to be liked, but he was not at all worried when local leaders wondered—after things he said about the IWW situation and its nationwide social implications—if he were any longer a desirable citizen for a self-respecting community to have.

Silcox had his share of human frailties. He was inclined to be impulsive, emotional, vulnerable to flattery, and up to a certain point he loved to procrastinate. But he had an affection for woods, trees, and shrubs—a real love that was not recognized by friends generally. He was well above the average as a botanist and a forester. He was blessed with a loyal, devoted, and understanding wife. They delighted to raise fine flowers, found comfort in a garden that overlooked the Potomac behind their home on Lee Street in Alexandria, Virginia, and shared it gladly and freely with their friends.

He was a happy warrior. After winds had carried topsoil half across a continent from midwest ranches like Ed Casey's near Mitchell, South Dakota, he accepted the White House challenge for a huge tree shelterbelt which politically minded anti-New Dealers had damned and most people in the Dust Bowl, and many foresters, had said was a crackpot idea. But Ed Casey raises good crops on his South Dakota ranch now, while in America's bread basket as a whole there are more than sixteen thousand miles of living shelterbelts that check wind erosion, reduce soil moisture losses, and protect homes and cultivated crops on 26,375 farms.

People were always more important to Silcox than systems, procedures, philosophies, or organizations. His policies and projects stemmed from human needs and were planned in relation to them. When he tackled the problems left by the hurricane that hit New England forests and woodlands on September 21, 1938, he drew heavily on experienced Forest Service personnel, cut corners and red tape right and left, got

seventeen thousand men from the WPA and CCC working with state and local authorities to reduce widespread forest fire hazards that menaced lives and property, then organized the nonprofit Northeastern Timber Salvage Administration and vitalized it with a loan from the RFC.

Just sixty days after the hurricane, owners of farm woodlands in New Hampshire delivered the first salvaged logs, which were paid for at lower rates than they tried to get but at two or three times what speculators had been offering. Thousands of wood-lot owners now have received more than nine million dollars for logs that except for Silcox's resourcefulness might never have been hauled out of the woods. Local people who needed work, running local mills that might otherwise have been idle, have sawed most of those logs into lumber. As the salvage job moves toward its close the chances seem good that the nonprofit concern will pay out on the principal and, perhaps, part of the interest for which the RFC had asked.

Another contribution made by such Silcoxian adventures as the shelterbelt and timber salvage projects and by his advocacy of nation-wide public forest regulation was to vitalize and broaden a Forest Service that the new chief thought in 1933 "showed signs of having become rather staid and set in its ways, and a little narrow, perhaps."

He also redesigned the organization of the

Forest Service so that it might function efficiently under new conditions and enormously increased administrative loads; he sharply emphasized that long neglected group of activities that have the purpose of helping states and private owners to solve their many forest problems; and he secured approval from the Department of Agriculture and the Civil Service Commission for a reclassification of positions and salaries in recognition of increased responsibilities.

According to Scott Leavitt, who was one of his forest supervisors then, and who later served Montana with distinction in Congress, Silcox was slender, keen-eyed, and dark-haired in those Missoula days—"court-teous with that charming manner which was his inheritance and which he never lost, with ability stamped all over him and alertly sure of himself." But neither then nor later was there anything about F. A. Silcox of the smooth, silent, methodical, precise mechanism that meets what has been America's standardized specifications for a successful administrator.

His character and his contribution were too broad for that. As Dr. Tugwell wrote of him in the *New Republic*:

... he filled a generation of young foresters—not all pack-horse rangers as he had been, but many of them scientists, management experts, even statisticians—with a wholly new spirit, one which contained the old loyalties but which went far beyond them.

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A black and white portrait of a man in a suit sitting at a desk, writing on a document. The image is framed by a thick black border. In the bottom left corner, there is a copyright notice: © INT'L.

New York—Ferdinand A. Silcox, at present director of industrial relations of the New York Employing Printers association, who has been appointed chief forester of the United States forest service, in succession of the late Robert Y. Stuart. In the early days of forest service, Silcox was intimately connected with the development of national tracts, and he later interested himself in shipyard labor arbitration problems. He is a native of Columbus, Ga., and a graduate of the College of Charleston, S. C., and the Yale university school of forestry. He will assume the duties of his office on November 15.

Ferdinand Augustus Silcox

By E. I. KOTOK and R. F. HAMMATT

*Forest Service, United States Department
of Agriculture*

IN THE fall of 1933, Rexford G. Tugwell asked Ferdinand Augustus Silcox to become chief of the federal Forest Service. Silcox first swore that he never would, then consented.

Why did the assistant secretary of Agriculture make this offer? Why did Silcox, already holding a responsible, assured, and more remunerative position in the commercial world, accept it but later decline the under-secretaryship of the Department of the Interior? Why, in December, 1939, did Henry A. Wallace declare that "the death of Mr. Silcox is a blow to the whole American movement for conservation of human and natural resources"? And what qualities, attributes, and achievements prompted, at Silcox's passing, the flood of tribute which can be epitomized in the words of a Washington, D. C., editor who eulogized this silver-haired but dynamic forester as "the very paragon of a public servant"?

Heredity and boyhood environment were partly responsible for the answers to some of these questions. More important, however, were pioneer experiences Silcox had with the Forest Service while he and it were young. For he helped shape this public service organization while it was in the building, and this process helped develop ideals and philosophies that attracted the Department of Labor and the Shipping Board during World War I, men high in the printing industry later, and then Dr. Tugwell, Mr. Wallace, and the President.

His vision, initiative, and courage also contributed to Silcox's ability as a public administrator, as did his wide-ranging intel-

ligence and keenness of perception. He had, in addition, a genuine and sympathetic concern for the underprivileged and a determination that their lot should be improved. His belief in truly democratic processes and institutions was deep-seated and passionate, and he had a penchant for getting more done by inspiring people than most people do by driving them.

Silcox stood out among men because of the unmistakable imprint of an extraordinarily delightful personality and of a genuine interest that instinctively drew people to him. His brilliant mind and serene disposition held as warm friends many who disagreed with his philosophies and judgments. His determination to get and face the facts was backed by a fearlessness and fairness and dignity in stating them that won respect in low places and in high. A joyous courage in the man led to his eager espousal of what many people often thought were lost causes—which a sound technical competence helped to win more often than not. And Silcox preserved, throughout all his life, a freshness and frankness of view, a lift to the imagination, and a comprehension of fundamentals that gave life and substance and perspective to problems old and new.

Boyhood and College Days

IN A reminiscent mood Silcox once said that his paternal grandfather had owned a line of vessels running to Barcelona, Spain, that a porch on the ancestral home had been ripped open by shells during the bombardment of Fort Sumter, and that after Daniel H. Silcox had converted his ships into

blockade runners and the federal government had posted a reward for him, he and his family moved to the country. When Sherman's army came that way this grandfather hid in the woods and cornfields, was fed by a little Negro boy, then returned to his stately home with its piazzas on which later generations learned to roller-skate and ride bicycles.

Silcox's father was a successful cotton broker. His business life centered around an accommodation wharf built "where the Ashley and the Cooper Rivers come together to form the Atlantic Ocean" as an incurable Southerner describes the harbor at Charleston, South Carolina. Here, in those days, schooners and brigs, brigantines and full-rigged ships dropped their anchors. Here, and off Sullivan's Island, young Silcox sailed and fished and got as bronzed as an Indian. And here, and on hunting expeditions through pinelands and swamps, he learned to love the outdoors and developed the philosophy—inherited perhaps from his colorful old grandfather—of looking on life as a series of exciting adventures.

The high school to which the future chief of the Forest Service went was on the corner of George and Meeting Streets. Though small, the College of Charleston was one of the best in the South when he enrolled in it. An honor student and class president in his senior year, Silcox planned to take up industrial chemistry at Johns Hopkins University after graduation. But, as he confessed later in life, the contrast between laboratory odors and those of the piney woods was too great, and an article by Rene Bache in the *Saturday Evening Post* painted in altogether too glowing colors the opportunities for adventure and advancement in what was then a new profession—forestry—and a new federal bureau—the Division of Forestry in the Department of Agriculture. So in 1903, after being graduated with honors in sociology as well as chemistry, and after a summer spent as a check-loader on coastwise lumber vessels, he left on a Clyde steamer bound for New Haven, the Yale Forest School.

In classes, and through field work at Milford and elsewhere, Silcox acquired all the school had to give of botany and silviculture, and of entomology, mensuration, engineering, and law in relation to forests and forest operations. He developed that desire—which he always felt every successful forester must have—for fresh points of view and for knowledge beyond that needed for the everyday work. He helped found a student society that grew strong and powerful and helped disband it when it was accused of influencing the selection of men for federal forest work.

It was largely from Henry S. Graves, then dean of the Yale Forest School and later (1910-20) chief of the Forest Service, that Silcox got the conception of forestry as a pioneer program demanding leaders who were resourceful, courageous, endowed with common sense, and capable of inspiring confidence and deserving it. From Gifford Pinchot—who became the first Forest Service chief when Congress transferred jurisdiction over the forest reserves to the Department of Agriculture in 1905, and who was fired by President Taft for the part he took in bringing the Ballinger controversy to a head—Silcox absorbed the high ideals of public service and the devotion to it that so motivated and molded his career.

A Pioneer Forester

IN JUNE, 1904, he was notified of his first public service appointment. "Mr. F. A. SILCOX," it read, "is hereby appointed a . . . FOREST STUDENT . . . at a salary at the rate of . . . THREE HUNDRED (\$300.00) . . . Dollars per annum. . ."

The work lasted until college began again in the fall. It was cruising timber in West Virginia—in what a classmate called "the Hatfield-McCoy feud country of rattlesnakes, copperheads, and water moccasins." Hours, this classmate said, were from daylight to dark and the food was largely oatmeal. This fellow student also recalls that Silcox was nonconformist in his thinking, an athlete by inclination, and that local people referred to him as "that 'air circus feller"

because he frequently walked down the road on his hands instead of his feet. But he returned to college in the fall with the respect as well as the affection of those with whom he had worked and was sent west as a forest assistant after graduation.

Ernest W. Shaw operated a ranch on the Upper Piedra in Hinsdale County, Colorado, when he first met Silcox early in January, 1906. Shaw relates that Silcox

... had been detailed to put the newly created San Juan and Montezuma Forest Reserves under administration, and things that happened in Durango when he was first there kind of strengthened his impression that Colorado was wild. Perhaps he was right, at that, because although Durango wasn't as wide open as it had been, it still had two solid blocks of saloons on the west side of Main Street, dance halls and gambling parlors were running openly across the tracks, and the town marshal had recently killed Sheriff Bill Thompson in a gun fight.

Silcox's office was over a hardware store and corner saloon. It was bare of furniture with the exception of one chair and one small table. The various report forms were filed along the wall on the floor. The old Oliver typewriter was perched on an upturned packing box. My appointment as assistant forest ranger came through in February. The salary was \$900 a year and I had to furnish two horses. Applications to graze cattle and sheep were coming in. Many were for country I knew, and I helped with them. After office hours Silcox and I took long walks or rides into the hills, and he gave me my first introduction to practical forestry.

Thirty-odd years have passed since then, and details are clouded, but I still remember how much Silcox impressed me with his sincerity, and how his enthusiasm for the job fired me. In themselves those qualities bespeak the man far better than anything else I can now record.

Others who knew him in those days also recall experiences, incidents, and attributes that indicated what manner of man F. A. Silcox was to become. The thing that impressed one was his habit of taking a cold bath each morning "before breakfast." Another "takes off his hat" to that combination of physical endurance and mental agility for which Silcox was even then becoming known. A third recalls his ability to tell things "in a pleasant but forceful manner," and his ingenuity in putting dated chunks

of wood in the stoves of cabins where, under the homestead law, claimants were required to live for a time before they could receive title to what had been public domain. And many a title was missed because a ranger opened the stove on which the claimant was supposed to have done his cooking and pulled out a dated chunk of wood—unscorched.

An old-time Colorado ranger who lives in California writes that Silcox established a dividing line between cattlemen and sheepmen who for years had been shooting it out on range that each claimed as their own. He drew the line on the ground instead of on a map, as was easier and customary, by noting when members of each faction smiled secretly among themselves or scowled openly at their adversaries as he varied his directions. "This took three days, but he made things fair and square to both sides." And it is interesting to note, here, that in later years "arbitration in person and on the ground" became one of his cardinal principles.

By 1907 Silcox was unalterably opposed to the administration of natural resources by remote control from Washington. So was E. A. Sherman, the chief inspector and his immediate superior at Missoula, Montana. President Theodore Roosevelt and Chief Forester Gifford Pinchot were also opposed to remote control, apparently, for the Forest Service was decentralized in December, 1908.

This decentralization marked what has since been described as the first successful effort by a federal bureau to keep in close and constant touch with current and local conditions and problems to insure a sympathetic and understanding approach to them and at the same time to establish nation-wide policies and standards and correlate and coordinate performance under them. It also marked Silcox's seventh promotion within the civil service structure in less than three years. From forest inspector he was raised to associate regional forester for what is still called the Northern Region.

The next year was largely one of pioneer-

ing. The new regional office was organized at Missoula, Montana. New supervisors and rangers were selected for many national forests, including a number of the recently transferred ones on which inspectors had found what Silcox epitomized as "good material but . . . a highly perfected system of misdirected efforts and . . . extremely unsatisfactory results." With the country from the Bitterroot Range in Montana south to the Salmon River in Idaho a wilderness, and the great canyons of the St. Joe, Clearwater, Locksaw, and Selway Rivers almost inaccessible, planning was begun for a region-wide system of roads, trails, telephone lines, ranger stations, and fire lookouts.

This work was scarcely well under way when, in 1910, the new region experienced what turned out to be the worst forest fire season in its history. Since fighting great forest fires calls very definitely for administrative ability, among other things, a brief description of that season may be in order here.

According to Elers Koch,¹ the usual spring rains did not fall in Montana and north Idaho. The hills hardly got green. July brought intense heat and drying southwest winds. Press dispatches told of the Northern Pacific Railway laying off men because of crop failures. The forest, tinder-dry, was ready to explode at the touch of a spark, but by August 15 the Forest Service had controlled more than three thousand and ninety large fires. Koch writes,

Then came the fateful twentieth of August. For two days the wind blew a gale from the southwest. All along the line, from north of the Canadian boundary south to the Salmon, the gale blew. Little fires picked up into big ones. Fire lines which had been held for days melted away under the fierce blast. The sky turned a ghastly yellow. At four o'clock it was black ahead of the advancing flames. The air felt as though the whole world was ready to go up in spontaneous combustion.

The town of Wallace lay directly in the path of

¹ Mr. Koch is and for years has been assistant regional forester in charge of timber management at Missoula. He was supervisor of the Lolo National Forest in 1910. He still considers it "almost miraculous that, with many crews strung along the summit of the Bitterroot Range, not a man nor a horse was lost when the big fires hit us."

the fire. By the evening of the twentieth a third of the town lay in ashes. Flames from the Coeur d'Alene fires swept on to the towns of Taft, Saltese, DeBorgia, Haugan. They crossed the high range to the Clark's Fork; jumped the Clark's Fork; swept on across still another range to the head of the Fisher River; destroyed towns, homesteads, lumber camps, everything in their path.

Special trains, crowded with refugees, bore thousands of people to Missoula and Spokane and safety. But the unfortunate fire fighters on the Coeur d'Alene were caught in the uprush of the fires from the St. Joe River across the summit of the Bitterroot Range. Too late to escape to safety, they were forced to try weathering the blast in places such as mine tunnels, recently burned-over areas, and by lying in small streams with their heads covered with blankets.

When this terrible toll of losses was finally added up, seventy-two fire fighters were dead on the Coeur d'Alene National Forest, four on the Cabinet, and two on the Pend Oreille. Two lives were lost in the burning of Wallace, and one at Taft. A peg-leg prospector was burned to death near the St. Joe-Cedar Creek divide. So were three homesteaders near Newport. Altogether, eighty-five lives were lost in the two-day conflagration. And as the pitiful remnants of the crews straggled out of the mountains, hospitals in Wallace filled to overflowing with surviving fire fighters, many of whom were terribly burned.

Throughout that tragic summer Silcox shouldered the responsibility for locating and assembling thousands of men, buying tons of equipment and supplies, and getting both men and material to the fires that literally peppered twenty-six million acres of national forests in a sparsely settled country measuring 250 miles north and south by more than two hundred miles east and west. Though always eager for front-line participation and leadership, Silcox stuck to the less spectacular job to which he had been assigned. And how well he accomplished his task is attested by the records of the Department, which reveal that early in 1911 he was made regional forester "for most efficient service and to fill the vacancy caused by the transfer of W. B. Greeley to the Washington Office."

Many unusual organization and administrative problems were pressing in Montana and north Idaho when Silcox took command

there. One immediate problem was the vast amount of fire-killed pine left in the wake of the summer's holocaust. It was largely through his own promotional work and salesmanship that nearly one hundred million board feet of it were sold, and the annual cut of timber from the region's national forests almost doubled. He demonstrated his technical knowledge and ability in helping develop new techniques of management for important forest types, and splendid new forests of thrifty white pine now attest the success of the management principles established more than a quarter of a century ago.

In attacking the problem of regional organization that confronted him, he wrote,

Efficient functional organization is predicated on the idea of predetermined plans with accomplishment checked by competent technical specialists. Fundamentally the ranger district is the basic unit of our organization. I have therefore taken it as the starting place in the application of the principles of an administrative plan which provides for directive control, competent inspection of accomplishment, determining the ability of each unit to accomplish in accordance with specified standards the quantity of work assigned to it, and checking on the efficiency of personnel.

Practically no new machinery has been required to put this plan in effect, but results already show the forest supervisors are more competently and convincingly defining needs, standards of work, and how far they can go with the money we now have available. I may be too sanguine but I believe the plan holds out the promise of answering some of our most perplexing organization questions.

Silcox knew that a real inventory of resources was an urgent as well as a basic need. It was a tremendous job, particularly in those days when men and money were so scarce in the Forest Service, but he set about it with his customary vigor and directness and insisted that timber cruising be done much better as well as on a much larger scale. Then, remembering the millions of recently burned acres in need of reforestation, and applying scientific management principles he had read about and studied, he saw to it that the small forest-tree nursery at Savanac was developed until it became the largest of its kind in the United States.

To the student of how and why administrative ability grows and develops it is an interesting fact that the record fires of 1910 in Montana and north Idaho gave to Silcox, the young pioneer forester, an opportunity and a challenge which few men have at so early a time of life. Imagine being charged, as he was, with the job of protecting and developing the resources on some twenty million acres of national forests and of restoring, so far as man could, the resources on three million of those acres that had become widely eroded after having been burned!

The 1910 disaster had demonstrated that the Forest Service's system and facilities for fire control in Montana and north Idaho were inadequate and had to be rebuilt from the ground up. Silcox went at this job like a scientist. Transportation and time studies were started. Standardization was applied to all equipment units, including nesting kitchen and mess kits, and they were all adapted for packing on horses and mules. A central warehouse for emergency tools and supplies was established at Missoula. Methods were determined for getting quicker action on small fires so as to keep them small. Suppression organizations were picked to pieces, analyzed, replanned, and rebuilt. Real advances were made in developing techniques for feeding, caring for, and supervising what for that time were large forces of men on far-flung fire lines.

The year 1914 brought bad forest fires again, but they were handled more effectively than in 1910. And although many men have left the mark of their work and their faith in the Northern Region since Silcox was there, it is interesting to note that most foresters agree that this region's forest fire control organization is today one of the most efficient in the United States.

It was at Missoula that Silcox began to point part of his intense interest in humans toward more and better on-the-job training for youth and to urge more active support of the practice by administrative management generally. No extended record of this phase of his activities is attempted, but in

view of some of his later attitudes and activities it may be of particular interest to note that in his opinion there was real need in the Forest Service, in 1917, for "an opening up of the 'blind alley' positions and the outlining of a promotion policy . . . in a constructively frank, fearless, and aggressive way."

Frauds, Fires, and "Wobblies"

SILCOX was deeply absorbed in the management and development of the national forests of the region, but even in these early and formative years at Missoula his innate love of justice and instinctive championship of the less fortunate drew him into contact with broad and vital human problems. Two illustrative instances occurred about the time the United States entered the first World War. In one he was fighting to check the spread of frauds against the United States in connection with some of its land laws. In the second he was cutting through the bitterness and partisanship of that memorable 1917 fight between employers and the International Workers of the World by sheer force of personality and integrity in order to protect public forest property during another bad fire season.

From 1904 to 1906 the federal government convicted a great number of persons in Oregon for land frauds almost unbelievable in extent, with timber rather than farm land the real object of the thieves.

An official report records that during the same period

. . . precisely the same thing was being done in North Idaho by practically the same methods and by some of the identically same interests. . . . The particularly valuable white pine timber was the attraction, [but] . . . in North Idaho no one has ever been convicted of land fraud.

Men have risked their lives and liberty to wrongfully acquire these lands. Murders have been committed, and no one punished for the crime. . . . A so-called Association of Killers of Homestead Jumpers . . . was organized, and in an open meeting discussed ways and means of ridding the community of persons who legally had as much right to the lands which they had jumped as those who were claiming them.

