

Ecologists' Big Step Forward: Opening the Ecological Society of America's Washington Office in 1983

Richard T. T. Forman

Graduate School of Design, Harvard University, Cambridge, Massachusetts 02138, USA

Abstract

In a bold move, the Ecological Society of America (ESA) decided in 1982 to open a Washington Office. Promoting an ecological viewpoint at the national level and providing advice on matters of national and international importance were the long-term objectives. Seemingly few if any ESA actions have been more significant. ESA President Lawrence Bliss appointed Richard Forman to spearhead the effort, while Frank Golley, Arthur Cooper, Francis Evans, and Elliott Norse played major roles, and some 33 of our other leading ecologists contributed significantly. Golley chaired a Search Committee which selected Elliott Norse, former member of the President's Council on Environmental Quality, as Washington Office (WO) Director. Forman chaired the Public Affairs Committee which worked intensively in uncharted territory to delineate policies and practices for WO and oversee the Office and Director. The search for an office considered some 50 locations and ended next to the World Wildlife Fund at Dupont Circle. The primary immediate goals and approaches of the WO were outlined: (1) widely introduce ESA, as a source of ecological expertise, to Washington agencies, organizations, and decision makers; and (2) develop a list of qualified and willing ESA members who could provide advice or testimony on specific environmental issues to national decision makers. Not just another environmental lobby organization, ESA should fill an unfilled role in Washington. Endless problems arose and were solved, but gradually time spent on accomplishing goals predominated. Keeping the ESA Executive Committee, Council, and membership informed on progress remained a key mission. After several months Cooper chaired a committee which reviewed the WO and its Director and reported favorably on progress. Encapsulating 180 documents, mostly correspondence and reports, reveals the remarkable process of opening ESA's pioneering Washington Office. Exactly one year after approving the WO effort, the office was operating and building a record of accomplishment. No one, including Bliss, Forman, and other key ESA leaders, had expected this success. Four decades of accomplishment now highlight the wisdom of ESA's action.

Key words: Bliss-Forman-Golley-Norse ESA project; Ecological Society of America in Washington; ecology at national level; ESA at Dupont Circle WWF; ESA members list for ecological advice; ESA Washington Office; ESA Washington Representative/Director; opening ESA's Washington Office.

Founded in 1915, the Ecological Society of America (ESA) highlights an august history of publishing scholarly journals, supporting ecological research, and strengthening the field of ecology. In the 1960s so-

called environmental crisis, the recognition of ecology as central to solving environmental problems spread widely, from academia and government to kitchen tables and bars. Over the ensuing decade, ESA Council members as well as ecologists from nearly every corner of America, increasingly pointed out the need for an ESA Washington Office. A higher profile would show decision makers what ecologists have to offer, and ecologists would increasingly become central to society's environmental problem-solving and planning.

I recently uncovered a batch of records describing the Ecological Society of America's 1982–83 historic step in the establishment and initial work of its Washington Office. The items presented below encapsulate the key records, which are being donated to ESA: 180 documents (mostly correspondence and reports) comprising 462 sheets, including 82 from the subsequent, mainly 1983–84, period. Each section below is introduced (in italics) to provide context, and share with readers a more personal behind-the-scenes glimpse of concerns and challenges, even joys, as ESA stepped forward in its pioneering effort.

ESA Carefully Prepares

Throughout the 1980 to 1982 presidential terms of Arthur Cooper (North Carolina State University) and Gene Likens (Cornell University), Council members and other leaders continuously ponder the pros and cons, the benefits and difficulties, of opening an ESA Washington Office. Many ESA members, but certainly not all, favor or strongly support such a novel, even radical, action.

In August 1982, Lawrence Bliss (University of Washington) becomes ESA President and Richard Forman (then at Rutgers University) Vice President. Bliss promptly points out that the VP has nothing to do, and asks me to open an ESA Washington Office. I gulp, say I'm honored but am a full-time academic, and request 24 hours to think. Quick, ponder my full-time teaching schedule, directing both a research center and a grad program, my frontier landscape ecology book with a French colleague gathering steam, and Harvard's growing talk of a position which is still a stay-mum longshot. Shortly thereafter, Bliss appoints me Chair(man) of the ESA Public Affairs Committee with a single job: open the first Ecological Society of America Office in Washington, D.C.

Many ecological leaders of the time are players in the sequence below. Lawrence Bliss, Arthur Cooper, Frank Golley (University of Georgia), Francis Evans (University of Michigan), Elliott Norse (ESA Washington Office), Ralph Good (Rutgers University), Thomas Lovejoy (World Wildlife Fund), William Reiners (Dartmouth College), Gene Likens, and Richard Forman play key roles. Other valuable contributors include Forest Stearns, Rebecca Sharitz, George Woodwell, Duncan Patten, David Johnston, William Jolly, Joanne Dougherty, and many more.