The settlers on these lands may have undergone hardships. It was not, however, to make a home; but . . . to secure a timber claim of 160 acres, worth from \$10,000 to \$25,000, the price which can be obtained from the lumber companies having holdings in this region. This is shown by the fact that 76% . . . of the entire watershed, title to which can be given, or which has passed to patent through pretence of compliance with the public land laws, is now in the hands of large stumpage holding concerns, and none of it [is] being developed agriculturally.

The intent of the homestead laws is clearly defeated. As a matter of sound public policy, such heavily timbered lands . . . should never have been subject to the provisions of the general homestead laws.

These passages are quoted from a report that is specific as to time, place, and names. The data for it were collected on Silcox's orders when it seemed that other "white pine" claims, this time on one of the national forests under his jurisdiction, might go to patent in the face of what he felt was flagrant lack of compliance with the homestead laws. It represented a feeling of moral outrage that just simply would not let him remain either inactive or inarticulate, but there is strong presumptive evidence that it also represented a calculated effort on his part to get action even through means that he knew were dangerously unconventional.

The report went to Washington, D. C. early in 1915. That summer D. F. Houston, who was then Secretary of Agriculture, appeared in north Idaho, went into the woods, and found that the situation was all that the report represented it to be. When he returned to Washington claims were canceled and, through a memorandum signed by him and by Franklin K. Lane for the Department of the Interior, the Forest Service was authoritatively recognized in General Land Office procedure.

It was not long after the United States officially entered World War I that Silcox found himself seriously handicapped by labor troubles that threatened to shut off the supply of men he needed to fight forest fires. High lights of the situation, which was so serious that with others it was investigated

by President Wilson's Mediation Commission, were these.

Union Hall in Butte, Montana, had been dynamited in 1914. By April, 1917, when some 20 per cent of the copper and 50 per cent of the zinc being used for munitions were coming from Butte, all but three mines there were insisting on the "rustling card" in an effort to snuff out attempts by labor to organize.¹ By the end of that June the "Wobblies," as the International Workers of the World were called, claimed as members 90 per cent of the lumberjacks and were out on a strike that virtually stopped logging and milling in all of Oregon and Washington as well as in Montana and north Idaho.

On July 2, 1917, the *Missoula, Montana, Missoulian* published its first strike editorial. It was unsympathetic to the men. On July 10 the paper headlined: "Draft Numbers Now Available"; "Silcox Urges Care to Prevent Forest Fires." On August 2 banner headlines in the same paper read: "Frank Little, Leader in Butte, Hanged," and "City Offers \$1,000 for Capture of Lynchers."

Suspicious, sullen, and generally resentful, the men had by now refused even to fight forest fires. They cited as long-standing grievances logging camps that were badly drained, poorly ventilated, overcrowded, and without facilities for bathing or washing clothes. They demanded an end to bunks filled with old and vermin-infested hay, poor food, low wages, the ten-hour day, and the "rustling card." They were opposed to company unions. They resented and denied charges of incendiarism which had been brought against them and countered with the charge that lumber companies had hired gunmen to take out log drives during the previous spring.

The lumber companies, mostly through their organized associations rather than as individuals, stuck by their refusal to grant

¹ Charles Merz in *The New Republic* for September 22, 1917. The rustling card was an identification card which each miner was required to deposit with the company when he went to work. When his services were no longer needed, the card was returned to him if the company had found him satisfactory. But to be discharged without a card was to face a precarious future.

an eight-hour day or discontinue the rustling card system. They claimed that it would be "dangerous" to recognize demands for better food, better living conditions, or better pay. In order to keep jobs and pay from strikers they asked the Forest Service to employ fire fighters only through company or association agencies that would not hire members of the IWW. And they doggedly and dogmatically contended that "to own a business is to own exclusive management of it, no matter what interest of the public may be involved."

Silcox disagreed. In his opinion the lynching in Butte was less important as a crime than as a manifestation of widespread and deep-rooted unrest. The IWW, he said, was symptomatic of a social disease and "a direct product of the conditions the [lumber] industry itself has fostered." He admitted that there were extremists and ultraradicals in the IWW organization but asserted that the situation was not being handled in a constructive spirit or with sympathetic understanding of the social problems involved. In a statement emphasizing the vital importance of public interests that were being endangered on forest land in private as well as in public ownership, he turned down the plea that fire fighters be hired only through lumber companies. He then went straight to Wobbly headquarters—and came away with the organization's pledge to fight fires on the publicly owned national forests in which, he had pointed out, they certainly had a stake.

With the Department of Labor

ASHES from some of the 1917 forest fires in Montana were still warm when Silcox was called by telegram to Washington, D. C. His abilities as an organizer and his knowledge of Forest Service and lumber industry personnel were needed for wartime purposes. He helped recruit forestry regiments, was commissioned a captain, and was ready to go overseas when Secretary of Labor William B. Wilson asked him to undertake an urgent mission for the Department of

Labor, the U. S. Shipping Board, and the President's Mediation Commission. As a result he missed a promised commission as a major; the *Tuscania*, which was torpedoed off the Irish coast; and France. Instead he went to Seattle for some of the most intense and dramatic days of his life.

German submarines were on the loose then, as they are now. The severe winter weather had closed down many eastern shipyards. Seattle ship men were under terrific pressure to turn out ships for the new fleet, but confusion reigned and production lagged. Some twenty years later Silcox summarized his task at Seattle, which included, he said—

Establishing a central employment office capable of clearing at least 5,000 men a month; providing places of shelter for thousands of men who must otherwise shiver in the rain till locked gates were opened for changes in shifts; preventing labor from lying down on the job and management from perpetuating grossly unfair hiring and firing methods; working out an orderly method of classification and equitable scales of pay with a wide variety of unions; providing opportunities for and participating in the arbitrating of grievances and disputes, including long-standing deadlocks with coppersmiths, boilermakers, caulkers, and other labor groups, through an impartial governmental agency.

All this called for the unearthing, correlating, and interpreting of an amazing variety of facts, then evaluating them in terms that took full account of wartime mass psychology and behavior. Silcox began—typically—by seeking out informed and competent help and advice. He appealed to a group of scientifically trained men at the University of Washington, who gave him their cooperation in generous measure.

Among members of this "research board without portfolio," as it has since been called, were Dr. Henry Suzzallo, then president of the University and chairman of the State Council of Defense, later head of the Carnegie Foundation for the Advancement of Teaching; William F. Ogburn, then professor of sociology, subsequently director of the Consumers Advisory Board of the NRA and a special adviser to the Resettlement Ad-

ministration, and since 1933 professor of sociology at the University of Chicago; Carleton H. Parker, dean of the College of Commerce, who gave so freely of himself emotionally and mentally in solving wartime problems that he burned himself out and died of pneumonia; and R. G. Tugwell, at that time an assistant professor of economics, later under secretary of Agriculture, and recently governor of Puerto Rico.

Silcox worked in a welter of suspicion and threats in those Seattle days and took pride in being able to take "in his stride" whatever came his way. But Governor Tugwell has told¹ how angry Silcox became when the Emergency Fleet Corporation "came down on him" for not reporting what it said was sabotage by shipyard workers "whom Navy Intelligence seemed to know all about." Silcox proved that the ships in question were opening up at sea not because of sabotage by workers but because of the yard managers' failure to replace compressors that had repeatedly been reported to them as incapable of driving rivets properly.

"Then he composed what he always afterward held to have been a masterly wire to Washington," Dr. Tugwell relates. "The gist of it was that if they would spend . . . more time getting proper equipment for outraged workmen, rivets would be hammered home, ships would be built in good order, and the West Coast saved for Americanism. The incident was consigned to files and no more was heard of sabotage—except, of course, from Silcox, whose sense of humor emerged rapidly from the whirlpool of his imagination."

One of the primary objectives of the President's Mediation Commission was to settle labor problems in the Pacific Northwest so that the shipbuilding and aircraft programs might proceed promptly and efficiently. And it was in this field, according to official Department of Labor records, that Silcox "did excellent work" before being brought east to reorganize and vitalize the

¹ "Forester's Heart," 102 *The New Republic* 304-5 (March 4, 1940).

U. S. Employment Service. Here he first correlated the work of the state and federal employment services in Massachusetts and then served as state director in New York until that position could be filled by Henry Bruère. Seventeen years later when he was president of the Bowery Savings Bank, Mr. Bruère was responsible for the choice of Silcox as the man to arbitrate the 1936 building service strike in New York City. But Congress failed to pass an appropriation, and in 1919 Silcox resigned from the Department of Labor.

In April his reinstatement in the Forest Service was recommended. His former position at Missoula, Montana, had never been filled permanently, and his assignment there "was urgently necessary in the public interest." But again the telephone intervened, as it had when he was about to go to France. At the Cosmos Club in Washington a few days later Silcox made the decision that led to his fourteen years' association with the printing industry.

Conciliator, Arbitrator, Educator

THE man on the other end of the wire was H. P. Kendall, chairman of the Committee on Industrial Relations of the United Typothetae, which was and still is both a trade and an employers' association. Thoroughly familiar with the way Silcox had dealt with labor in the Seattle shipyards, Kendall was convinced that here was a man with the ability, philosophy, courage, and personality required to realize Kendall's own vision of what industrial progress and employee-employer cooperation should be in the highly complicated commercial printing industry.

After their Cosmos Club meeting an enthusiastic Silcox went to New York, Boston, and Cincinnati, where he sold Kendall's plan—which by now was his—to local groups and key executive committee members of the Typothetae. Then a Bureau of Industrial Relations was set up to act as a clearinghouse for labor information, to give members throughout the country advice on labor

problems, and to help formulate labor policies. Its headquarters were in Chicago. Silcox was its first director.

The new Bureau faced a highly complicated and exceedingly delicate situation. The Typothetae had more than its share of problems, many of which stemmed from the war. Others were due, directly or indirectly, to the fact that the printing industry included small as well as large plants, many strong local groups in intense competition, and many employers who had worked their way up through the ranks of organized labor and many others who had not. It was organized in a national association divided into open-and closed-shop divisions each of which was suspicious lest the other gain control.

The issue of the forty-four-hour week was also a major problem. It presented a challenge to Silcox's powers of diplomacy and constructive thinking that he thoroughly enjoyed. The unions finally struck on a national scale for the forty-four-hour week. One result was that the Industrial Bureau was continuously under fire from its open-shop employer members. But the record testifies that they were convinced of Silcox's fairness, that his efforts met with widespread approval, and that the Bureau came through with flying colors.

Almost before the smoke of battle cleared, the New York Employing Printers' Association asked Silcox to become not only director of its Bureau of Industrial Relations but also secretary of its Printers' League. The purpose of the League was collective bargaining with printing trade unions on wages and shop practices.

This recognition of his ability to deal constructively with labor gratified Silcox. The confidence union leaders had in him was always very dear to his heart. And it paid dividends. For with neither strike nor lock-out, both League and labor unions enjoyed happy and smooth relations during the next eleven years.

Silcox now had a real opportunity to delve into certain problems in which he had been deeply interested ever since his early days

with the Forest Service in its Northern Region. One of these was the training of youth, but this time in New York City instead of in the woods, for printers rather than foresters, and through two new vocational schools for apprentices.

The apprentices attended the schools one afternoon each week on their employers' time, plus one evening each week on their own, for four full years. Both schools were approved by the New York City Board of Education, and both were jointly directed and financed by that Board, the Printers' League, the unions, and the apprentices themselves. One school, opening in 1925, taught the theory underlying presswork and provided training on its own job and binder presses. The other, opening in 1928, taught machine typesetting with its own up-to-date equipment.

These two schools are still operating. So is an older one that was greatly strengthened while Silcox was with the industry. For years, with a combined enrollment of around eight hundred, these institutions have made possible the selection by industry of men grounded in the fundamentals of the trade and fully abreast of the latest developments in its technology.

Before this adventure in education Rexford G. Tugwell had joined the faculty of Columbia University in New York, and the earlier West Coast acquaintanceship between Tugwell and Silcox ripened into a warm and genuine friendship. When Franklin Roosevelt was elected to the presidency in 1932 and Tugwell became assistant secretary of Agriculture, it seemed almost a foregone conclusion that the capable, humanistic, and liberal-minded Silcox would be urged to return to the public service under the New Deal.

And so it was. Late in 1933 R. Y. Stuart, who had been chief of the Forest Service since 1928, met a sudden and tragic death. Tugwell telephoned Silcox to come to Washington and on November 15, 1933, the one-time \$300 a year forest student was named as Major Stuart's successor.

Chief of the Forest Service

THE country that had recently passed through one economic epoch was on the threshold of another when Silcox moved to Washington late in 1933. He was convinced of the need to adapt many premises to new conditions with respect to natural resources like land and water, for they were the sources of raw materials and of employment and income. Moreover, he felt sure that forest land and its products and services would play increasingly vital roles in the social and economic changes that lay ahead, and he was both willing and eager to fight for this belief.

The opening skirmish came quickly. The lumber industry had sung "God praise forest conservation" for years but, except for a few forward-looking leaders, had been exceedingly chary about practicing it. Through a pending NRA code this industry was now well on the way to controlling the prices of products it manufactured—without in any way modifying its age-old concept that individuals and corporations might denude forest land they owned by ax or saw or fire if, as, and when they wished to do so. The Code was unsatisfactory to the new chief of the Forest Service and its approval lagged mysteriously and unexpectedly until, with one apprehensive eye on the President, the industry reluctantly and grudgingly accepted a conservation amendment.

The basic concept of the amendment required such management of forest lands as would keep them at least reasonably productive. Through it, and for the first time in history so far as these authors know, this country's lumber industry recognized the premise that the public *does* have vital interests in privately owned forest land, and that private ownership *does* carry with it definite obligations to help protect those public interests.

But Silcox was not yet satisfied. He pointed to the lack of an assurance that obligations recognized on paper would be redeemed in the woods. To overcome this weakness, and to give the public "a real run

for its white alley," he tried to get the industry to agree that the Forest Service should check on compliance with woods practice rules. Failing, he put this issue high on the agenda of the first conference he and his staff were to have with the field generals and captains of their organization.

The day this conference opened was as cool, crisp, and invigorating as only a perfect fall day can be at an elevation of about four thousand feet with a near-by backdrop of rugged mountain peaks. But there was an undercurrent of anxiety in the meeting itself. What did the new boss really think of the outfit? What objectives and policies would he propose? How visionary might some of them be? What, in short, lay ahead?

Silcox was in fine fettle. He paid tribute to what he said was the first organization in this country to fight for the conservation of timber, grass, and water power through planned land-and-resource use. It was great to be back "with a gang so versatile and resourceful that I'd be perfectly willing to take it to South Africa, for example, and build a railroad or anything else." Tensions relaxed. Nods of agreement appeared here and there. The stage was set for one of the two objectives that were to dominate all others while he was chief of the federal Forest Service.

There was always danger, he continued, that bureaucracies might become satisfied with their own decisions and permeated with a holier-than-thou attitude of self-righteousness. With its rapidly expanding responsibilities the Forest Service must be more vigilant than ever to keep out of this category. It must tie itself still more closely to local communities and keep wide open the channels by which citizens could see and judge decisions, actions, processes, and their effects. "Then, and not until then," he emphasized, "can you and I and all of us honestly say we are conducting a federal agency on a truly democratic basis, with people and communities having a real and actual voice—not merely a gesture—in vital questions of policy and practice that affect them."

The national forests had always been the pride and joy of the Forest Service. Silcox knew this and used the knowledge in resetting his stage. He had been away, he said, for sixteen years. While bringing himself up-to-date he had learned among other things that the national forests had grown until they were now located in thirty-one states, Alaska, and Puerto Rico; that nearly one million people now earned their living from them; that between eight and nine million people used them each year for camping and other simple, health-building purposes; and that the area burned over in 1933 was less than 0.1 per cent of the 160 million acres of public land within their boundaries.

Silcox noted that the publicly owned properties protected, developed, and administered by the Service were valuable and exceedingly worth while. But since his was an audience of foresters he was sure they knew that the best, most productive, and most easily accessible three-fourths of our forest land was privately owned, that it furnished more than 95 per cent of the timber we used, and that forests on it had always been subject to destructive cutting. He reminded his leaders that the Lumber Code's conservation article called for self-regulation by industry, which he said meant in effect that a few big competitors were trying to regulate a lot of little ones. This, he predicted, was bound to fail, and cut-out-and-get-out would again be rampant on privately owned forest land generally. He was right: in 1939 of the 202 million acres of commercial forest land in industrial and other nonfarm ownership less than 11.5 million were under a system of sustained-yield management.

This cut-out-and-get-out practice, he said, was a key factor in a forest problem that for years had been getting more and more serious. The broader problem could not be solved successfully until the Forest Service came to grips with it. He was, therefore, setting up as a major objective the establishment of a nation-wide forest policy that would affirmatively stop devastation and deterioration on privately owned forest land,

then rebuild forest lands generally and keep them continuously producing usable goods and services as a means of establishing more stability and greater security for families and communities.

The conference was hardly over before the lumber industry accepted this challenge, thereby giving Silcox the opportunity he had been looking for to get the issue squarely and forcibly before the public. As the battle was joined he pointed to tar paper shacks and rusty tin cans that had replaced attractive homes and geranium beds in hundreds of communities where forests once seemed inexhaustible. He talked and wrote about towns in the Lake states, the South, and elsewhere that had been prosperous lumber towns not so long before but were ghost towns then.

All this was bad enough, Silcox reiterated time and again, but social and economic conditions like those in rural slums were worse. He reminded people that these rural slums already existed in more than 1,200 counties and already affected approximately one half of all our farms; that in them living standards were unbelievably low, educational facilities were meager, and undernourishment was common. He made the point that nearly 60 per cent of the land in these rural slum regions was forest rather than agricultural, and that although most of it had been ruthlessly exploited, the greater part still bore forests of some kind. He admitted that these forests were badly crippled but called attention to the fact that they constituted a living resource and could still be built up. Given a fair chance, he emphasized, these forests could then produce continuous crops and continuous jobs. In most rural slums, in short, forest rehabilitation offered what appeared to be a major opportunity for human rehabilitation.

To implement his policy Silcox proposed a nation-wide action program, based on the conception that forests could no longer be considered as an end in themselves but must be treated as tools in the service of man. The program aimed at an economy of plenty

rather than one of scarcity. It took into account the fact that well-forested slopes render public services—like helping to prevent floods and erosion and to regulate water that is used for irrigation, power, and domestic purposes—that are worth more to 131 millions of people than the land and its physical resources could possibly be to the relatively few people who might own it.

This action program had three basic measures: one, public ownership and management of more forest land by communities, states, and the federal government; two, continuation and extension of public cooperation with private owners of forest land; three, public regulation of woods practices on privately owned forest land.

Silcox proposed this three-point program in 1937. In 1938 the President suggested one that also included the same three points. In 1939 Silcox was offered the under-secretaryship of the Department of the Interior; declined it, despite pressure from high places, because of his conviction that he could be of greater service by remaining at his post in Agriculture; urged adoption of the President's forest program "as one way to help America prepare for events the shaping and timing of which may be beyond our power to control." Then, not long before his death on December 20, 1939, he composed a message to the organization of which he was chief.

This message was short, but prophetic. It revealed what were probably the most fundamental of the man's beliefs and philosophies. Under the title "Guarding Democracy" it read:

We are on the eve of another Christmas. Another New Year will soon be here. And although these are days when armies march as dictators command, America stands firm for democracy.

It is the job of every one of us to help maintain that stand.

As a Nation we draw civic and spiritual guidance from the Declaration of Independence and the Constitution. For most material things on which our strength is based we turn to the earth, its minerals, its soils and waters, and to the plant and animal life they yield.

As members of the Forest Service we therefore rededicate our efforts to securing wise use of our natural resources. For, sources of raw materials, of necessities of life, and of employment and income, using natural resources wisely and well is fundamental to national defense against military aggression and against the undermining of economic and social structures within our borders.

But abuse and depletion of natural resources are not the only threats to democracy as we know it. Freedom must also be guarded; freedom to seek the truth, and courage to apply it without prejudice or rancor through established institutions in defense of human rights.

You and I are members of an organization permeated by the spirit of public service. Foresters, we are also citizens of a democracy. I am confident, therefore, that our efforts and our lives are also rededicated to preservation of tolerance, kindness, and those ideals that guided our forebears when, seeking blessed sanctuary, they founded this United States of America.

The Man and His Contributions

FA. SILCOX came from a South that has proudly claimed and acclaimed him, but he had no sectionalism of speech or manner or thought. He was an avid reader and a dreamer of dreams. He had a ranging, penetrating, prophetic vision but also an acute sense of the practical which he consulted but to which he refused blindly to bow.

He headed the American delegation to the Second International Forestry Congress at Budapest. He traveled extensively in Europe and elsewhere. He held honorary degrees from Syracuse University and his own College of Charleston. He transacted official business with members of the Congress, the Cabinet, and the Supreme Court, and many of them were his warm personal friends. But he was "F.A."—or more affectionately and more often "Gus" or "Sil"—to most people with whom he worked and to most of those, both in and out of the public service, who worked with and for him.

He believed it was good sense and good public policy for forest officers to take an active part in the life of the communities in which they lived; he took the lead himself with the Boy Scouts and in Red Cross

drives in Missoula, and had his engineers draw up plans for a city park on the gravelly island in the river.

Silcox liked people and wanted to be liked, but he was not at all worried when local leaders wondered—after things he said about the IWW situation and its nationwide social implications—if he were any longer a desirable citizen for a self-respecting community to have.

Silcox had his share of human frailties. He was inclined to be impulsive, emotional, vulnerable to flattery, and up to a certain point he loved to procrastinate. But he had an affection for woods, trees, and shrubs—a real love that was not recognized by friends generally. He was well above the average as a botanist and a forester. He was blessed with a loyal, devoted, and understanding wife. They delighted to raise fine flowers, found comfort in a garden that overlooked the Potomac behind their home on Lee Street in Alexandria, Virginia, and shared it gladly and freely with their friends.

He was a happy warrior. After winds had carried topsoil half across a continent from midwest ranches like Ed Casey's near Mitchell, South Dakota, he accepted the White House challenge for a huge tree shelterbelt which politically minded anti-New Dealers had damned and most people in the Dust Bowl, and many foresters, had said was a crackpot idea. But Ed Casey raises good crops on his South Dakota ranch now, while in America's bread basket as a whole there are more than sixteen thousand miles of living shelterbelts that check wind erosion, reduce soil moisture losses, and protect homes and cultivated crops on 26,375 farms.

People were always more important to Silcox than systems, procedures, philosophies, or organizations. His policies and projects stemmed from human needs and were planned in relation to them. When he tackled the problems left by the hurricane that hit New England forests and woodlands on September 21, 1938, he drew heavily on experienced Forest Service personnel, cut corners and red tape right and left, got

seventeen thousand men from the WPA and CCC working with state and local authorities to reduce widespread forest fire hazards that menaced lives and property, then organized the nonprofit Northeastern Timber Salvage Administration and vitalized it with a loan from the RFC.

Just sixty days after the hurricane, owners of farm woodlands in New Hampshire delivered the first salvaged logs, which were paid for at lower rates than they tried to get but at two or three times what speculators had been offering. Thousands of wood-lot owners now have received more than nine million dollars for logs that except for Silcox's resourcefulness might never have been hauled out of the woods. Local people who needed work, running local mills that might otherwise have been idle, have sawed most of those logs into lumber. As the salvage job moves toward its close the chances seem good that the nonprofit concern will pay out on the principal and, perhaps, part of the interest for which the RFC had asked.

Another contribution made by such Silcoxian adventures as the shelterbelt and timber salvage projects and by his advocacy of nation-wide public forest regulation was to vitalize and broaden a Forest Service that the new chief thought in 1933 "showed signs of having become rather staid and set in its ways, and a little narrow, perhaps."

He also redesigned the organization of the

Forest Service so that it might function efficiently under new conditions and enormously increased administrative loads; he sharply emphasized that long neglected group of activities that have the purpose of helping states and private owners to solve their many forest problems; and he secured approval from the Department of Agriculture and the Civil Service Commission for a reclassification of positions and salaries in recognition of increased responsibilities.

According to Scott Leavitt, who was one of his forest supervisors then, and who later served Montana with distinction in Congress, Silcox was slender, keen-eyed, and dark-haired in those Missoula days—"courtous with that charming manner which was his inheritance and which he never lost, with ability stamped all over him and alertly sure of himself." But neither then nor later was there anything about F. A. Silcox of the smooth, silent, methodical, precise mechanism that meets what has been America's standardized specifications for a successful administrator.

His character and his contribution were too broad for that. As Dr. Tugwell wrote of him in the *New Republic*:

... he filled a generation of young foresters—not all pack-horse rangers as he had been, but many of them scientists, management experts, even statisticians—with a wholly new spirit, one which contained the old loyalties but which went far beyond them.

FERDINAND AUGUSTUS SILCOX

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Forest Service Chief



New York—Ferdinand A. Silcox, at present director of industrial relations of the New York Employing Printers association, who has been appointed chief forester of the United States forest service, in succession of the late Robert Y. Stuart. In the early days of forest service, Silcox was intimately connected with the development of national tracts, and he later interested himself in shipyard labor arbitration problems. He is a native of Columbus, Ga., and a graduate of the College of Charleston, S. C., and the Yale university school of forestry. He will assume the duties of his office on November 15.

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Ferdinand Augustus Silcox

By E. I. KOTOK and R. F. HAMMATT

*Forest Service, United States Department
of Agriculture*

IN THE fall of 1933, Rexford G. Tugwell asked Ferdinand Augustus Silcox to become chief of the federal Forest Service. Silcox first swore that he never would, then consented.

Why did the assistant secretary of Agriculture make this offer? Why did Silcox, already holding a responsible, assured, and more remunerative position in the commercial world, accept it but later decline the under-secretaryship of the Department of the Interior? Why, in December, 1939, did Henry A. Wallace declare that "the death of Mr. Silcox is a blow to the whole American movement for conservation of human and natural resources"? And what qualities, attributes, and achievements prompted, at Silcox's passing, the flood of tribute which can be epitomized in the words of a Washington, D. C., editor who eulogized this silver-haired but dynamic forester as "the very paragon of a public servant"?

Heredity and boyhood environment were partly responsible for the answers to some of these questions. More important, however, were pioneer experiences Silcox had with the Forest Service while he and it were young. For he helped shape this public service organization while it was in the building, and this process helped develop ideals and philosophies that attracted the Department of Labor and the Shipping Board during World War I, men high in the printing industry later, and then Dr. Tugwell, Mr. Wallace, and the President.

His vision, initiative, and courage also contributed to Silcox's ability as a public administrator, as did his wide-ranging intel-

ligence and keenness of perception. He had, in addition, a genuine and sympathetic concern for the underprivileged and a determination that their lot should be improved. His belief in truly democratic processes and institutions was deep-seated and passionate, and he had a penchant for getting more done by inspiring people than most people do by driving them.

Silcox stood out among men because of the unmistakable imprint of an extraordinarily delightful personality and of a genuine interest that instinctively drew people to him. His brilliant mind and serene disposition held as warm friends many who disagreed with his philosophies and judgments. His determination to get and face the facts was backed by a fearlessness and fairness and dignity in stating them that won respect in low places and in high. A joyous courage in the man led to his eager espousal of what many people often thought were lost causes—which a sound technical competence helped to win more often than not. And Silcox preserved, throughout all his life, a freshness and frankness of view, a lift to the imagination, and a comprehension of fundamentals that gave life and substance and perspective to problems old and new.

Boyhood and College Days

IN A reminiscent mood Silcox once said that his paternal grandfather had owned a line of vessels running to Barcelona, Spain, that a porch on the ancestral home had been ripped open by shells during the bombardment of Fort Sumter, and that after Daniel H. Silcox had converted his ships into

blockade runners and the federal government had posted a reward for him, he and his family moved to the country. When Sherman's army came that way this grandfather hid in the woods and cornfields, was fed by a little Negro boy, then returned to his stately home with its piazzas on which later generations learned to roller-skate and ride bicycles.

Silcox's father was a successful cotton broker. His business life centered around an accommodation wharf built "where the Ashley and the Cooper Rivers come together to form the Atlantic Ocean" as an incurable Southerner describes the harbor at Charleston, South Carolina. Here, in those days, schooners and brigs, brigantines and full-rigged ships dropped their anchors. Here, and off Sullivan's Island, young Silcox sailed and fished and got as bronzed as an Indian. And here, and on hunting expeditions through pinelands and swamps, he learned to love the outdoors and developed the philosophy—inherited perhaps from his colorful old grandfather—of looking on life as a series of exciting adventures.

The high school to which the future chief of the Forest Service went was on the corner of George and Meeting Streets. Though small, the College of Charleston was one of the best in the South when he enrolled in it. An honor student and class president in his senior year, Silcox planned to take up industrial chemistry at Johns Hopkins University after graduation. But, as he confessed later in life, the contrast between laboratory odors and those of the piney woods was too great, and an article by Rene Bache in the *Saturday Evening Post* painted in altogether too glowing colors the opportunities for adventure and advancement in what was then a new profession—forestry—and a new federal bureau—the Division of Forestry in the Department of Agriculture. So in 1903, after being graduated with honors in sociology as well as chemistry, and after a summer spent as a check-loader on coastwise lumber vessels, he left on a Clyde steamer bound for New Haven, the Yale Forest School.

In classes, and through field work at Milford and elsewhere, Silcox acquired all the school had to give of botany and silviculture, and of entomology, mensuration, engineering, and law in relation to forests and forest operations. He developed that desire—which he always felt every successful forester must have—for fresh points of view and for knowledge beyond that needed for the everyday work. He helped found a student society that grew strong and powerful and helped disband it when it was accused of influencing the selection of men for federal forest work.

It was largely from Henry S. Graves, then dean of the Yale Forest School and later (1910-20) chief of the Forest Service, that Silcox got the conception of forestry as a pioneer program demanding leaders who were resourceful, courageous, endowed with common sense, and capable of inspiring confidence and deserving it. From Gifford Pinchot—who became the first Forest Service chief when Congress transferred jurisdiction over the forest reserves to the Department of Agriculture in 1905, and who was fired by President Taft for the part he took in bringing the Ballinger controversy to a head—Silcox absorbed the high ideals of public service and the devotion to it that so motivated and molded his career.

A Pioneer Forester

IN JUNE, 1904, he was notified of his first public service appointment. "Mr. F. A. SILCOX," it read, "is hereby appointed a . . . FOREST STUDENT . . . at a salary at the rate of . . . THREE HUNDRED (\$300.00) . . . Dollars per annum. . ."

The work lasted until college began again in the fall. It was cruising timber in West Virginia—in what a classmate called "the Hatfield-McCoy feud country of rattlesnakes, copperheads, and water moccasins." Hours, this classmate said, were from daylight to dark and the food was largely oatmeal. This fellow student also recalls that Silcox was nonconformist in his thinking, an athlete by inclination, and that local people referred to him as "that 'air circus feller"

because he frequently walked down the road on his hands instead of his feet. But he returned to college in the fall with the respect as well as the affection of those with whom he had worked and was sent west as a forest assistant after graduation.

Ernest W. Shaw operated a ranch on the Upper Piedra in Hinsdale County, Colorado, when he first met Silcox early in January, 1906. Shaw relates that Silcox

... had been detailed to put the newly created San Juan and Montezuma Forest Reserves under administration, and things that happened in Durango when he was first there kind of strengthened his impression that Colorado was wild. Perhaps he was right, at that, because although Durango wasn't as wide open as it had been, it still had two solid blocks of saloons on the west side of Main Street, dance halls and gambling parlors were running openly across the tracks, and the town marshal had recently killed Sheriff Bill Thompson in a gun fight.

Silcox's office was over a hardware store and corner saloon. It was bare of furniture with the exception of one chair and one small table. The various report forms were filed along the wall on the floor. The old Oliver typewriter was perched on an upturned packing box. My appointment as assistant forest ranger came through in February. The salary was \$900 a year and I had to furnish two horses. Applications to graze cattle and sheep were coming in. Many were for country I knew, and I helped with them. After office hours Silcox and I took long walks or rides into the hills, and he gave me my first introduction to practical forestry.

Thirty-odd years have passed since then, and details are clouded, but I still remember how much Silcox impressed me with his sincerity, and how his enthusiasm for the job fired me. In themselves those qualities bespeak the man far better than anything else I can now record.

Others who knew him in those days also recall experiences, incidents, and attributes that indicated what manner of man F. A. Silcox was to become. The thing that impressed one was his habit of taking a cold bath each morning "before breakfast." Another "takes off his hat" to that combination of physical endurance and mental agility for which Silcox was even then becoming known. A third recalls his ability to tell things "in a pleasant but forceful manner," and his ingenuity in putting dated chunks

of wood in the stoves of cabins where, under the homestead law, claimants were required to live for a time before they could receive title to what had been public domain. And many a title was missed because a ranger opened the stove on which the claimant was supposed to have done his cooking and pulled out a dated chunk of wood—unscorched.

An old-time Colorado ranger who lives in California writes that Silcox established a dividing line between cattlemen and sheepmen who for years had been shooting it out on range that each claimed as their own. He drew the line on the ground instead of on a map, as was easier and customary, by noting when members of each faction smiled secretly among themselves or scowled openly at their adversaries as he varied his directions. "This took three days, but he made things fair and square to both sides." And it is interesting to note, here, that in later years "arbitration in person and on the ground" became one of his cardinal principles.

By 1907 Silcox was unalterably opposed to the administration of natural resources by remote control from Washington. So was E. A. Sherman, the chief inspector and his immediate superior at Missoula, Montana. President Theodore Roosevelt and Chief Forester Gifford Pinchot were also opposed to remote control, apparently, for the Forest Service was decentralized in December, 1908.

This decentralization marked what has since been described as the first successful effort by a federal bureau to keep in close and constant touch with current and local conditions and problems to insure a sympathetic and understanding approach to them and at the same time to establish nation-wide policies and standards and correlate and coordinate performance under them. It also marked Silcox's seventh promotion within the civil service structure in less than three years. From forest inspector he was raised to associate regional forester for what is still called the Northern Region.

The next year was largely one of pioneer-

ing. The new regional office was organized at Missoula, Montana. New supervisors and rangers were selected for many national forests, including a number of the recently transferred ones on which inspectors had found what Silcox epitomized as "good material but . . . a highly perfected system of misdirected efforts and . . . extremely unsatisfactory results." With the country from the Bitterroot Range in Montana south to the Salmon River in Idaho a wilderness, and the great canyons of the St. Joe, Clearwater, Locksaw, and Selway Rivers almost inaccessible, planning was begun for a region-wide system of roads, trails, telephone lines, ranger stations, and fire lookouts.

This work was scarcely well under way when, in 1910, the new region experienced what turned out to be the worst forest fire season in its history. Since fighting great forest fires calls very definitely for administrative ability, among other things, a brief description of that season may be in order here.

According to Elers Koch,¹ the usual spring rains did not fall in Montana and north Idaho. The hills hardly got green. July brought intense heat and drying southwest winds. Press dispatches told of the Northern Pacific Railway laying off men because of crop failures. The forest, tinder-dry, was ready to explode at the touch of a spark, but by August 15 the Forest Service had controlled more than three thousand and ninety large fires. Koch writes,

Then came the fateful twentieth of August. For two days the wind blew a gale from the southwest. All along the line, from north of the Canadian boundary south to the Salmon, the gale blew. Little fires picked up into big ones. Fire lines which had been held for days melted away under the fierce blast. The sky turned a ghastly yellow. At four o'clock it was black ahead of the advancing flames. The air felt as though the whole world was ready to go up in spontaneous combustion.

The town of Wallace lay directly in the path of

¹ Mr. Koch is and for years has been assistant regional forester in charge of timber management at Missoula. He was supervisor of the Lolo National Forest in 1910. He still considers it "almost miraculous that, with many crews strung along the summit of the Bitterroot Range, not a man nor a horse was lost when the big fires hit us."

the fire. By the evening of the twentieth a third of the town lay in ashes. Flames from the Coeur d'Alene fires swept on to the towns of Taft, Saltese, DeBorgia, Haugan. They crossed the high range to the Clark's Fork; jumped the Clark's Fork; swept on across still another range to the head of the Fisher River; destroyed towns, homesteads, lumber camps, everything in their path.

Special trains, crowded with refugees, bore thousands of people to Missoula and Spokane and safety. But the unfortunate fire fighters on the Coeur d'Alene were caught in the uprush of the fires from the St. Joe River across the summit of the Bitterroot Range. Too late to escape to safety, they were forced to try weathering the blast in places such as mine tunnels, recently burned-over areas, and by lying in small streams with their heads covered with blankets.

When this terrible toll of losses was finally added up, seventy-two fire fighters were dead on the Coeur d'Alene National Forest, four on the Cabinet, and two on the Pend Oreille. Two lives were lost in the burning of Wallace, and one at Taft. A peg-leg prospector was burned to death near the St. Joe-Cedar Creek divide. So were three homesteaders near Newport. Altogether, eighty-five lives were lost in the two-day conflagration. And as the pitiful remnants of the crews straggled out of the mountains, hospitals in Wallace filled to overflowing with surviving fire fighters, many of whom were terribly burned.

Throughout that tragic summer Silcox shouldered the responsibility for locating and assembling thousands of men, buying tons of equipment and supplies, and getting both men and material to the fires that literally peppered twenty-six million acres of national forests in a sparsely settled country measuring 250 miles north and south by more than two hundred miles east and west. Though always eager for front-line participation and leadership, Silcox stuck to the less spectacular job to which he had been assigned. And how well he accomplished his task is attested by the records of the Department, which reveal that early in 1911 he was made regional forester "for most efficient service and to fill the vacancy caused by the transfer of W. B. Greeley to the Washington Office."

Many unusual organization and administrative problems were pressing in Montana and north Idaho when Silcox took command

there. One immediate problem was the vast amount of fire-killed pine left in the wake of the summer's holocaust. It was largely through his own promotional work and salesmanship that nearly one hundred million board feet of it were sold, and the annual cut of timber from the region's national forests almost doubled. He demonstrated his technical knowledge and ability in helping develop new techniques of management for important forest types, and splendid new forests of thrifty white pine now attest the success of the management principles established more than a quarter of a century ago.

In attacking the problem of regional organization that confronted him, he wrote,

Efficient functional organization is predicated on the idea of predetermined plans with accomplishment checked by competent technical specialists. Fundamentally the ranger district is the basic unit of our organization. I have therefore taken it as the starting place in the application of the principles of an administrative plan which provides for directive control, competent inspection of accomplishment, determining the ability of each unit to accomplish in accordance with specified standards the quantity of work assigned to it, and checking on the efficiency of personnel.

Practically no new machinery has been required to put this plan in effect, but results already show the forest supervisors are more competently and convincingly defining needs, standards of work, and how far they can go with the money we now have available. I may be too sanguine but I believe the plan holds out the promise of answering some of our most perplexing organization questions.

Silcox knew that a real inventory of resources was an urgent as well as a basic need. It was a tremendous job, particularly in those days when men and money were so scarce in the Forest Service, but he set about it with his customary vigor and directness and insisted that timber cruising be done much better as well as on a much larger scale. Then, remembering the millions of recently burned acres in need of reforestation, and applying scientific management principles he had read about and studied, he saw to it that the small forest-tree nursery at Savanac was developed until it became the largest of its kind in the United States.

To the student of how and why administrative ability grows and develops it is an interesting fact that the record fires of 1910 in Montana and north Idaho gave to Silcox, the young pioneer forester, an opportunity and a challenge which few men have at so early a time of life. Imagine being charged, as he was, with the job of protecting and developing the resources on some twenty million acres of national forests and of restoring, so far as man could, the resources on three million of those acres that had become widely eroded after having been burned!

The 1910 disaster had demonstrated that the Forest Service's system and facilities for fire control in Montana and north Idaho were inadequate and had to be rebuilt from the ground up. Silcox went at this job like a scientist. Transportation and time studies were started. Standardization was applied to all equipment units, including nesting kitchen and mess kits, and they were all adapted for packing on horses and mules. A central warehouse for emergency tools and supplies was established at Missoula. Methods were determined for getting quicker action on small fires so as to keep them small. Suppression organizations were picked to pieces, analyzed, replanned, and rebuilt. Real advances were made in developing techniques for feeding, caring for, and supervising what for that time were large forces of men on far-flung fire lines.

The year 1914 brought bad forest fires again, but they were handled more effectively than in 1910. And although many men have left the mark of their work and their faith in the Northern Region since Silcox was there, it is interesting to note that most foresters agree that this region's forest fire control organization is today one of the most efficient in the United States.

It was at Missoula that Silcox began to point part of his intense interest in humans toward more and better on-the-job training for youth and to urge more active support of the practice by administrative management generally. No extended record of this phase of his activities is attempted, but in

view of some of his later attitudes and activities it may be of particular interest to note that in his opinion there was real need in the Forest Service, in 1917, for "an opening up of the 'blind alley' positions and the outlining of a promotion policy . . . in a constructively frank, fearless, and aggressive way."

Frauds, Fires, and "Wobblies"

SILCOX was deeply absorbed in the management and development of the national forests of the region, but even in these early and formative years at Missoula his innate love of justice and instinctive championship of the less fortunate drew him into contact with broad and vital human problems. Two illustrative instances occurred about the time the United States entered the first World War. In one he was fighting to check the spread of frauds against the United States in connection with some of its land laws. In the second he was cutting through the bitterness and partisanship of that memorable 1917 fight between employers and the International Workers of the World by sheer force of personality and integrity in order to protect public forest property during another bad fire season.

From 1904 to 1906 the federal government convicted a great number of persons in Oregon for land frauds almost unbelievable in extent, with timber rather than farm land the real object of the thieves.

An official report records that during the same period

. . . precisely the same thing was being done in North Idaho by practically the same methods and by some of the identically same interests. . . . The particularly valuable white pine timber was the attraction, [but] . . . in North Idaho no one has ever been convicted of land fraud.

Men have risked their lives and liberty to wrongfully acquire these lands. Murders have been committed, and no one punished for the crime. . . . A so-called Association of Killers of Homestead Jumpers . . . was organized, and in an open meeting discussed ways and means of ridding the community of persons who legally had as much right to the lands which they had jumped as those who were claiming them.

The settlers on these lands may have undergone hardships. It was not, however, to make a home; but . . . to secure a timber claim of 160 acres, worth from \$10,000 to \$25,000, the price which can be obtained from the lumber companies having holdings in this region. This is shown by the fact that 76% . . . of the entire watershed, title to which can be given, or which has passed to patent through pretence of compliance with the public land laws, is now in the hands of large stumpage holding concerns, and none of it [is] being developed agriculturally.

The intent of the homestead laws is clearly defeated. As a matter of sound public policy, such heavily timbered lands . . . should never have been subject to the provisions of the general homestead laws.

These passages are quoted from a report that is specific as to time, place, and names. The data for it were collected on Silcox's orders when it seemed that other "white pine" claims, this time on one of the national forests under his jurisdiction, might go to patent in the face of what he felt was flagrant lack of compliance with the homestead laws. It represented a feeling of moral outrage that just simply would not let him remain either inactive or inarticulate, but there is strong presumptive evidence that it also represented a calculated effort on his part to get action even through means that he knew were dangerously unconventional.

The report went to Washington, D. C. early in 1915. That summer D. F. Houston, who was then Secretary of Agriculture, appeared in north Idaho, went into the woods, and found that the situation was all that the report represented it to be. When he returned to Washington claims were canceled and, through a memorandum signed by him and by Franklin K. Lane for the Department of the Interior, the Forest Service was authoritatively recognized in General Land Office procedure.

It was not long after the United States officially entered World War I that Silcox found himself seriously handicapped by labor troubles that threatened to shut off the supply of men he needed to fight forest fires. High lights of the situation, which was so serious that with others it was investigated

by President Wilson's Mediation Commission, were these.

Union Hall in Butte, Montana, had been dynamited in 1914. By April, 1917, when some 20 per cent of the copper and 50 per cent of the zinc being used for munitions were coming from Butte, all but three mines there were insisting on the "rustling card" in an effort to snuff out attempts by labor to organize.¹ By the end of that June the "Wobblies," as the International Workers of the World were called, claimed as members 90 per cent of the lumberjacks and were out on a strike that virtually stopped logging and milling in all of Oregon and Washington as well as in Montana and north Idaho.

On July 2, 1917, the *Missoulian*, Montana, published its first strike editorial. It was unsympathetic to the men. On July 10 the paper headlined: "Draft Numbers Now Available"; "Silcox Urges Care to Prevent Forest Fires." On August 2 banner headlines in the same paper read: "Frank Little, Leader in Butte, Hanged," and "City Offers \$1,000 for Capture of Lynchers."

Suspicious, sullen, and generally resentful, the men had by now refused even to fight forest fires. They cited as long-standing grievances logging camps that were badly drained, poorly ventilated, overcrowded, and without facilities for bathing or washing clothes. They demanded an end to bunks filled with old and vermin-infested hay, poor food, low wages, the ten-hour day, and the "rustling card." They were opposed to company unions. They resented and denied charges of incendiarism which had been brought against them and countered with the charge that lumber companies had hired gunmen to take out log drives during the previous spring.

The lumber companies, mostly through their organized associations rather than as individuals, stuck by their refusal to grant

¹ Charles Merz in *The New Republic* for September 22, 1917. The rustling card was an identification card which each miner was required to deposit with the company when he went to work. When his services were no longer needed, the card was returned to him if the company had found him satisfactory. But to be discharged without a card was to face a precarious future.

an eight-hour day or discontinue the rustling card system. They claimed that it would be "dangerous" to recognize demands for better food, better living conditions, or better pay. In order to keep jobs and pay from strikers they asked the Forest Service to employ fire fighters only through company or association agencies that would not hire members of the IWW. And they doggedly and dogmatically contended that "to own a business is to own exclusive management of it, no matter what interest of the public may be involved."

Silcox disagreed. In his opinion the lynching in Butte was less important as a crime than as a manifestation of widespread and deep-rooted unrest. The IWW, he said, was symptomatic of a social disease and "a direct product of the conditions the [lumber] industry itself has fostered." He admitted that there were extremists and ultraradicals in the IWW organization but asserted that the situation was not being handled in a constructive spirit or with sympathetic understanding of the social problems involved. In a statement emphasizing the vital importance of public interests that were being endangered on forest land in private as well as in public ownership, he turned down the plea that fire fighters be hired only through lumber companies. He then went straight to Wobbly headquarters—and came away with the organization's pledge to fight fires on the publicly owned national forests in which, he had pointed out, they certainly had a stake.

With the Department of Labor

ASHES from some of the 1917 forest fires in Montana were still warm when Silcox was called by telegram to Washington, D. C. His abilities as an organizer and his knowledge of Forest Service and lumber industry personnel were needed for wartime purposes. He helped recruit forestry regiments, was commissioned a captain, and was ready to go overseas when Secretary of Labor William B. Wilson asked him to undertake an urgent mission for the Department of

Labor, the U. S. Shipping Board, and the President's Mediation Commission. As a result he missed a promised commission as a major; the *Tuscania*, which was torpedoed off the Irish coast; and France. Instead he went to Seattle for some of the most intense and dramatic days of his life.

German submarines were on the loose then, as they are now. The severe winter weather had closed down many eastern shipyards. Seattle ship men were under terrific pressure to turn out ships for the new fleet, but confusion reigned and production lagged. Some twenty years later Silcox summarized his task at Seattle, which included, he said—

Establishing a central employment office capable of clearing at least 5,000 men a month; providing places of shelter for thousands of men who must otherwise shiver in the rain till locked gates were opened for changes in shifts; preventing labor from lying down on the job and management from perpetuating grossly unfair hiring and firing methods; working out an orderly method of classification and equitable scales of pay with a wide variety of unions; providing opportunities for and participating in the arbitrating of grievances and disputes, including long-standing deadlocks with coppersmiths, boilermakers, caulkers, and other labor groups, through an impartial governmental agency.

All this called for the unearthing, correlating, and interpreting of an amazing variety of facts, then evaluating them in terms that took full account of wartime mass psychology and behavior. Silcox began—typically—by seeking out informed and competent help and advice. He appealed to a group of scientifically trained men at the University of Washington, who gave him their cooperation in generous measure.

Among members of this "research board without portfolio," as it has since been called, were Dr. Henry Suzzallo, then president of the University and chairman of the State Council of Defense, later head of the Carnegie Foundation for the Advancement of Teaching; William F. Ogburn, then professor of sociology, subsequently director of the Consumers Advisory Board of the NRA and a special adviser to the Resettlement Ad-

ministration, and since 1933 professor of sociology at the University of Chicago; Carleton H. Parker, dean of the College of Commerce, who gave so freely of himself emotionally and mentally in solving wartime problems that he burned himself out and died of pneumonia; and R. G. Tugwell, at that time an assistant professor of economics, later under secretary of Agriculture, and recently governor of Puerto Rico.

Silcox worked in a welter of suspicion and threats in those Seattle days and took pride in being able to take "in his stride" whatever came his way. But Governor Tugwell has told¹ how angry Silcox became when the Emergency Fleet Corporation "came down on him" for not reporting what it said was sabotage by shipyard workers "whom Navy Intelligence seemed to know all about." Silcox proved that the ships in question were opening up at sea not because of sabotage by workers but because of the yard managers' failure to replace compressors that had repeatedly been reported to them as incapable of driving rivets properly.

"Then he composed what he always afterward held to have been a masterly wire to Washington," Dr. Tugwell relates. "The gist of it was that if they would spend . . . more time getting proper equipment for outraged workmen, rivets would be hammered home, ships would be built in good order, and the West Coast saved for Americanism. The incident was consigned to files and no more was heard of sabotage—except, of course, from Silcox, whose sense of humor emerged rapidly from the whirlpool of his imagination."

One of the primary objectives of the President's Mediation Commission was to settle labor problems in the Pacific Northwest so that the shipbuilding and aircraft programs might proceed promptly and efficiently. And it was in this field, according to official Department of Labor records, that Silcox "did excellent work" before being brought east to reorganize and vitalize the

¹ "Forester's Heart," 102 *The New Republic* 304-5 (March 4, 1940).

U. S. Employment Service. Here he first correlated the work of the state and federal employment services in Massachusetts and then served as state director in New York until that position could be filled by Henry Bruère. Seventeen years later when he was president of the Bowery Savings Bank, Mr. Bruère was responsible for the choice of Silcox as the man to arbitrate the 1936 building service strike in New York City. But Congress failed to pass an appropriation, and in 1919 Silcox resigned from the Department of Labor.

In April his reinstatement in the Forest Service was recommended. His former position at Missoula, Montana, had never been filled permanently, and his assignment there "was urgently necessary in the public interest." But again the telephone intervened, as it had when he was about to go to France. At the Cosmos Club in Washington a few days later Silcox made the decision that led to his fourteen years' association with the printing industry.

Conciliator, Arbitrator, Educator

THE man on the other end of the wire was H. P. Kendall, chairman of the Committee on Industrial Relations of the United Typothetae, which was and still is both a trade and an employers' association. Thoroughly familiar with the way Silcox had dealt with labor in the Seattle shipyards, Kendall was convinced that here was a man with the ability, philosophy, courage, and personality required to realize Kendall's own vision of what industrial progress and employee-employer cooperation should be in the highly complicated commercial printing industry.

After their Cosmos Club meeting an enthusiastic Silcox went to New York, Boston, and Cincinnati, where he sold Kendall's plan—which by now was his—to local groups and key executive committee members of the Typothetae. Then a Bureau of Industrial Relations was set up to act as a clearinghouse for labor information, to give members throughout the country advice on labor

problems, and to help formulate labor policies. Its headquarters were in Chicago. Silcox was its first director.

The new Bureau faced a highly complicated and exceedingly delicate situation. The Typothetae had more than its share of problems, many of which stemmed from the war. Others were due, directly or indirectly, to the fact that the printing industry included small as well as large plants, many strong local groups in intense competition, and many employers who had worked their way up through the ranks of organized labor and many others who had not. It was organized in a national association divided into open-and closed-shop divisions each of which was suspicious lest the other gain control.

The issue of the forty-four-hour week was also a major problem. It presented a challenge to Silcox's powers of diplomacy and constructive thinking that he thoroughly enjoyed. The unions finally struck on a national scale for the forty-four-hour week. One result was that the Industrial Bureau was continuously under fire from its open-shop employer members. But the record testifies that they were convinced of Silcox's fairness, that his efforts met with widespread approval, and that the Bureau came through with flying colors.

Almost before the smoke of battle cleared, the New York Employing Printers' Association asked Silcox to become not only director of its Bureau of Industrial Relations but also secretary of its Printers' League. The purpose of the League was collective bargaining with printing trade unions on wages and shop practices.

This recognition of his ability to deal constructively with labor gratified Silcox. The confidence union leaders had in him was always very dear to his heart. And it paid dividends. For with neither strike nor lock-out, both League and labor unions enjoyed happy and smooth relations during the next eleven years.

Silcox now had a real opportunity to delve into certain problems in which he had been deeply interested ever since his early days

with the Forest Service in its Northern Region. One of these was the training of youth, but this time in New York City instead of in the woods, for printers rather than foresters, and through two new vocational schools for apprentices.

The apprentices attended the schools one afternoon each week on their employers' time, plus one evening each week on their own, for four full years. Both schools were approved by the New York City Board of Education, and both were jointly directed and financed by that Board, the Printers' League, the unions, and the apprentices themselves. One school, opening in 1925, taught the theory underlying presswork and provided training on its own job and binder presses. The other, opening in 1928, taught machine typesetting with its own up-to-date equipment.

These two schools are still operating. So is an older one that was greatly strengthened while Silcox was with the industry. For years, with a combined enrollment of around eight hundred, these institutions have made possible the selection by industry of men grounded in the fundamentals of the trade and fully abreast of the latest developments in its technology.

Before this adventure in education Rexford G. Tugwell had joined the faculty of Columbia University in New York, and the earlier West Coast acquaintanceship between Tugwell and Silcox ripened into a warm and genuine friendship. When Franklin Roosevelt was elected to the presidency in 1932 and Tugwell became assistant secretary of Agriculture, it seemed almost a foregone conclusion that the capable, humanistic, and liberal-minded Silcox would be urged to return to the public service under the New Deal.

And so it was. Late in 1933 R. Y. Stuart, who had been chief of the Forest Service since 1928, met a sudden and tragic death. Tugwell telephoned Silcox to come to Washington and on November 15, 1933, the one-time \$300 a year forest student was named as Major Stuart's successor.

Chief of the Forest Service

THE country that had recently passed through one economic epoch was on the threshold of another when Silcox moved to Washington late in 1933. He was convinced of the need to adapt many premises to new conditions with respect to natural resources like land and water, for they were the sources of raw materials and of employment and income. Moreover, he felt sure that forest land and its products and services would play increasingly vital roles in the social and economic changes that lay ahead, and he was both willing and eager to fight for this belief.

The opening skirmish came quickly. The lumber industry had sung "God praise forest conservation" for years but, except for a few forward-looking leaders, had been exceedingly chary about practicing it. Through a pending NRA code this industry was now well on the way to controlling the prices of products it manufactured—without in any way modifying its age-old concept that individuals and corporations might denude forest land they owned by ax or saw or fire if, as, and when they wished to do so. The Code was unsatisfactory to the new chief of the Forest Service and its approval lagged mysteriously and unexpectedly until, with one apprehensive eye on the President, the industry reluctantly and grudgingly accepted a conservation amendment.

The basic concept of the amendment required such management of forest lands as would keep them at least reasonably productive. Through it, and for the first time in history so far as these authors know, this country's lumber industry recognized the premise that the public *does* have vital interests in privately owned forest land, and that private ownership *does* carry with it definite obligations to help protect those public interests.

But Silcox was not yet satisfied. He pointed to the lack of an assurance that obligations recognized on paper would be redeemed in the woods. To overcome this weakness, and to give the public "a real run

for its white alley," he tried to get the industry to agree that the Forest Service should check on compliance with woods practice rules. Failing, he put this issue high on the agenda of the first conference he and his staff were to have with the field generals and captains of their organization.

The day this conference opened was as cool, crisp, and invigorating as only a perfect fall day can be at an elevation of about four thousand feet with a near-by backdrop of rugged mountain peaks. But there was an undercurrent of anxiety in the meeting itself. What did the new boss really think of the outfit? What objectives and policies would he propose? How visionary might some of them be? What, in short, lay ahead?

Silcox was in fine fettle. He paid tribute to what he said was the first organization in this country to fight for the conservation of timber, grass, and water power through planned land-and-resource use. It was great to be back "with a gang so versatile and resourceful that I'd be perfectly willing to take it to South Africa, for example, and build a railroad or anything else." Tensions relaxed. Nods of agreement appeared here and there. The stage was set for one of the two objectives that were to dominate all others while he was chief of the federal Forest Service.

There was always danger, he continued, that bureaucracies might become satisfied with their own decisions and permeated with a holier-than-thou attitude of self-righteousness. With its rapidly expanding responsibilities the Forest Service must be more vigilant than ever to keep out of this category. It must tie itself still more closely to local communities and keep wide open the channels by which citizens could see and judge decisions, actions, processes, and their effects. "Then, and not until then," he emphasized, "can you and I and all of us honestly say we are conducting a federal agency on a truly democratic basis, with people and communities having a real and actual voice—not merely a gesture—in vital questions of policy and practice that affect them."

The national forests had always been the pride and joy of the Forest Service. Silcox knew this and used the knowledge in resetting his stage. He had been away, he said, for sixteen years. While bringing himself up-to-date he had learned among other things that the national forests had grown until they were now located in thirty-one states, Alaska, and Puerto Rico; that nearly one million people now earned their living from them; that between eight and nine million people used them each year for camping and other simple, health-building purposes; and that the area burned over in 1933 was less than 0.1 per cent of the 160 million acres of public land within their boundaries.

Silcox noted that the publicly owned properties protected, developed, and administered by the Service were valuable and exceedingly worth while. But since his was an audience of foresters he was sure they knew that the best, most productive, and most easily accessible three-fourths of our forest land was privately owned, that it furnished more than 95 per cent of the timber we used, and that forests on it had always been subject to destructive cutting. He reminded his leaders that the Lumber Code's conservation article called for self-regulation by industry, which he said meant in effect that a few big competitors were trying to regulate a lot of little ones. This, he predicted, was bound to fail, and cut-out-and-get-out would again be rampant on privately owned forest land generally. He was right: in 1939 of the 202 million acres of commercial forest land in industrial and other nonfarm ownership less than 11.5 million were under a system of sustained-yield management.

This cut-out-and-get-out practice, he said, was a key factor in a forest problem that for years had been getting more and more serious. The broader problem could not be solved successfully until the Forest Service came to grips with it. He was, therefore, setting up as a major objective the establishment of a nation-wide forest policy that would affirmatively stop devastation and deterioration on privately owned forest land,

then rebuild forest lands generally and keep them continuously producing usable goods and services as a means of establishing more stability and greater security for families and communities.

The conference was hardly over before the lumber industry accepted this challenge, thereby giving Silcox the opportunity he had been looking for to get the issue squarely and forcibly before the public. As the battle was joined he pointed to tar paper shacks and rusty tin cans that had replaced attractive homes and geranium beds in hundreds of communities where forests once seemed inexhaustible. He talked and wrote about towns in the Lake states, the South, and elsewhere that had been prosperous lumber towns not so long before but were ghost towns then.

All this was bad enough, Silcox reiterated time and again, but social and economic conditions like those in rural slums were worse. He reminded people that these rural slums already existed in more than 1,200 counties and already affected approximately one half of all our farms; that in them living standards were unbelievably low, educational facilities were meager, and undernourishment was common. He made the point that nearly 60 per cent of the land in these rural slum regions was forest rather than agricultural, and that although most of it had been ruthlessly exploited, the greater part still bore forests of some kind. He admitted that these forests were badly crippled but called attention to the fact that they constituted a living resource and could still be built up. Given a fair chance, he emphasized, these forests could then produce continuous crops and continuous jobs. In most rural slums, in short, forest rehabilitation offered what appeared to be a major opportunity for human rehabilitation.

To implement his policy Silcox proposed a nation-wide action program, based on the conception that forests could no longer be considered as an end in themselves but must be treated as tools in the service of man. The program aimed at an economy of plenty

rather than one of scarcity. It took into account the fact that well-forested slopes render public services—like helping to prevent floods and erosion and to regulate water that is used for irrigation, power, and domestic purposes—that are worth more to 131 millions of people than the land and its physical resources could possibly be to the relatively few people who might own it.

This action program had three basic measures: one, public ownership and management of more forest land by communities, states, and the federal government; two, continuation and extension of public cooperation with private owners of forest land; three, public regulation of woods practices on privately owned forest land.

Silcox proposed this three-point program in 1937. In 1938 the President suggested one that also included the same three points. In 1939 Silcox was offered the under-secretaryship of the Department of the Interior; declined it, despite pressure from high places, because of his conviction that he could be of greater service by remaining at his post in Agriculture; urged adoption of the President's forest program "as one way to help America prepare for events the shaping and timing of which may be beyond our power to control." Then, not long before his death on December 20, 1939, he composed a message to the organization of which he was chief.

This message was short, but prophetic. It revealed what were probably the most fundamental of the man's beliefs and philosophies. Under the title "Guarding Democracy" it read:

We are on the eve of another Christmas. Another New Year will soon be here. And although these are days when armies march as dictators command, America stands firm for democracy.

It is the job of every one of us to help maintain that stand.

As a Nation we draw civic and spiritual guidance from the Declaration of Independence and the Constitution. For most material things on which our strength is based we turn to the earth, its minerals, its soils and waters, and to the plant and animal life they yield.

As members of the Forest Service we therefore rededicate our efforts to securing wise use of our natural resources. For, sources of raw materials, of necessities of life, and of employment and income, using natural resources wisely and well is fundamental to national defense against military aggression and against the undermining of economic and social structures within our borders.

But abuse and depletion of natural resources are not the only threats to democracy as we know it. Freedom must also be guarded; freedom to seek the truth, and courage to apply it without prejudice or rancor through established institutions in defense of human rights.

You and I are members of an organization permeated by the spirit of public service. Foresters, we are also citizens of a democracy. I am confident, therefore, that our efforts and our lives are also rededicated to preservation of tolerance, kindness, and those ideals that guided our forebears when, seeking blessed sanctuary, they founded this United States of America.

The Man and His Contributions

F A. SILCOX came from a South that has proudly claimed and acclaimed him, but he had no sectionalism of speech or manner or thought. He was an avid reader and a dreamer of dreams. He had a ranging, penetrating, prophetic vision but also an acute sense of the practical which he consulted but to which he refused blindly to bow.

He headed the American delegation to the Second International Forestry Congress at Budapest. He traveled extensively in Europe and elsewhere. He held honorary degrees from Syracuse University and his own College of Charleston. He transacted official business with members of the Congress, the Cabinet, and the Supreme Court, and many of them were his warm personal friends. But he was "F.A."—or more affectionately and more often "Gus" or "Sil"—to most people with whom he worked and to most of those, both in and out of the public service, who worked with and for him.

He believed it was good sense and good public policy for forest officers to take an active part in the life of the communities in which they lived; he took the lead himself with the Boy Scouts and in Red Cross

drives in Missoula, and had his engineers draw up plans for a city park on the gravelly island in the river.

Silcox liked people and wanted to be liked, but he was not at all worried when local leaders wondered—after things he said about the IWW situation and its nationwide social implications—if he were any longer a desirable citizen for a self-respecting community to have.

Silcox had his share of human frailties. He was inclined to be impulsive, emotional, vulnerable to flattery, and up to a certain point he loved to procrastinate. But he had an affection for woods, trees, and shrubs—a real love that was not recognized by friends generally. He was well above the average as a botanist and a forester. He was blessed with a loyal, devoted, and understanding wife. They delighted to raise fine flowers, found comfort in a garden that overlooked the Potomac behind their home on Lee Street in Alexandria, Virginia, and shared it gladly and freely with their friends.

He was a happy warrior. After winds had carried topsoil half across a continent from midwest ranches like Ed Casey's near Mitchell, South Dakota, he accepted the White House challenge for a huge tree shelterbelt which politically minded anti-New Dealers had damned and most people in the Dust Bowl, and many foresters, had said was a crackpot idea. But Ed Casey raises good crops on his South Dakota ranch now, while in America's bread basket as a whole there are more than sixteen thousand miles of living shelterbelts that check wind erosion, reduce soil moisture losses, and protect homes and cultivated crops on 26,375 farms.

People were always more important to Silcox than systems, procedures, philosophies, or organizations. His policies and projects stemmed from human needs and were planned in relation to them. When he tackled the problems left by the hurricane that hit New England forests and woodlands on September 21, 1938, he drew heavily on experienced Forest Service personnel, cut corners and red tape right and left, got

seventeen thousand men from the WPA and CCC working with state and local authorities to reduce widespread forest fire hazards that menaced lives and property, then organized the nonprofit Northeastern Timber Salvage Administration and vitalized it with a loan from the RFC.

Just sixty days after the hurricane, owners of farm woodlands in New Hampshire delivered the first salvaged logs, which were paid for at lower rates than they tried to get but at two or three times what speculators had been offering. Thousands of wood-lot owners now have received more than nine million dollars for logs that except for Silcox's resourcefulness might never have been hauled out of the woods. Local people who needed work, running local mills that might otherwise have been idle, have sawed most of those logs into lumber. As the salvage job moves toward its close the chances seem good that the nonprofit concern will pay out on the principal and, perhaps, part of the interest for which the RFC had asked.

Another contribution made by such Silcoxian adventures as the shelterbelt and timber salvage projects and by his advocacy of nation-wide public forest regulation was to vitalize and broaden a Forest Service that the new chief thought in 1933 "showed signs of having become rather staid and set in its ways, and a little narrow, perhaps."

He also redesigned the organization of the

Forest Service so that it might function efficiently under new conditions and enormously increased administrative loads; he sharply emphasized that long neglected group of activities that have the purpose of helping states and private owners to solve their many forest problems; and he secured approval from the Department of Agriculture and the Civil Service Commission for a reclassification of positions and salaries in recognition of increased responsibilities.

According to Scott Leavitt, who was one of his forest supervisors then, and who later served Montana with distinction in Congress, Silcox was slender, keen-eyed, and dark-haired in those Missoula days—"courtous with that charming manner which was his inheritance and which he never lost, with ability stamped all over him and alertly sure of himself." But neither then nor later was there anything about F. A. Silcox of the smooth, silent, methodical, precise mechanism that meets what has been America's standardized specifications for a successful administrator.

His character and his contribution were too broad for that. As Dr. Tugwell wrote of him in the *New Republic*:

... he filled a generation of young foresters—not all pack-horse rangers as he had been, but many of them scientists, management experts, even statisticians—with a wholly new spirit, one which contained the old loyalties but which went far beyond them.



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CALIFORNIA REGION - U. S. FOREST SERVICE

NEWS BULLETIN

REGIONAL HEADQUARTERS, SAN FRANCISCO, CALIF.

Release: Immediate
R-5 Q-43

CHIEF OF FOREST SERVICE PASSES

Ferdinand A. Silcox, Chief of the U. S. Forest Service, who died suddenly at his Alexandria, Virginia home Wednesday morning, December 20, was one of the Nation's foremost champions for the protection of American democracy and solution of social ills.

Chief Silcox was born in Columbus, Georgia, and would have been 57 on Christmas day. As head of the Forest Service in the Department of Agriculture since November, 1933, he had figured prominently as a conservationist of human as well as forest resources. His lifelong motto was "it can be done." It was with this spirit that he hoped to bring the fullest measure of social welfare to all people dependent upon forest industries for livelihood.

After graduation from the College of Charleston, S. C., where he received his B. S. degree in 1903 with honors in chemistry and sociology, Mr. Silcox studied at the Yale School of Forestry, graduating in 1905 with the degree of Master of Forestry. The same year he entered the Forest Service as a ranger, having passed the Civil Service examination, and was assigned to duty in the forests of Colorado.

Following rapid advancements to posts of acting forest supervisor and forest inspector for western States, Mr. Silcox in 1908 became associate district forester with headquarters at Missoula, Montana. Three years later he was appointed district forester at Missoula, Montana, serving there until 1917.

During the World War, Captain Silcox was with the 20th Engineers in France until his selection by the Secretary of Labor and the Shipping Board to head a bureau handling labor problems in the shipyards at Seattle, Washington.

Following the war, Mr. Silcox went to Chicago as Director of Industrial Relations for the commercial printing industry, remaining there until 1922 when he became Director of Industrial Relations for the New York Employing Printers' Association. His selection by President Roosevelt as Chief of the Forest Service came in November, 1933. He was one of the outstanding members of the Society of American Foresters.

Dec. 1939
Christmas issue
Service Bulletin

Silcox

GUARDING DEMOCRACY

We are on the eve of another Christmas. Another New Year will soon be here. And although these are days when armies march as dictators command, America stands firm for democracy.

It is the job of every one of us to help maintain that stand.

As a Nation we draw civic and spiritual guidance from the Declaration of Independence and the Constitution. For most material things on which our strength is based we turn to the earth, its minerals, its soils and waters, and to the plant and animal life they yield.

As members of the Forest Service we therefore re-dedicate our efforts to securing wise use of our natural resources. For, as sources of raw materials, of necessities of life, and of employment and income, these resources are fundamental to national defense against military aggression and against the undermining of economic and social structures within our borders.

But abuse and depletion of natural resources are not the only threats to democracy as we know it. Freedom must also be guarded; freedom to seek the truth, and courage to apply it without prejudice or rancor through established institutions in defense of human rights.

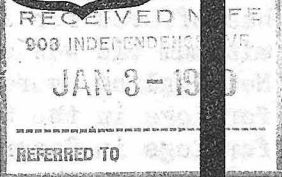
You and I are members of an organization permeated by the spirit of public service. Foresters, we are also citizens of a democracy. I am confident, therefore, that our efforts and our lives are also rededicated to preservation of tolerance, kindness, and those ideals that guided our forebears when, seeking blessed sanctuary, they founded the United States of America.

F. A. SILCOX



UNITED STATES DEPARTMENT OF AGRICULTURE

NETSA NEFE NEWS



"The death of Mr. Silcox is a blow to the whole American movement for conservation of human and natural resources. His work is commemorated in a government organization of highest efficiency and esprit de corps and in the grateful remembrance of great service to many of the worthy civic enterprises that American citizens are carrying on today." Thus Secretary of Agriculture Henry Wallace expressed for all of us our deep feeling about the death of our Chief at his home in Alexandria, Virginia, on December 20.

Mr. Silcox had been ill for about ten days previous to his death, but up to that time had been in good health since returning to work following treatment for coronary thrombosis in 1938. He would have been 57 years old on Christmas Day.

Mr. Silcox was largely responsible for the Northeastern Timber Salvage Administration and the New England Forest Emergency Project, and the success of both ventures was greatly due to his untiring efforts and interest in their behalf as Chief Forester of the United States. Most of us remember how he used to kindly speak about our work up here in New England as "the biggest logging job ever."

Following the death of Chief Forester Robert Y. Stuart, Mr. Silcox became Chief of the Forest Service on November 15, 1933. He originally had entered the Service in 1905 as a forest assistant and had risen through the ranks until he became Regional Forester in 1910 of what is now Region 1.

In the World War he was a major of the Twentieth Engineers and was in the service from August, 1917, to April, 1918.

In April, 1918, he coordinated the Federal employment offices with various states, especially here in the East. A year later he became director of industrial relations of the commercial branch of the printing industry of the United States and Canada. From this job, in 1933, he went to take over the directorship of industrial relations for the New York Employing Printers Association in New York, holding that post until being appointed by President Roosevelt to the position of Chief Forester.

It was a great compliment to Mr. Silcox that in 1936 he was selected with the endorsement of both the employers' board and the building service employees' union to be the arbitrator in the famous elevator strike in New York.

Mr. Silcox was born in Columbus, Georgia, was a graduate of the College of Charleston, South Carolina, and later of the School of Forestry of Yale University, where he received a degree as Master of Forestry.

Besides being recognized as the foremost forest administrator in the country Mr. Silcox was widely known and quoted for his views on social legislation, and quite recently, for his proposal of a united states of world democracies movement which has since been gathering increasing momentum.

"The death of Mr. Silcox comes as an extreme shock to his countless friends within the Forest Service. All his life he had interested himself with

(continued)

conservation and improving the social aspects of what he termed the lower one-third. His inspired leadership of the Forest Service for the past seven years will be his immortal monument." From Boston Office news release of December 20.

* * *

Salvage Facts

Analyses of records are always interesting.

In the New England states the Northeastern Timber Salvage Administration has offered for sale 43,290,320 FBM of logs in wet storage. The lowest minimum bid was at \$13.77 per thousand, and the highest was \$16.95. The New England average has been \$15.04 per thousand. The lowest minimum was for logs in the Saco River and Half Moon Pond in Maine, and the highest was for logs in Saxonville Pond in Massachusetts.

Comparing these region-wide figures with those for Massachusetts, we have 10,753,243 board feet of logs offered for sale,

The lowest minimum, that at Dickinson Pond, \$15.17 per thousand,

The highest, \$16.95 per M, at Saxonville Pond in Massachusetts, as noted above.

The average for the state, \$15.51 per thousand, is \$0.47 per thousand above the regional average.

* * *

Pond Storage

Rumor and counterrumor has flown over New England, ever since the Salvage Administration dumped the first log into Wickwas Lake, to the effect that many of the logs would sink. Certain papers carried editorials criticising the waste of public monies in putting logs into ponds. Well, the "proof of the pudding is in the eating" and the folly or wisdom in depositing logs in ponds is in the mill tally of lumber sawed from these logs.

Saxonville Pond, or, as it is sometimes called, Roxbury Carpet Pond, is located in the town of Framingham, Massachusetts. Last winter the Timber Salvage Administration deposited 5,798 logs which scaled 316,890 board feet. This pond has now been sawed out, the first pond in New England to be completely sawed out.

The story is as follows:

Sunken logs recovered:	29	0.50%
Deadheads towed to shore and sawed:	117	2.02%
Logs floating freely and sawed:	5,623	96.98%
Logs not recovered:	29	0.50%
Total:	5,798	100.00%

The actual mill tally of logs sawed gave 317,239 board feet of lumber, or an overrun of 0.11 per cent.

In other words, every foot of logs paid for by the Government was recovered in manufactured lumber, plus a very small overrun, and only 29 logs out of almost 6,000 were not recovered.

* * *

Mr. Fechner Ill

Robert Fechner, head of the Civilian Conservation Corps, has been reported as seriously ill of heart trouble, complicated with a lung congestion, at Washington's Walter Reed Hospital.

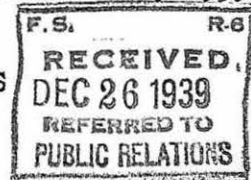
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United States Department of Agriculture

Release - Immediate

WASHINGTON, D. C., December 20, 1939

**F. A. SILOOX, CHIEF, U.S. FOREST SERVICE
DIES OF HEART ATTACK AFTER BRIEF ILLNESS**



F. A. Silcox, Chief of the Forest Service, U. S. Department of Agriculture,

died at ten-thirty this morning following a heart attack. Mr. Silcox had been at his home, 310 South Lee Street, Alexandria, and under doctor's care since last Wednesday. Up to that time, he had been apparently in good health since he returned to his work following treatment for coronary thrombosis in 1938.

He would have been 57 on Christmas Day.

"The death of Mr. Silcox is a blow to the whole American movement for conservation of human and natural resources," said Secretary Wallace. "As this news reaches them, the legion of men and women at work on all the many fronts of this movement to save and use wisely our abundance of manpower and the physical resources feel a sense of personal loss, and of loss for the cause of developing a better American civilization. Mr. Silcox's wide-ranging intelligence, inspirational leadership and great energy were devoted with complete selflessness to the public service in a score of ways aside from his extremely competent administration of the Forest Service. His work is commemorated in a government organization of highest efficiency and esprit de corps -- and in the grateful remembrance of great service to many of the worthy civic enterprises that American citizens are carrying on today."

Mr. Silcox became Chief of the U. S. Forest Service on November 15, 1933, following the death of Robert Y. Stuart. He came to the position with an outstanding record of service in forestry and in industrial relations, and an intense and devoted interest in forest conservation, especially in its relation to human welfare.

Mr. Silcox entered the Forest Service in 1905 as a forest assistant. He rose through various grades and in 1910 became Regional Forester of the Northern Rocky Mountain National Forest Region, in charge of all activities on some 26 million acres of national forest land in Montana, Northeastern Washington, and Northern Idaho.

Shortly after the outbreak of the World War, he was given military leave from the Forest Service to accept a commission as Major in the 20th Engineers. He

helped to select foresters for officers of the regiment, and was in military service from August 1917 to April 1918. Because of his experience and dealings with I. W. W. labor in the forests of Northern Idaho and Montana, when he was regional forester, he was asked by the Secretary of Labor and the Director of the U. S. Shipping Board to straighten out labor difficulties in the Seattle shipyards.

In April 1918 he came east to coordinate Federal employment offices with the States, reorganized the New York office and State and Federal cooperation employment offices throughout Massachusetts. A year later he accepted the position of director of industrial relations of the Commercial Branch of the Printing Industry of the United States and Canada.

For 11 years previous to his becoming Chief of the Forest Service, he was director of industrial relations for the New York Employing Printers Association, New York City, and handled all wage negotiations with eight printing Trades Unions; established, and built up three schools for apprentice training with 800 apprentices attending; and served as treasurer for the schools which were jointly directed and financed by the employed, the Unions, and the Board of Education of the City of New York.

In 1936, Silcox served as arbitrator in the famous New York City elevator strike, having been selected with the endorsement of both the employers' board and the building employees' union.

Silcox was born in Columbus, Ga., December 25, 1882 and was a graduate of the College of Charleston, S. C. where he received his Bachelor of Science degree in 1903 with honors in chemistry and sociology. In 1905 he was graduated from the School of Forestry, Yale University, with the degree of Master of Forestry.

His career in forestry began the summer prior to his graduation from Yale, when he worked as a forest student in what was then the Bureau of Forestry of the

U. S. Department of Agriculture, and was engaged in making a working plan covering approximately 60,000 acres of forest in West Virginia for the U. S. Coal and Coke Company. When he entered the Forest Service in July, 1905, after passing the civil service examination, he was assigned to duty on what was then known as the Leadville National Forest in Colorado. In September he was placed in charge of the Holy Cross National Forest in Colorado as acting supervisor and in January of the next year he was sent to the San Juan and Montezuma National Forests to establish administrative organizations. Following completion of his work there, he served as forest inspector in Washington, D. C., handling special assignments to the western States. When a regional office was set up at Missoula, Montana in 1908, he was made associate regional forester and became regional forester for the Northern Rocky Mountain Region on July 1, 1910, where he remained until he entered the World War in 1917.

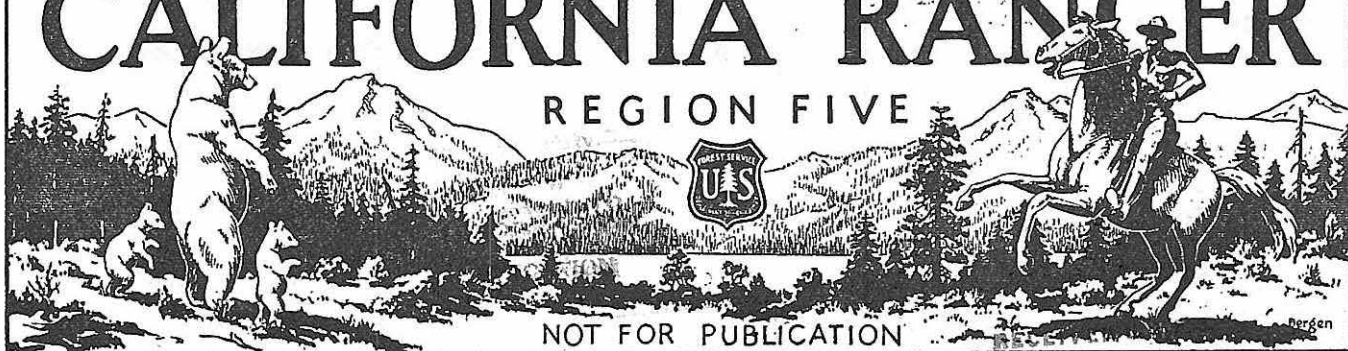
He became Chief of the Forest Service at a time when the Service was launching a vastly expanded program of conservation work, including development and supervision of work projects for hundreds of CCC camps and thousands of relief workers. Under his leadership, the Forest Service was reorganized in 1935, in line with the expanded program.

His annual reports, outlining the future needs and programs of forestry in the United States, have attracted wide attention, a large portion of his 1939 report now in process of publication being given to a discussion of the privately owned forests and problems facing private owners as the major factors in the Nation's forest situation.

He is the author of a great number of articles dealing with forestry and industrial and labor relations of the printing industry, in trade and scientific journals and in popular publications.

CALIFORNIA RANGER

REGION FIVE



NOT FOR PUBLICATION

JAN 8 - 1940

Volume XI

San Francisco, Calif. January 5, 1940

INFORMATION AND
EDUCATION

No. 6

A GREAT PUBLIC SERVANT

F. A. Silcox, chief of the United States Forest Service since 1933, was the very paragon of a public servant.

A man of fine presence, keen intelligence and superb technical competence, he never demeaned his service as a Government official by regarding it merely as a means of livelihood or as a stepping stone to greater material rewards outside. Private avenues of preferment constantly beckoned to him. During the postwar years, as well as during his earlier days in the Forest Service, he had proved himself to be a man of unusual administrative ability with a remarkable capacity for winning the loyalty and enthusiastic cooperation of his subordinates.

But Mr. Silcox refused to be lured away from his professional career. He was equally uninterested, as his refusal recently to accept the post of Undersecretary of the Interior indicates, in offers of higher administrative posts in the Government if that meant the abandonment, even in part, of the task of saving America's dwindling forests. To that task he had consecrated himself. And he performed it with high devotion and unflagging energy.

The Nation, the Government and a host of friends in Washington and throughout the country are poorer for his untimely passing.

Washington Post: Thursday, December 21, 1939

DEATH CLAIMS ROBERT FECHNER

Robert Fechner, 63, director of the Civilian Conservation Corps since its inception, died January 1.

Death, attributed to a complication of cardiac and pulmonary ailments, occurred at the Army Medical Center in Washington, D. C., where Fechner has been undergoing treatment more than a month.

His widow, the former Clare Dickey of Clinton, Ia., and a sister, Mrs. Walter E. Coney of Savannah, Ga., survive.

Tentative arrangements were for funeral services Tuesday with burial at Arlington National Cemetery.

Fechner was attending a labor meeting at Plainfield, N. J., when he received a surprise telephone call from the White House on March 22, 1933, to come to Washington to take over "an important job for the government."

Despite a heavy cold and Mrs. Fechner's insistence that he remain at their Boston (Mass.) home under a physician's care, Fechner came to Washington.

From a sick bed he directed organization of the C.C.C. in which 2,400,000 young men and World War veterans have served at various times during the last seven years.

Fechner was born in Chattanooga, Tenn., March 22, 1876. After leaving grammar school he sold periodicals, notions and candy on railway trains.

For a few months he attended the Georgia Institute of Technology but at 16 he gave up schooling and entered the Augusta, Ga., shop of the old Georgia railroad to learn the machinist's trade.

In 1914 he was elected a member of the general executive board of the International Association of Machinists which he subsequently represented in the United States and Canada.

In 1921, Fechner, who always referred to himself as an "uneducated man" because of his limited schooling, was invited by the dean of the School of Business Administration to lecture to the students at Harvard University. Thereafter, for several years, he served on the staff of visiting lecturers of that institution and also lectured at Brown University and at Dartmouth College.

MANKEE LOOKOUT -- SAN BERNARDINO

"My children and I greatly appreciate the respect shown our father and husband, by the Forest Service, in naming the lookout station at Red Hill the Mankee Lookout.

"That particular lookout was a project very dear to Fletcher. Back of that, however, was his real interest in the Forest Service and the splendid men who make up that Service, his love of the mountains, and his interest in the conservation of water and wild life It makes us very proud to have had this tribute paid him."

Mrs. Adda Bradford Mankee and Family.

TRINITY WILL DEDICATE HAWKINS BAR BRIDGE

Regional Forester S. B. Shaw and Colonel H. H. Fletcher, commanding Medford District CCC, are among prominent guests who have been invited to attend the dedication of the almost completed Hawkins Bar bridge, January 12. The new structure is at Hawkins Bar, six miles east of Sayler and is the largest suppression bridge across the Trinity River. Built by the enrolled men of CCC Company 1905 under the direction of Trinity Forest Officers to replace an obsolete structure, the new bridge will be formally opened in the presence of over one hundred guests of Company Commander E. S. Curtis and Forest Supervisor Guerdon Ellis.

BETTER BUNKING

A new barracks building for use by the technical personnel of the Plumas Forest attached to the Brush Creek CCC camp is now being occupied. The building has been built during the fall months to improve the camp's housing facilities.

Plumas Forest News

RECREATION

FEB 1940

HUGH McK. LANDON HONORED

645

Ferdinand A. Silcox

THE ANNOUNCEMENT of the passing of Ferdinand A. Silcox, Chief of the United States Forest Service, so soon after the death of his associate, Robert Marshall, comes as a double shock to all friends of recreation. Chief Forester since 1933, Mr. Silcox has done much to impress upon the American people the concept of "The People's Forest." Over 165 million acres of forest land came under his direct administration—land that was to be used for "the greatest good to the greatest number of people." His was a rare combination of understandings. He knew forestry, for after graduating from the Yale School of Forestry in 1905 he started his career as a forest ranger. He served in that capacity until the World War claimed his services. Yet he knew more than forest management and trees. He knew people. As industrial relations director for the printing industry in the interim between the end of the War and his appointment as Chief of the Forest Service, he sensed the yearnings of the human heart and the constant struggle in men's souls for a more enriching and satisfying life. He felt the pulse of humanity and he knew his job. Thus fortified he was eminently qualified to serve in the high office he held during the past seven years.

Under his leadership, inspired by his splendid social vision, the Forest Service has recognized recreation as one of the multiple uses of the forest. Literally hundreds of forest camps have been constructed in various forests throughout the United States. These camps provide facilities for tent camping, picnicking, bathing, swimming, hiking, and opportunities for close contact with nature. In sections of the forest where weather conditions are ideal, winter sports areas have been set aside for those interested in skiing, tobogganing, skating, and other types of winter sports. Thousands of miles of roads have been constructed through the forests and people can enjoy the scenic beauty that abounds.

Surely Ferdinand Silcox has made a valuable contribution to the people of America, and it is comforting to know that his philosophy of recreation will continue because it has been rooted as deep as the primeval giants of the forests that he loved.

Hugh McK. Landon Honored



MR. HUGH McK. LANDON, a member of the Board of Directors of the National Recreation Association, has been honored for distinguished citizenship by election to the order of the Staff of Honor in Indianapolis, his home city.

The order was created a year ago by representatives of civic organizations for the purpose of recognizing outstanding service to Indianapolis apart from business or professional achievements. To be considered for the honor the individual must have lived in Indianapolis at least ten years as a private citizen, he must have reached his 70th year, and he must have served the city over and above the requirements of good citizenship outside and beyond his own chosen business, profession or calling. Each recipient receives a gold medal symbolic of distinguished civic, social or philanthropic services to the city and its people and a citation on parchment outlining the services for which the award is made.

In addition to serving on the National Recreation Association's Board of Directors, Mr. Landon is one of the founders and for many years has been one of the directors of the Community Fund of Indianapolis. He has had a special interest in child welfare, including service to the local Boys' Club. For eighteen years he has been chairman of the James Whitcomb Riley Memorial Association; he is also a member of the joint committee for administering the Riley Hospital for Children and chairman of its research committee. During the World War he was chairman for Indiana of the War Camp Community Service which directed recreation activities for men in training.

hemorrhagic syndrome in the common laboratory mammals, Greaves and Schmidt showed that the blood of rats with bile fistulas had a decreased content of prothrombin and a prolonged coagulation time. They attributed this condition to the failure of absorption of vitamin K in the absence of bile. Quick³⁰ summarized the available data and suggested that vitamin K should be effective in the treatment of the hemorrhagic diathesis of obstructive jaundice.

With the stage thus set by the investigations referred to in the two preceding paragraphs, it was only logical to make the next move—namely, the study of the effect of vitamin K in obstructive jaundice. The first report on the therapeutic use of vitamin K in the treatment of bleeding in cases of obstructive jaundice was published by Warner, Brinkhous and Smith (1938),³¹ but within a very short time Butt, Snell and Osterberg and Dam and Glavind published their observations on the same subject. Several additional publications, chiefly from the Mayo and Iowa groups, have now appeared. In addition to the treatment of obstruc-

tive jaundice and other conditions in which absorption from the intestine is impaired due to a lack of bile in the intestine Waddell and Guerry³² have successfully utilized vitamin K for the treatment of spontaneous and traumatic hemorrhage of the newborn. Brinkhous, Smith and Warner had previously shown that the prothrombin of the blood of babies is subnormal in amount.

SUMMARY

During the decade following Dam's first observations on the hemorrhagic syndrome the combined efforts of several groups of investigators have solved many of the important problems connected with the new vitamin. Sources of vitamin K were discovered, methods of extraction and purification devised, the isolation effected, the structure of K₁ worked out and then verified by synthesis, and a promising start made on the therapeutic applications. In addition, simple water-soluble compounds with antihemorrhagic properties have been supplied for clinical work. Preliminary results with these compounds are encouraging.

OBITUARY

FERDINAND AUGUSTUS SILCOX 1882-1939

FERDINAND AUGUSTUS SILCOX, chief forester of the U. S. Forest Service, died at his home in Alexandria, Virginia, on December 20, 1939. The country has lost one of its most distinguished foresters and one of its ablest public servants.

Mr. Silcox was one of the first southerners to enter the profession of forestry. He was born in Columbus, Georgia, and received his undergraduate training in the College of Charleston in South Carolina. He completed graduate work at the Yale School of Forestry in 1905, and was immediately given an appointment in the Forest Service. That was the year in which the administration of the National Forests was placed in the Department of Agriculture under Gifford Pinchot. The progressive withdrawal of forest lands from the public domain as permanent reservations was still under way. Mr. Pinchot had only begun the organization of the National Forest units and development of an effective system of protection and management. Silcox was thus one of the pioneers in National Forest work. He rose rapidly from the positions of field assistant and forest ranger to that of assistant district forester in the northern Rocky Mountain region. In 1911 he was appointed district forester, succeeding William B. Greeley, who later became chief forester of the Forest Service.

The constructive activities and influence of Silcox

³⁰ Quick, *Jour. Am. Med. Assn.*, 109: 66, 1937.

³¹ Warner, Brinkhous and Smith, *Proc. Soc. Exp. Biol. and Med.*, 37: 628, 1938; Butt, Snell and Osterberg, *Proc.*

were of great importance in the evolution of policies and management of the public forests under his charge. He rendered valuable service in administrative organization, skilful management of forest labor, systematic fire control, development of forestry practice in timber sales, regulation of grazing, fighting fraud in application of mining laws and in previously established homestead claims, and meeting many other problems that in those days were in the early stage of solution.

At the time Silcox was district forester there was trouble in the lumber camps through the activities of the I.W.W. At one time during a very dry season when hundreds of men were needed in the suppression of fires in the forests, the workers refused to fight fire. Through skilful negotiation with labor leader Silcox secured the cooperation of the I.W.W. to aid in protecting the public forests. This incident is important because it called attention to his ability in labor matters and was doubtless a factor in his assignments during the war. He was commissioned captain in the 20th Engineers and later promoted to the rank of major. Under joint action of the Department of Labor and the Shipping Board he was delegated to handle labor relations in the Seattle shipyards and in spruce production for airplanes. After 1919 he served as director of industrial relations for the Ty-

Staff Meetings Mayo Clinic, 13: 74, 1938; Dam and Glavind, *Acta Med. Scand.*, 96: 108, 1938.

³² Waddell and Guerry, *Jour. Am. Med. Assn.*, 112: 2259, 1939; Brinkhous, Smith and Warner, *Am. Jour. Med. Sci.*, 193: 475, 1937.

pathetae of America, and for the New York Empire. While working for the in apprentice schools in wh

Silcox was appointed early experiences in the activities in labor relations in his new position. His keen appreciation of forestry problem. A man to ensure sustained production employment through and mill and thereby a communities. Silcox has given problem in his national recent expansion of public demonstrated great ability and personal leader. He degree of LL.D. by the University of Syria achievements.

Silcox had a brilliant and extraordinary grasp of detail. He had high ideals of production throughout his career, realist, fully appreciating achievement of his objectives.

His interests were broad. He had unlimited courage and interest. He was a man of was widely admired and achievements. He had the best of friends who were personal qualities and who

NEW HAVEN, CONN.
DECEMBER 27, 1939

RECENT DEATHS

DR. HENRY McELDERREY, graduate in anatomy at the Johns Hopkins University, later professor of anatomy at the University of Cincinnati, died on January 1, 1940, at the age of 71 years.

THE CANCER INSTITUTE, BUENOS AIRES

The correspondent at Buenos Aires of the American Medical Association has just returned from a new six-story pavilion has been opened at the Institute of Experimental Medicine and Cancer in Buenos Aires. The ceremony took place on December 12.

beds in separate rooms, thus increasing the total capacity to 550 beds and two well-equipped air-conditioned surgical rooms. All modern ideas of hospital technique were incorporated in its construction and equipment. The cost amounted to about 1,000,000 pesos (about \$300,000). This Cancer Institute founded in 1923 is connected with the University of Buenos Aires and has been for sixteen years under the

The Chief Forester Voices His Creed

NATURE
MAGAZINE
V. 26 No. 1

MR. F. A. SILCOX, Chief Forester of the United States, recently placed before the Society of American Foresters the following six-point creed. These were his points:

1. The primary objective of forestry is to keep forest land continuously productive. This must take precedence over private profit. Forest devastation is no longer excusable anywhere.

2. Forest devastation must stop, and forest practice must begin now, not in the nebulous future. Tomorrow will be too late.

3. Public control over the use of private forest lands which will insure sustained yield is essential to stabilize forest industries and forest communities. The application of the required practices on private lands must be supervised by public agencies and not be left to industry.

4. The Federal Government and the States should greatly increase their ownership of forest land, including merchantable timber, both in the East and in the West, for the purpose of creating sustained yield units suitable for immediate utilization.

5. The Federal Government or the States should undertake the logging and if necessary the milling of their own timber where this is desirable for the maintenance of existing communities, the creation of permanent employment, or the production of cheap material to supply local needs.

6. Long-term credits should be made available to forest industries through Government agencies only on the condition of sustained yield forestry under Government supervision. In case of failure to meet either the financial or the forestry obligations, the Government should be empowered to take over the land and manage it as a National Forest.

Mr. Silcox does not believe in compromising on the subject of forest destruction. His first two points are something that we have frequently heard before, but never more definitely stated or sincerely meant. The new thought which Mr. Silcox brings out is found in his third principle, namely, an emphasis upon the value of forest communities and perpetual crops of timber not so much for the sake of the product as for the sake of stability of employment and community life. Formerly the justification for stopping forest destruction was founded upon the idea of a possible wood and forest products shortage

to be suffered by future generations. Now we find a more immediate and practical justification on the ground of conserving human resources. Mr. Silcox feels that this human element in the situation is in itself a sufficient justification for public supervision or even public regulation of forest cutting.



F. A. SILCOX, CHIEF FORESTER
OF THE UNITED STATES

In his fourth principle Mr. Silcox reiterates the gist of the previously announced Federal policy to greatly expand public ownership of forest land. Probably all conservationists will concede that a certain proportion of our forests should be in public hands, but whether this should be greatly increased, what portion should be private, and what publicly owned, is still a bone of contention. There is a distinct possibility of overdoing the attitude of laying all our problems in the lap of government.

With his fifth point the Chief Forester has drawn fire from many foresters who are unwilling to advocate logging of forest lands and selling of the forest products by Government. In a later speech Mr. Silcox clarified his position, stating that he did not propose to embark

on competition with the lumber industry, and that sawmilling or other manufacturing justification for Government operations can be found only in exceptional cases.

The sixth principle, strictly speaking, is not a principle at all, but more a means of securing what these other principles advocate. It is the stick of candy offered to each good little timber operator who promises to learn his lesson and never be late for school.

Not all foresters, economists or conservationists are going to agree with Forester Silcox's credo. Many persons believe that he is too much of a Federal-regulationist with too great faith in Federal bureaucratic administration. That a man of these tenets should now hold the position of Chief Forester is inevitable and natural. The important thing is that Mr. Silcox has emphasized a new close connection between forests and human welfare, and that he has broadened the economic scope of forestry to include not merely the production of forest products for human use, but also the utilization and operation of the forests themselves as a permanent means of human livelihood. He emphasizes that forestry is not an economic problem, but a social problem and that true conservation is not merely a matter of tree growth and soil productivity, but must concern itself primarily with human welfare.

Improved
Revised
Version in Chief
R M Peterson
Feb. - March 1983

Ferdinand Augustus Silcox (1882-1939)

Fifth Chief of the USDA Forest Service (1933-1939)

Ferdinand Silcox was born in Columbus, Georgia, December 25, 1882, the son of a cotton broker, and grew up in Charleston, South Carolina. He graduated with honors in chemistry and sociology from the College of Charleston in 1903, and planned to study industrial chemistry. However, a magazine article diverted him to forestry, and he received an M.F. from the Yale School of Forestry in 1905. Silcox served as a ranger on the Leadville National Forest and successively as supervisor of the Holy Cross, San Juan, and Durango National Forests, all in Colorado. In December 1908 he was appointed assistant District (Regional) Forester for the Northern District (Region) in Missoula, Montana. His success in organizing logistical support for the fire fighters battling the enormously destructive blazes through the northern Rockies in 1910 earned Silcox a promotion to District (Regional) Forester in 1911.

In the spring of 1917 an event occurred which was to redirect Silcox's career for the next 16 years. His district again urgently needed fire fighters. The lumber industry was willing to provide them as long as there were no dealings with the radical Industrial Workers of the World ("Wobblies") which was organizing a strike of lumberjacks. Silcox chose to deal directly with the strikers. He earned their respect and got his men, thereby establishing his credentials as a labor negotiator.

During World War I Silcox served briefly as a captain in the Twentieth (Forestry) Engineers. From 1918 to 1919 he worked for the Department of Labor to settle labor problems in the Seattle shipyards and in Sitka spruce production for fighter aircraft. He then helped reorganize the U. S.

Employment Service. After that he took a position with a printers' trade association, and mediated a number of strikes. When he left reluctantly to rejoin the Forest Service, many printing unions deplored the departure of such a fair and skilled labor negotiator as he had become.

His longtime friend, Assistant Secretary of Agriculture Rexford G. Tugwell, famous Roosevelt "brain-truster," picked him to take over after Robert Stuart's sudden death in 1933. Silcox was an enthusiastic supporter of Franklin Roosevelt's New Deal. As head of the Forest Service, Silcox oversaw many programs that attempted to ameliorate unemployment, reclaim denuded and eroded forest and range land, and control floods. During his tenure, 3 million young men of the Civilian Conservation Corps worked under Forest Service direction in fighting fires, planting and thinning trees, and building roads, trails, and recreation facilities. In 1935 the Forest Service took on the historic Prairie States Forestry Project to provide employment and lessen wind erosion by planting shelterbelts of trees on the Great Plains. In 1938 the service, with State help, began managing the big New England Hurricane salvage job.

During the Depression of the 1930's the timber industry's substantial failure up to then to reforest land and practice sound forest management again became topics of debate. Silcox proposed increased public ownership, public cooperation with private owners, and State or Federal cutting regulations on private lands. More funds from Congress to purchase land permitted the Forest Service to enlarge the National Forests, especially in the cutover regions of the Lake States and South, while legislation such as the 1937 Norris-Doxey Farm

Forestry Cooperative Act enlarged the scope of its aid to States and private owners. However, Silcox was unable to impose regulation on the timber industry. He received an honorary LL.D. degree from Syracuse University in 1937.

Six years after taking office, the strain of directing the service through one of its most frenetic periods contributed to Silcox's death in office by heart attack on December 20, 1939, at the end of his 57th year. Only a few months earlier he had refused the offer from Secretary Harold Ickes to become his Undersecretary as part of Ickes' plan to move the Forest Service to the Interior Department.

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--Dennis M. Roth

Ferdinand Augustus Silcox

Chores done the "holler" people were gathered for an evening of bantering and story-telling. Night falls quickly in the West Virginia hills. The final rays of June sunshine illuminated the measured approach of an inverted bi-ped, that is, a man walking down the road on his hands. His arrival elicited good natured cries of here comes "that air circus feller", or whats Sil up to now? That "air circus feller" was Ferdinand Silcox destined to be our nation's fifth chief forester. It was 1904 and Silcox was a forest student assistant for the old Bureau of Forestry engaged in making a working plan covering approximately 60,000 acres of forest in West Virginia for the U.S. Coal and Coke Company. His antics endeared him to the holler folk. They were reflections of a burgeoning charismatic personality and physical vitality that would enable him to bridge many a social and philosophical barrier in the years to come.

Silcox was born in Columbus, Georgia, in 1882, but grew up in Charleston, South Carolina where his father was a successful cotton broker. Frequent forays into the pine forests and swamps adjacent to the Port city of Charleston whetted his appetite for adventure and for the outdoors, but his life appeared to be on a different, more circumscribed course. A 1903 graduate of the College of Charleston with honors in sociology and chemistry, a senior class president, a member of Phi Kappa Sigma, Silcox planned to study industrial chemistry at John Hopkins University. The future chief liked to recall a single chance event that embarked him on a career in forestry and robbed the chemical profession of a probably very competent chemist. Sunning himself on Sullivan Island, near

Charleston, and warily contemplating the approaching semester at John Hopkins, Silcox was thumbing through an old copy of the Saturday Evening Post. An article by Rene Bache, Forestry, The New Profession, addressed "to the young man freshly provided with an education who is puzzled as to how to utilize it, a new profession offers itself,..." caught his eye. The article lauded forestry as a profession, emphasizing its timeliness, the need for more foresters, and offered practical suggestions to the young man wishing to elect forestry as a career. Among those suggestions was one recommending attendance at Yale Forest School as the doorway to a career of limitless opportunity "for a generation yet to come." Silcox was quick to follow up on the recommendation entering Yale that fall in 1903,

Silcox graduated with his master of forestry in 1905. The previous summer had been spent in West Virginia as a forest assistant with the Bureau of Forestry. The summer following graduation in 1905 he was given an appointment in the newly minted Forest Service. That was the year in which the administration of the forest reserves was placed in the Agriculture Department. The progressive withdrawal of forest lands (called National Forests since the administrative shuffle) from the public domain was still under way. Gifford Pinchot had only begun the organization of the National Forest units and development of an effective system of protection and management. Silcox was thus in the vanguard of early National Forest organizational work.

His first Service assignment took him to Leadville Forest in Colorado.

He spent 3 months at Leadville as a ranger, a forest assistant and garnered some supervisory experience, a consequence of a manpower shortage and a still green organizational set-up. In September, 1905, he was placed in charge, as acting supervisor, of the Holy Cross Forest also in Colorado and part of a trio of Colorado National Forests (Pikeville, Leadville, and Holy-Cross) managed by one administrator centered in Denver. It was on the Holy Cross Forest that the infamous Fred Light case involving grazing policy was to surface. The forest in 1905 was already the center of vehement opposition to Forest Service grazing restrictions. Silcox was next sent to the newly created San Juan and Montezuma National Forests headquartered in Durango.

Arriving in Durango in 1906, Silcox's fast spreading reputation for organizational flair was put to service. He was ~~put~~ in charge of setting up an administrative structure for 3,000,000 acres that composed the new National Forests. These early days saw Silcox establishing a name for himself not only as an administrator but as an able arbitrator. There were some tough people in Colorado at the time. Cattlemen and sheepmen were at each others throats, homestead law claimants weren't above bullying a young green ranger. An agile mind, a persuasive personality, and an imposing physical presence put the young ranger on center stage in many disputes. He dealt directly with contending factions, establishing a personal principle of "arbitration in person and on the ground." His handling of fraudulent homestead claims was equally adroit. He devised a scheme whereby dated chunks of wood were placed in cabin stoves claimed to be "occupied" by homestead claimants to satisfy homestead law residence requirements. Many a chunk of fall dated wood was found un-burned

the following spring, dis-proving fraudulent claims seeking timber and not farm land. As an assistant forest inspector he went to New Mexico to look over the Portales with the result of eliminating the entire forest. In the Spring of 1907, elevated to forest inspector, he worked up a plan re-districting the forests in Montana and Idaho. With the creation of the District office at Missoula, Montana for District 1, he was appointed associate district forester. William B. Greeley was District 1, forester at the time.

Silcox, as associate forester for district 1, experienced the same immense holocaust in Northern Montana and Idaho that inculcated in his boss, Greeley, a missionary's zeal for federal-state and private fire control. A zeal he later expanded to incorporate an entire philosophy of federal-private cooperative forestry that has always been a part of Forest Service policy and at times has been its principle policy guide. Silcox's duties were mainly logistical during the entire 1910 summer which saw a myriad of small fires as well as the culminating August conflagration in district 1. Rather than a front line participant Silcox was employed in the less glamorous role of locating assembling, transporting, and paying for the thousands of men and tons of equipment and supplies needed to combat the omnipresent blaze. That he was successful was attested to by his appointment to district 1, Forester July 1, 1911.

To district forester Silcox fell the chore of restoring, to the extent possible, growth on 3,000,000 million acres of burnt-over land. This on top of developing and protecting the resources on the entire 26,000,000 acres of district 1 and of developing a more effective fire control system, was entrusted to a man not yet 30 years old. Silcox applied his vast

organizational ability and physical energy to the job at hand. He early saw the need for more efficient timber cruising insisting that cruising on National Forests be done on a larger scale and in a manner more consistent with good forestry. The fire prevention system was reworked from the ground up. Better equipment was devised, fire fighting techniques were analyzed and improved, transportation needs were established, all done with an eye to coordinated efficiency and to the critical time factor. The keys to this overhaul were standardization, evaluation, and re-evaluation. Silcox's influence in formulating early policy and management procedures on national forests in his charge cannot be underestimated. His talent for organization in conjunction with skillful management of forest labor, development of systematic fire control, and of improved forestry practices in timber sales; his handling of homestead, mining and grazing violations helped form the basis for Forest Service policies on many problems that in those were in the early stages of solution.

The tenor for much of Silcox's later life was established during his tenure as District 1, Forester. It was the spring of 1917 and labor unrest was rampant in the Northwest. Virtually all lumbering and related activities were paralyzed by a massive strike inspired by the International Workers of the World, or the IWW. Feelings ran high on both labor and management's side. Silcox's immediate problem was one of manpower. He needed fire fighters. At stake were millions of acres of forest. Public and private fire prone forests held in ransom by lumber management's telescopic view of labor's right to negotiate and labor's refusal to work. Lumber companies were insisting that the required men be hired under company auspices, shortcircuiting IWW leverage. Public sentiment generally favored management's tough line against the strikers, fearing an idle

mass of revolution prone workers. Silcox saw the problems differently, to him worker discontent was a valid response to genuine labor grievances. Working conditions in logging camps were often abysmal with rudimentary sanitation, poor food, low wages, long hours and tight control of the labor market by management. Silcox saw a dangerous radical element in the IWW but convinced of the legitimate complaints and honest intentions of the majority of the strikers chose to deal directly with the strikers. This was directly contradictory to the lumber interest's refusal on principle to negotiate with independent labor unions. Stressing the "people's" stake in our National Forests Silcox addressed a by now thoroughly stirred up convention of "wobblies" on their turf, IWW headquarters. He earned the respect of the tough striking lumberjacks with his straight from the shoulder philosophy, sympathetic to employment conditions but drawing the line at allowing millions of acres of public forest, their forest, to burn up. He got his fire fighters and firmly ^{ESTABLISHED} his reputation as arbitrator par excellence.

Shortly after the outbreak of World War 1 Silcox was given military leave from the Forest Service to accept a commission as Captain in the 20th Engineers. He helped to select foresters for officers of the regiment, and was in military service from August 1917 to April 1918. Because of his experience and dealings with labor troubles as District Forester, he was asked by the Secretary of Labor, the Director of the U.S. Shipping Board and the President's Mediation Commission to straighten out labor difficulties in the Seattle shipyards. The shipyards were tremendously important to the war effort. Weather had closed down all the eastern yards and only the West Coast continued to hammer out new ships. Here Silcox pulled another mediation coup that tweaked a few establishment

noses but recognized a situation for what it was and got things moving. Ships, produced in the Seattle yards, were springing an inordinate number of leaks. Officials said there was sabotage in the yards, Red inspired sabotage. Why didn't Silcox report the Bolsheviek menace that Naval Intelligence apparently knew all about? Silcox, not believing for a moment the sabotage story, went straight to the river ters to get the real story. What he found confirmed his suspicions. Faulty air compressors were not providing the pressure needed for air hammers to drive a proper rivet, furthermore shipyard managers were well aware of the situation and yet failed to replace the compressors. His reply to Washington officialdom on the red menace was to the effect that if^{it} they would spend less time hunting reds and more time getting proper equipment for outraged workmen, rivets would be hammered home, ships would be built in good order and the West Coast saved for Americanism."

The Seattle shipyard air hammer snafu satisfactorily settled and a whole realm of other labor-management grievances and disputes arbitrated to everyone's satisfaction, Silcox was sent east by the Labor Department, in April 1918, to reorganize, and re-vitalize, the U.S. Employment Service. In this capacity he reorganized the New York office and state and federal cooperation employment offices throughout Massachusetts. A year later he resigned from the Department of Labor planning to return to the Forest Service. But the hiatus in his Forest Service career was to be broadened by a job offer eminently suited to his unique talents. The Committee on Industrial Relations of the United Typothetae, a trade and employee's association, had a vision of what employer-employee relations could be in the printing industry. They wanted Silcox to make the vision a reality.

He spent 14 years with the printing trade, 3 with the United Typothetae and 11 as director of the New York Employing Printer's Association concurrently serving as secretary of it's Printer's League. The League's purpose was collective bargaining with printing trade unions on wage negotiations and shop practices. With Silcox at the helm, Union leaders and management enjoyed 11 years of smooth sailing, neither strike nor lock-out disturbing the placid waters. Always concerned with human, as well as natural resources, Silcox was able to develop some of the youthful resources that abounded in New York City but often went unrecognized and dissipated themselves in the big city maelstrom. Financed and backed by employers, Unions and the Board of Education, he established two printing apprentice training schools and expanded and strengthened an older one. These schools provided the latest in vocational training in the printing trades for the youth of New York City. Silcox, in 1933, upon his resignation as an employer's representative dealing with labor received letters from printing trade unions in New York City deploring his departure because of the fairness he had shown them. What better tribute to a man who had spent years devoted to fostering better employee-employer relations?

Silcox left the printing trade to re-join the Forest Service as Chief Forester on November 15, 1933. Rexford G. Tugwell, Assistant Secretary of Agriculture, was the impetus behind Silcox's appointment. Tugwell, a longtime acquaintance of Sil's and good friends since a term as faculty member at Columbia University in New York brought the two together, convinced Silcox he was the man for the post vacated by Stuart's sudden death. Silcox had been away from the Service for sixteen years. The Agency had changed over those years. Created to protect and use our natural resources,

the Forest Service in 1933 had been earmarked for a new role. The depression years saw human as well as natural resources wasted, under its new mandate the Service worked to drain the depression filled reservoir of human resources. A better candidate could not have been found to monitor the Agency's expanded social role as bureaucratic ally in President Roosevelt's battle to keep the nation buoyant in the murky waters of the Depression. From his earliest days in the Forest Service and throughout his career as a labor mediator Silcox had committed himself to the conservation of human and natural resources.

Silcox always saw in forestry the solution to many social problems, as well as resource problems. The New Deal created an atmosphere of social consciousness, or as Sil put it a "thrilling frontier where men battle for yet disputed principles." To Silcox social consciousness translated into public regulation of the forest industry. Public regulation, always a divisive issue in the Agency, was traditionally viewed as a means to stop forest destruction by unconscientious lumber interests, and to insure proper forestry practices ^{GUARANTYING} ~~insuring~~ forest products for future generations. Silcox expanded this traditional economic view to include human resources, emphasizing the value of forest communities and perpetual crops of timber not so much for the sake of the product as for the sake of stability of employment and community life. His regulatory policy called for a three point program: (1) public ownership and management were to be increased (2) public cooperation with private owners (3) public regulation under state auspices. The federal government would determine the adequacy of state laws and assume direct control in the case of non-compliance with federal standards. In a way wholly consistent with

New Deal social theory, Silcox correlated forestry with human welfare, justifying public regulation as an essential social measure.

Silcox's tenure as chief saw a panoply of government funds and programs descend upon the Agency. Some of the more ambitious and successful efforts of the Forest Service during this era were it's work with the CCC, the Forest Belt Shelter Project, and salvage work following the devastation left in the wake of the hurricane that hit New England on September 21, 1928.

The Civilian Conservation Corp had immense popular appeal with politicians and people of ^{all} political persuasions. The Forest Service played a major role in this popular undertaking seeking to combine public works with conservation. Camp Roosevelt in the George Washington National Forest, Virginia, was the first CCC camp to become operative. The Agency under Silcox pioneered efforts to provide a large mainly urban, mainly unemployed, youthful work^force with productive, non-competitive, self-sustaining, public conservation work. A majority of the eventual 2,652 CCC camps were administered by the Department of Agriculture, most of them working on projects in national, state or private forests under Forest Service direction. A vast amount of forest protection, tree planting, watershed restoration, erosion control, and other improvement work was accomplished. Overgrazed range land was revegetated, fenced and provided with water. Silcox recognized recreation as one of the multiple uses of the forests and used CCC recruits as a major force in the large scale expansion of recreational facilities on National Forests. Much of their work, a generation later, still serves the public's recreational needs. Silcox would like to have seen the CCC become a permanent conservation force.

The first tree in the shelterbelt program of the prairie plains region was planted near Mangum, Oklahoma. This was the start of the Prairie States Forestry Project, to lessen drought conditions, protect crops and livestock, reduce duststorms, and provide useful employment for drought-stricken people. Under this project the Forest Service cooperated with prairie farmers in planting strips of trees at right angles to the prevailing winds on farms in the Dakotas, Nebraska, Kansas, Oklahoma, and northern Texas. The work was begun under Executive order of President Roosevelt, and later (1937) Congress passed covering legislation in the Norris-Doxey Cooperative Farm Forestry Act. In the 7 years the Forest Service ran the project more than 217 million trees were planted with 30,000 farmers participating in the program.

In September, 1938, New England was hit by a tremendous hurricane. An estimated total of 3 billion feet of down timber was left in it's wake creating widespread forest fire hazards that menaced lives and property. The President designated the Chief of the Forest Service to coordinate federal assistance to the devastated area. A peak total 25,000 men from the CCC and the WPA were called into service to reduce fire hazards. Timber salvage, vital to the economic welfare of the Northeast, was assured with the creation of the Northeastern Timber Salvage Administration, organized by Silcox with a loan secured from the Reconstruction Finance Corporation. The non-profit NTSA was established to salvage as much of the blown down timber as possible. Eventually more than 700 million board feet of timber was salvaged, or 86% of the downed timber, providing work for local saw mills that might otherwise have remained idle and revenue for woodlot owners some two to three times what speculators had

been offering. "The biggest logging job ever" was how Silcox spoke of the operation.

The by now traditional proprietary debates between the Interior and Agriculture Departments raged to new heights during Silcox's term as Chief. A particularly persistent Interior Secretary, Harold Ickes, was intent on gaining administrative control over Forest Service land and personnel. His culminating strategy in the battle for control was an invitation to Silcox to join the Interior Department as Under Secretary. A clever move by the Interior Secretary calculated to deny the Agency its staunchest defender. Silcox with characteristic aplomb and belief in Forest Service purpose rejected the offer. "While grateful for Secretary Ickes' expression of confidence in me," he said, "I feel that under the circumstances I should remain where I am." He added that he did not "care" to elaborate on the "circumstances."

Never content to be merely an observer of events, Chief Silcox's broad intellect addressed itself to matters other than forestry. He embroiled himself in the New York City elevator strike of 1936 as an arbitrator and came out smelling like a rose. In 1939, shortly before his death he proposed a plan "as a citizen and not as an official" for a world federation of democracies. The federation sketched by Silcox was to be a sovereign government not a league of nations. It would function as a single democracy with the power to declare war on non-democratic countries. Individual national citizenship would be dropped with assumption of federation citizenship. Idealistic? Maybe. But Silcox was not one to shy from expressing controversial idealism.

Silcox had suffered a coronary thrombosis in 1938, not the sort to take to being laid up for any period of time he probably overtaxed his heart following the attack. R.G. Tugwell recalled warning him about just such overtaxation during a day they spent together inspecting the New England hurricane salvage work. "They say it will quit some day," responded Silcox "but by God It'll be a forester's heart as long as it lasts." His Death December 20, 1939, following another stroke was described by Secretary of Agriculture Wallace as "a blow to the whole American movement for conservation of human and natural resources." To the Agency it meant the loss of an administrator who had strengthened the organization to meet enormous new demands placed upon it by the Depression years. It meant the loss of a man whose enthusiasm and zest for the task before him had inspired and vitalized that same Agency.

use both
for early
life (I know forest fire)
I want (shipyard)

MARCH 4, 1940

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a 7,500 tonner got up steam on the thirtieth day after her keel was laid. Not of this ship, but of an earlier sister, Silcox began to hear plenty along in February. She had got out to the Pacific, as a matter of fact, and had begun to leak at every rivet. The Emergency Fleet and the Navy both came down on Silcox; there was, Washington said, sabotage in the yards. Why didn't he report the Reds whom Navy Intelligence seemed to know all about. If any more ships opened up at sea he would be held responsible, etc., etc. Silcox was so mad that, for the only recorded time, he said nothing at all but pulled on his rubber coat and made for the biggest yard in Seattle where a hard-boiled old Scottish master-builder was superintendent. Silcox braced him out in the yard in spite of certain knowledge that when Dave's hard hat was down over his eyes he was to be approached only at the gravest risk. That hat was known all over Seattle and its tilt was noted every day by every workman on the job. Normally Silcox would have gone home and come again another day. But just then he felt formidable himself; and, moreover, he suspected that the grievance advertised by the hat was the same as his own. "Dave," he said, "have you got enough air on your hammers?" The resultant explosion of thick Scottish profanity came, afterwards, to take on an epic quality. Workmen would tell about it all over again, months later, with mixed awe and admiration. Silcox never denied that he quivered in the storm; but he lived it out. And what's more, he gathered, as Dave's remarkable words flew toward the borders of Puget Sound, that the so-and-sos out in front had failed to provide compressors even after the most urgent representations; and that the rivets were being driven by hammers furnished with an utterly inadequate pressure.

To make all certain, Silcox measured the deficiency at some twenty outlets. And then he composed what he always afterward held to have been a masterly wire to Washington. The gist of it was that if they would spend less time hunting Reds and more time getting proper equipment for outraged workmen, rivets would be hammered home, ships would be built in good order and the West Coast saved for Americanism. The incident was consigned to files and no more was heard of sabotage—except, of course, from Silcox, whose sense of humor emerged rapidly from the whirlpool of his indignation.

Years passed. Such talents were so obviously suited to mediation work that, drifting from one interesting situation to another, he finally came to rest in New York with the Employing Printers' Association—surely a curious end for a forester. But it turned out not to be the end. After I telephoned to him that day in 1933 he was for nearly seven years Chief of the Service in which he had been bred—its best, as foresters anywhere will report, after Pinchot.

His achievements were greater, perhaps, in security, morale, uplift everywhere, than in actual change. He had a program for reorganization which one thing after another seemed to postpone. It still remains for his successor to carry through. But he fought valiantly for sustained yield on private as well as public holdings; he added enormously to Eastern and Southern forest areas; he utilized the opportunity furnished by the CCC to build thousands of miles of trail and phone line, to set up hundreds of recreation camps, to plant, to thin, and to harvest millions on millions of trees; and he filled a generation of young foresters—not all pack-horse rangers as he had been, but many of them scientists, management experts, even statisticians—with a wholly new spirit, one which contained the old loyalties but which went far beyond them. The old fellows had been reserved, suspicious, exclusive, rigid. The new ones were taught the way of a wider conservation in which forests were only a useful part. He was that kind of leader.

It was very probably an old trail-strain on his heart which caused its final failure. He had been on notice for some time. We spent a strenuous day together in May going over the hurricane clean-up work in New England. I asked him then about that heart. He called my attention to lilac and syringa which seemed to hide the devastation a little. I insisted. He mumbled something. Then I said sharply that he was clearly doing too much. "They say it'll quit someday," he admitted, and then in a high, humorous, bragging voice, "but by God it'll be a forester's heart as long as it lasts." He laughed. But I didn't. The sentiment he tried to hide in burlesque I knew was genuine; at any rate he did not let up, and it did quit in December. I have since thought of what he said as something any young forester might quite seriously paste in his new green hat.

R. G. TUGWELL

Two Poems

Owl in the Sun

All the bright landscape of a world is spread
Beneath this man, who's to such height assigned
Only the sun is higher than his head—
Pilot in hooded cockpit, flying blind.

In the Blackout

In Paris the streets are hollow
tunnels of darkness, and people along the tunnels;
here in the English country only the east wind
runs through the hollows of darkness, crossing the sea.

Voices speak, a boy whistles, the wind sighs and flusters,
a door slams, and it is as if the darkness
had shut itself into an empty house, an enormous
house, half of the world, and the door slammed shut.

VALENTINE ACKLAND

MARCH 4, 1940
The New Republic
V. 102 No. 10 (No. 1318)

Forester's Heart

HE WAS SURPRISED. He had been out of the Service for sixteen years. And here I was, an Assistant Secretary, begging him to become Chief Forester. He swore that he would never submit. But I was sure of my argument; and when he thought it over, the strangeness did appear superficial. The circumstances fitted him. He had been for what we called a New Deal back in the days when it was "Square" instead of "New": before that even, when the unromantic guarding of the public interest day in and day out had not yet been dramatized by T. R. and Pinchot. He had been a ranger when roads and even trails were scarce, before saws had been mechanized, when lookouts were few and remote, and when radios were unheard of.

From struggling alone with fire, with poachers, with overgrazers and wasteful cutters, his sense of guardianship had grown close to the bone. He had served through the scandals in Taft's administration, choking with righteousness, voluble with wrath, and had survived to negotiate honest agreements afterwards. Like so many old-time foresters his temper had been set by these experiences. No blandishments—not even the offer from Mr. Harold Ickes of the undersecretaryship—would ever persuade him that the Department of the Interior was not a haven for all the devils of land speculation and timber wastage. He had seen the public domain alienated and, when that was not convenient, grossly exploited by respectable thieves. Back in those days, on his long rounds, he had many a time set dated chunks of wood in the stoves of cabins which were sworn to be in use for proving homestead claims—and taken them out a year later still unburned. And even such evidence as this had failed to stop the grabs.

Moral outrage leaves a residue of suspicion which any public servant is perhaps the better for having. But F. A. Silcox had other qualities which came to notice when there was need—an ingenuity which bureaucracy so often stifles; and a flexibility which civil servants seldom have. These qualities were certain to take him into work in which they would be more often useful. But that would not be till after they had served the government well.

He had got to be a Regional Forester at Missoula by the first summer of the Great War. It was more necessary then than now to depend on local labor for fighting the dangerous fires of autumn. The Civilian Conservation Corps had not yet been thought of. And what with the draft and a booming agriculture the supply of men was all used up. It was unusually dry that season and the fire losses threatened to be extreme. To understand the awfulness of Silcox's resort in this crisis it has to be remembered what a Red scare there was abroad in those days. It was the high point for the

IWW, the "Wobblies," the "I won't works." Their syndicalist philosophy and their direct methods appealed especially to brutalized casual workers who manned the lumber camps and followed the harvests north from California as the season advanced. In late summer there were numbers of them congregated in Missoula carrying on a kind of guerilla warfare with farmers, timber owners and factory managers. The propaganda against them was terrific. They had grown wary and sullen and were beginning to look at the idea of revolution as something not so strange, now that it had been flung at them persistently for weeks. Certainly they were more than ever determined to sell their labor dear, regardless of the "boys over there" who were said to be suffering because of their withholding.

One morning Silcox, made desperate by reports from tired rangers of new fires everywhere, went round to Wobbly headquarters and, after some maneuvering, got first a half-dozen, then twenty, then a whole hallful to listen as he talked. What he had to say was that he understood their philosophy to include the public ownership of all national resources. There was one—the forests—which the government had already got a share of. And day by day it was going up in smoke. He pointed out that when the workers took over the government its assets might as well be delivered in good order. That was his job; but he seemed to be failing at it. He had appealed to everyone else he could think of. Factory owners were making too much money; farmers were hustling in their crops; the workers he had usually depended on were, those of them still left, getting wages higher than he could pay. Did the IWW have enough faith in their own future to come out and save forests which, if they were right, would some day belong to them? They would and did. There never was such fire fighting! And after it was over Silcox could not resist bragging a little and twitting the scared upper classes of Montana. There was some scandal about it. But those were after all Wilsonian days and there were ears in Washington which heard this kind of tale with pleasure. So that the next thing he knew Silcox was Northwest representative for the Mediation Board. And there, in a welter of crimination, class war, angry threats and patrioteering he went his way through the crisis. But there was one situation which he acted rather than talked his way out of—not that he let anyone forget it afterward!

It happened in the terrible winter of 1917-18, when the weather closed down all the Eastern yards and only the West Coast continued to send ships for the new fleet down its ways. An idea of the pressure being applied can be shown by the fact that on one occasion

LITERARY Digest Aug 4, 1934 P 912 V. 118 No. 5
"Mr. Silcox is tall, quick, well-informed, & very athletic. Each morning he does a turn around his room with his hands."

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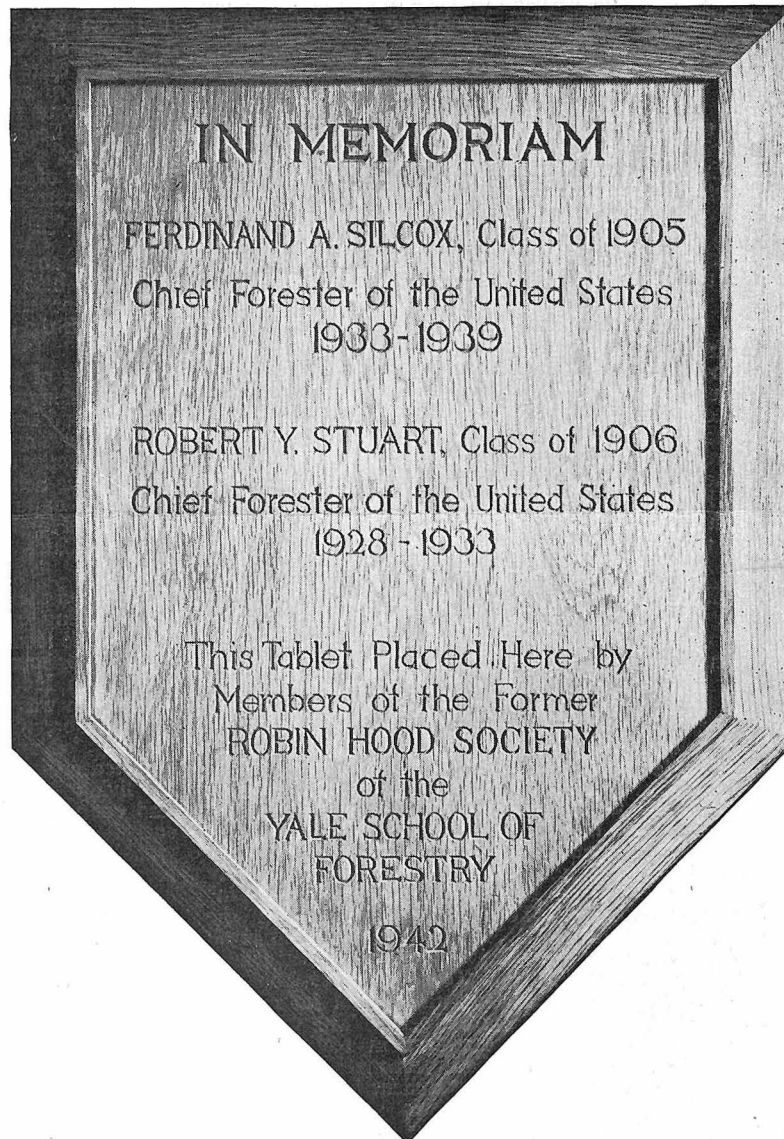
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No. 1



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(See
pp 1-3
+ cover)

Do you
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1107-S

The Silcox-Stuart Memorial Tablet and Robin Hood

This Tablet is being offered to the Yale Forest School by members of the former Robin Hood Society of the School. This Society was for a few years quite well known among Yale foresters. To alumni of the past quarter of a century, it is very probably unknown. The Society lived its short,—and shall I say fitful,—life over a span of only 7 years, from 1904 to 1911, when it voluntarily withdrew from the School and ceased to exist. In withdrawing, the Society donated all funds in its treasury amounting to \$500 to Yale to be used toward the purchase of land for a School forest. There has been no effort since to revive the Robin Hood Society.

It may be of historical interest to put down here some of the facts relating to its founding, the reasons for its beginning, its proper functions as the founders saw them, and some mention of some of its members. As one of the founders, I feel that I may speak plainly and factually now of these matters—still largely as a matter of historical record.

First let me say that the Robin Hood Society came by its name quite fittingly and naturally as a society for young foresters. There was a rich background in legend, in song and story of the hero of Sherwood Forest. Also that it had no connection whatever with the participation, in Robin Hood costume, of the Yale Forest School students in Yale's Bicentennial celebration of 1901, though such participation was of course known to the founders of the Society.

The Robin Hood Society was officially founded on November 11, 1904, by some 5 Yale Forest School students, of whom 4 were in the Class of 1905 and 1 in 1906. With the precedent before us of many national fraternities, as well as both Junior and Senior secret societies at Yale, we felt that it was both in the historical tradition and in accordance with Yale custom for such a secret society for Yale foresters to be formed. We felt keenly at the time that there was both a field and a need for such an organization here, to knit together graduates of other colleges and universities whose interests and loyalties as post graduate students might be stimulated toward Yale. Those were the days of large classes at the School—30 men in 1905 and 29 in 1906,—also with very few Yale College or Sheff men taking forestry. In the first two Robin Hood classes there were only 2 Yale men. Moreover, the class of 1905 had quite a few Cornell foresters, here to complete their forestry education because of the closing of the Ithaca school. Most of the ex-Cornell men became members of Robin Hood, and it is my conviction now as it was then, that but for Robin Hood, these Cornell men (and mind you, they had for the most part taken their undergraduate work at other colleges than Cornell) might have felt little interest, and certainly slight loyalty to Yale; they were

here only for one school year, merely to complete their post-graduate training. This then was the basic purpose or reason for the founding of the Society, with naturally, the auxiliary one, to bring together students who were congenial and thus make the days at New Haven pleasanter—the basic reason for all college fraternities. For youth is ever gregarious.

It was the ambition of its founders that the Society should take its place among the societies of Yale, to be the inspiration for a real loyalty to Yale, among its undergraduates as well as its alumni members. Toward this end, the Society took care to see that an engraving of its badge and a list of its undergraduate members appeared in the Yale annual during the life of the Society, as is the custom of all fraternities and college societies the country over.

Robin Hood may be said to have been the first strictly forest school secret society to be started in this country. There had for some years before been professional school fraternities, in law, medicine, journalism, and in agriculture, but none in forestry, so far as I know. After the founding of Robin Hood, forest school fraternities began to be founded in many of the schools, so that today I doubt if there is a forest school in this country that does not have at least one secret forestry society; this assumes that there is none now at Yale. I understood that such a society called Robin Hood was started later at the New York State School of Forestry, during Dean Moon's day.

In the winter or spring of 1906, Robin Hood had a rival forestry fraternity start at the School. We found out, as students have a way of doing, that several men were taken in, but its life was even shorter than RH.

And here it may be remarked, that the Society was a real factor in student morale during the lean year of 1905-1906, when the faculty of the School shrank to about 2 men—Marston, who met his classes infrequently, and "Thin" Graves. Someone joked at that time that we actually had a faculty of 4—Marston, "Thin" Graves, Tom Lee, and Mrs. Miller, the Librarian! You older alumni will recall that Dean Graves was abroad that winter and that Prof. Toumey had typhoid and was absent from the School for most if not all of the mid-term. The winter of 1905-6 was therefore in reality a lean period—and there was much discouragement among the student body, so much so that one or two students left the School. Those were the days of large classes and small faculties; nowadays it seems to be the reverse!

The Society initiated its first neophytes in the early part of 1905, taking in quite a few members from 1906. As I recall, all 1905 men taken in were considered as Charter Members. During its life it took in men from the following classes: 1905,

1906, 1907, 1908, 1909, 1910, 1911, and 1912, but held no more initiations after its promise to the School to disband.

Looking back over the span of 38 years since the founding of Robin Hood, it can be said with pardonable pride that its members have taken their part in the progress of American forestry. Many members have achieved distinction in forestry, in several different fields. To mention a few—there have been 2 Chief Foresters of the United States, 5 Regional Foresters, 17 Assistant Regional Foresters, 26 Forest Supervisors of the U. S. Forest Service, 7 State Foresters, 17 Professors of Forestry, 10 authors of forestry books, 15 in private forestry or associations, 6 Deans or heads of Forestry Schools, 1 Director of a Forest Experiment Station, 1 Director of the Philippine Forest Service, 1 Forestry Advisor to the Chinese Republic, and 1 Canadian Trade Commissioner. There are duplications naturally in the above figures as the same man may have held several different positions at different times. So much as background for the Silcox-Stuart Robin Hood Tablet.

The idea of this Tablet came to a few of us Washington members of the former Robin Hood Society of the Forest School about 2 years ago. We felt that it would be both proper and fitting to place on the walls of the School some tangible symbol or plaque or tablet to the two members of Robin Hood who had held the position of Chief Forester of the United States.

I initiated the suggestion for this movement. Being on several memorial committees, the idea came more or less naturally. After sounding out some Washington Robin Hood men, a self-appointed Committee was set up—made up of Jack Nelson, '05, Ovid Butler, '07, Julian Rothery, '08, and the writer as Chairman. I started action by circularizing all 85 of the living RH alumni of the School to find out what they thought of the idea, and if they approved, whether they would pledge a subscription. Out of an original membership of 98, 13 had passed on over their last long trail. After some 30 years it was not expected that the same interest and spirit would be evident as was evident when the Society was a going concern. A good majority, however, were in favor and agreed to contribute.

I went ahead with the plan, first sounding out Dean Record and the School as to any objections they might have, and asking for suggestions. As required by Yale rules, the plan was put up to the University Committee on Memorials which made the very good suggestion that the tablet be of carved wood rather than of bronze, the first idea. Then came the work of locating a wood carver, deciding on the design, size, shape, type of letters, etc., as well as the finding of suitable thoroughly seasoned white oak. All of this took time, so that it was only dur-

ing August of this year that all of these matters were worked out and the tablet finally completed.

In the meantime, final approval by the School had been secured, their suggestions as to a proper location in the building, and what was important, the collection of the subscriptions.

There was a suggestion that the tablet contain the names of *all* deceased members of Robin Hood—this would have necessitated a much larger and more expensive tablet,—to include 13 names, rather than 2. Another suggestion was that such a tablet should be sponsored by *all* Yale Forest School alumni, rather than RH members. This would have been quite a large undertaking and would have involved other considerations and factors.

The design was worked out by Rudolph Wendelin, a young and gifted draftsman in the Forest Service, and the carving was done by J. F. Kosack, one of the two wood carvers found in Washington. The shape of the tablet is an exact replica of the Robin Hood pin or badge.

The tablet is hereby presented to the Yale Forest School in honor of two of its alumni who brought high distinction to the School and to the profession of forestry, and is from members of the former Robin Hood Society, who present it as a token of their regard and affection for these two foresters, as well as their high regard for and loyalty to the Yale School of Forestry.

John D. Guthrie.

**RESPONSE BY DEAN RECORD AT
THE DEDICATION OF THE
STUART-SILCOX MEMORIAL
TABLET AT SAGE HALL,
NOVEMBER 21, 1942**

Major Guthrie:

On behalf of the Yale School of Forestry, I gratefully accept this tablet from the representatives of the Robin Hood Society in honor of two of their deceased comrades, distinguished alumni of this School, Robert Young Stuart, of the class of 1906, and Ferdinand A. Silcox, of the class of 1905. Each at the time of his death was Chief of the United States Forest Service.

They were, respectively, the fourth and fifth incumbents of that important position. The first was Gifford Pinchot, affectionately known as G.P., who was also responsible for founding and fostering the Yale Forest School. In 1910 he was succeeded by Henry S. Graves, the first Director of the School. Both are still active in forestry and public service and their monument here is the School itself, with all its traditions and accomplishments.

Mr. Graves was followed, in turn, by three of his former students. The first was William B. Greeley, of the class of 1904, who served from April 1920 until May 1928, when he resigned to become

Secretary-Manager of the West Coast Lumbermen's Association, a position which he still holds.

Bob Stuart was born at Carlisle, Pennsylvania, February 13, 1883, and died as a result of an accidental fall from the seventh floor of the Atlantic Building in Washington, D. C., on October 23, 1933. He entered the U. S. Forest Service in July following his graduation here in 1906, and soon afterward was made Assistant Chief of Operation in District 1 at Missoula, Montana. From 1910-12 he was Assistant District Forester and then transferred to Washington as Forest Inspector in Silviculture; later he was made Chief of the Western Division of the Office of Forest Management.

During World War I he was in the Forestry Regiment, and was promoted from a captaincy to the rank of Major in command of the 5th Battalion, 20th Engineers. At the close of the war he received a citation from General Pershing.

For seven years from May 1920, Stuart served under Gifford Pinchot in Pennsylvania, for two years as Deputy Commissioner of Forestry, then as Commissioner when Pinchot became Governor of the state. Upon the reorganization of the Department in 1923, Stuart was made Secretary of the new Division of Forests and Waters, a position he held until 1927. He then re-entered the United States Forest Service, as Assistant Forester in charge of public relations. A year later he succeeded Greeley as Chief Forester and in this capacity served until death claimed him five years later.

Ferdinand A. Silcox was born on Christmas day 1882 at Columbus, Georgia. Following graduation from the Yale Forest School in 1905 he entered the United States Forest Service and served in several capacities from Forest Assistant and Supervisor to Inspector and District Forester. He resigned in 1917 to serve with the Forest Engineers, being commissioned a captain. He resigned this commission in December 1917, having been selected by the Secretary of Labor and the Shipping Board to handle labor problems in the shipyards at Seattle. This choice was not by accident, for while in the Forest Service Silcox had shown a rare aptitude for such work during the troublesome period of the I.W.W. activities in the Northwest. Following the War he went to Chicago as Director of Industrial Relations for the Commercial Printing Company, where he remained until 1922, when he accepted a similar position for the New York Printers' Association. On November 15, 1922, he assumed the duties of Chief Forester.

Although fifteen years away from active forestry work, Silcox had maintained an interest in the Forest Service and found good use for his administrative experience, for many large and pressing problems awaited him. He wrote at the time: "In all sincerity I am accepting the position in humility of spirit and with a desire to realize fully the responsibilities of the task I have undertaken and with a hope that I may redeem them in the spirit

of the new creative movement which is designed to affect so deeply the welfare of our country."

Perhaps too close application to his work brought on the heart attack that resulted in his death December 20, 1939, lacking but five days of his fifty-seventh birthday. In the words of *The Washington Post*, "The Nation, the Government, and a host of friends in Washington and throughout the country are the poorer for his untimely passing."

Those of us who knew Stuart and Silcox need no plaque to remind us of their lives and work. Rather it is to the future generations of Yale Foresters that we here assembled in affection and respect have dedicated this tablet in memory of two loyal and able public servants.

**DEDICATION OF THE SILCOX-
STUART MEMORIAL TABLET**

On the morning of November 21, 1942, the faculty of the Yale School of Forestry, student body, representatives of the Alumni Council and a small group of friends met in the club room of Sage Hall for the purpose of dedicating the Tablet presented to the School by the former Robin Hood Society in memory of two of their members, Ferdinand A. Silcox, '05, and Robert Y. Stuart, '06.

Victor A. Beede, '12, President of the Forest School Alumni Council, and a member of the Robin Hood Society presided and introduced Major John D. Guthrie, '06, who made the presentation speech and unveiled the tablet.

Following the unveiling, Dean S. J. Record in a speech of acceptance dwelt on the record, character and achievements of the two former Chief Foresters. President Beede then called on Dean-Emeritus Henry S. Graves, who gave a brief talk in which he brought out some interesting incidents in the history of these men. Mr. Graves made a trip on foot with Silcox when the latter was Regional Forester at Missoula, to examine the problem of private timber claims which were then going to Patent on insufficient evidence through the Land Office, with the result that Secretary Houston of Agriculture prevailed upon Secretary Lane of the Interior Dept. to halt this process. He spoke of Stuart's great services on the Timber Conservation Board, the N.R.A. and the C.C.C. when these agencies were formed, and of his work in France on the General Wood Committee of the Allies. He reminded the present generation of young foresters that present and future problems were even more important and pressing than those of these early days.

After appropriate closing remarks by Pres. Beede the formal exercises were concluded and an opportunity was afforded the audience to inspect the Tablet. The Tablet was then placed in its permanent location on the wall facing the entrance to the Library on the main floor (second) of Sage Hall.

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Major Guthrie's presentation speech and Dean Record's response are published in full in this issue of the News. Because of its historical interest a complete list of members of the former Robin Hood Society is published below.

ROBIN HOOD SOCIETY MEMBERS

Yale Forest School

1905

John E. Barton, Clarence J. Buck, Philip T. Harris, John S. Holmes, Walter J. Morrill, Harry C. Neel, John M. Nelson, Jr., Arthur C. Ringland, Forsythe Sherfess, Ferdinand A. Silcox,* Stanton G. Smith, Herbert O. Stabler, Lage Wernstedt, Trueman D. Woodbury.

1906

Fred E. Ames, Edward G. Cheyney, Martin L. Erickson, Rudo L. Fromme, Dennis C. A. Galarneau, John D. Guthrie, Sydney L. Moore, Jerome H. Ramskill,* Arthur D. Read, A. Bernard Recknagel, Robert Y. Stuart,* Alpheus O. Waha, W. Hoyt Weber.*

1907

John Bentley, Jr.,* Ovid M. Butler, Samuel T. Dana, Charles S. Judd,* Francis B. Kellogg, Clyde S. Martin, David T. Mason, Louis S. Murphy, David N. Rogers, William C. Shepard, Charles P. Wilber, Edward S. Woodruff.*

1908

Raymond W. Allen, Nelson C. Brown, Arthur M. Cook, John A. Ferguson, Joseph A. Fitzwater, Jesse R. Hall, William C. Latané, Harvey R. MacMillan, Willis N. Millar,* Thornton T. Munger, Rutledge Parker, Francis M. Patton, Julian E. Rothery, Ralph B. Wainright.

1909

Frederick H. Billard, Georges de S. Canavarro, William D. Clark,* Arthur W. DuBois, Edgar C. Hirst, Allen H. Hodgson,* Chapin Jones, Joseph C. Kircher, Aldo Leopold, Everett H. MacDaniels, Rufus S. Maddox, Franklin F. Moon,* Percy J. Paxton, Reuben P. Prichard, Willard Springer, Jr., Chester H. Wilcox.

1910

Walter G. Alpaugh, Guy C. Cleveland, Edward S. Davey, B. Frank Heintzleman, Ben Hershey, Irving G. Stetson, Albert O. Vorse, Edgar F. White.

1911

Oliver F. Bishop, Theodore W. Dwight, Ernest F. Jones, Arthur F. Kerr, Seward H. Marsh, Frederick R. Mason, Albert E. Moss, Harold S. Newins, John W. Spencer, Robert Stephenson, Myron W. Thompson, Sidney H. Thompson.

1912

Victor A. Beede, Henry J. Bothfeld, Alexander W. Dodge,* Charles F. Evans, Norton M. Goodyear, Daniel H. Moon,

William B. Rice, Samuel E. Robison, Raymond W. Wilson.*

*Deceased

ISAAC LAURANCE LEE, '19

1892 - 1942

Isaac Laurance Lee died suddenly of a cerebral hemorrhage on October 22 at his home in Syracuse, N. Y. At the time of his death he was registrar of the New York State College of Forestry, and Professor of English. Lee secured his bachelor's degree from Yale in 1915. While an undergraduate in Yale College he played on the soccer team and participated in musical and dramatic activities for which he had a distinct flair. After graduating from Yale he became a member of the first college banking class of the National City Bank of New York. In the fall of 1916 he entered the Yale School of Forestry but left in December 1917 to travel in South America for the American National Corporation. For this work his knowledge of Spanish, first acquired while living in Mexico City for some years prior to 1908, proved helpful. He returned to Yale in the fall of 1918 and received his Master of Forestry degree in 1919.

That fall he went to the New York State College of Forestry, Syracuse, as instructor in wood technology. Later he became an instructor in forest extension and was subsequently advanced to assistant professor of English and registrar of the College of Forestry in 1926.

In 1932 he was given the degree of M.A. by Syracuse University. Prof. Lee was author of "The Snake-God's Treasure," "The Vanishing Idol" and other boys' stories, and was a regular contributor to juvenile magazines. In summer sessions since 1928, he taught modern short story writing. He was a member of Phi Beta Kappa, Phi Kappa Phi, Pi Mu Epsilon, Beta Theta Pi, social fraternity, Alpha Xi Sigma and Robin Hood, the latter two being honorary societies of the College of Forestry. He was secretary of his class (1919) in the Yale School of Forestry and served also in that capacity for the class of 1918.

Surviving are his wife, Mrs. Minnie Church Lee; two sons, Charles Northam and Laurence Conkling; and a daughter, Erma Louise.

In the words of his colleague Prof. Nelson C. Brown: "Larry Lee was a grand fellow, most popular and highly regarded among his colleagues on the faculty. He had excellent judgment in handling young men and was an able teacher. He was to a considerable degree responsible for the underlying thought behind various changes in curriculum and College policies. With his wide background of travel in South America and Mexico, he was a most interesting conversationalist and was a very successful writer of juvenile books and of articles which appeared in magazines for boys. We at Syracuse shall miss him very much as he made many

close friends. I know that his classmates and friends at both the academic and forestry schools at Yale will miss him."

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ROSTER OF OUR ALUMNI IN THE ARMED FORCES

The News plans to publish changes in rank or address and to list new names as our men enter Armed Forces. The cooperation of Alumni themselves and of their families and friends is needed if this Roster is to be an accurate record of the participation of our Alumni in military service.

Help us to make it so by sending in information about your own war activities and those of your friends and relatives.

1911

Arthur F. Fischer, Colonel, A.U.S., Liaison Officer, War Dept., Washington, D. C.

1912

Keller E. Rockey, Colonel, U.S.M.C., Chief of Staff, 2d Marine Div., San Diego, Calif.

1917

Chester A. Lee, Capt., Eng. Corps, U. S. Army, Pueblo Ordnance Depot, Pueblo, Colo.

1920

Luther S. Hope, 1st Lieut., Hdqrs. Co., 2nd Bn., Canadian Scottish Regt., Sidney, B. C.

1922

Henry I. Baldwin, Capt., Army Air Corps, Miami, Fla.