August 1982. Report of the ESA Study Committee (appointed by 1981–82 President Gene Likens): Arthur Cooper, Chair (North Carolina State University), F. Herbert Bormann, David Fry, James Gosz, Patrice Morrow, William Odum, C. Richard Tracy. Urges ESA to move rapidly toward participation in public affairs at national level; highlights the importance, goals, and issues relative to a Washington Office (WO).

Aug. 1982. The 1981–82 Public Affairs Committee; Ralph Good, Chair (Rutgers University), John Cairns, Frank Golley, Si Levin, William Lewis, Orie Loucks, Frank McCormick, Rebecca Sharitz, Dan Willard. Writes a Proposal for a Washington Presence of the Ecological Society of America. Includes:

goal of promoting an ecological viewpoint at the national level and providing advice on matters of national and international importance; proposed administrative flow chart within ESA; budget; and recommendation to maintain and actively use a list of ESA members qualified and willing to write and/or testify on specific issues.

Aug. 8. Minutes of first ESA Council meeting. President Gene Likens reviews plans for the Society to develop a “presence” in Washington. Public Affairs Committee detailed plan discussed, with motion passed “authorizing the Executive Committee to establish a Washington ESA presence for a trial period of two years.” Ralph Good (Aug. 12) later notes that, while there is strong support for the Washington Presence in both the ESA Council and Executive Committee, many members feel that the Society should take great care in developing this new office.

Aug. 11. Minutes of second Council meeting. Motion unanimously passed “that funds, not to exceed \$60,000 (for 2 yr.), be made available to implement the Washington “presence.”

The Project is Launched

Finding a smart productive respected well-connected person as our Washington Representative immediately emerges as a challenging giant first step. Who could ever be found for a half-time position heading a non-existent office, working for a broad professional society and an unknown academic supervisor hundreds of miles away? Most importantly, in only months, initial results must please the organization’s leaders, perhaps even its manifold members. Fortuitously, former ESA President Frank Golley (University of Georgia) volunteers to head a Search Committee.

Washington business trips don’t appeal to me. So, almost all the interactions will be by the U.S. mail. Occasional telephone conversations and an infrequent visit can supplement letters. Good. That provides ample time to reflect on issues and decisions. After several years on the ESA Council plus some scientific interactions, I know the first two key players, Bliss and Golley, reasonably well. That should help smooth the ESA Washington Office launching. Yet concerns lurk. How strong is the Council and Executive Committee support for this whole undertaking? Will our umbrella organization, the American Institute of Biological Sciences (AIBS), really provide office space and support as expected?

August 19. President Bliss appoints Frank Golley to chair a Search (and Evaluation) Committee for a WO Representative (Golley, Arthur Cooper, Ralph Good, Frank Harris, David Johnston, William Jolly, and Pat Lewis, ex officio). Bliss appoints six of the new Public Affairs Committee (PAC) members and designates the Search Committee as a subcommittee of PAC.

September. Job advertisement written by Search Committee, published in October 1982 BioScience.

October 8. Forman (PAC Chair) writes first letter to PAC members (Arthur Cooper, Frank Golley, Ralph Good, Frank Harris, David Johnston, William Jolly, William Lewis, James Reisa, Rebecca Sharitz, Daniel Williams), ESA Executive Committee (Bliss, Francis Evans, Duncan Patten, William Reiners), and Pat Lewis (AIBS). Welcomes committee members and emphasizes importance of mission; “We

have a single task, but it is as challenging and the route as unknown as perhaps any committee's in ESA's history. But the potential significance also ranks in that category." Outlines eight major issues needing solution and includes a check-box list of questions with options to encourage prompt responses. Concludes by giving two phone numbers (non-cellphone) and encouraging mailgrams. Currently "I'm competing with Bartholomew for wearing hats."

Oct. 8. Forman circulates to PAC a draft of responsibilities of a Washington Representative.

Nov. 1. Forman circulates to PAC the tabulated diverse responses (to the Oct. 8 questions). Twelve issue areas to initially focus on (including climate change) identified—most support is for acid rain, renewable natural resources, opportunities for ecologists, and biological diversity. The responses noticeably narrow the pending questions, and another list is sent for comment on four remaining issues with options.

Nov. 10. Bliss to Forman. A great job; I'm pleased with the way things are going.

Nov. 30. Forman reports PAC consensus on all major issues except administrative structure (six alternative diagrams with arrows resemble a plate of spaghetti) and outlines three remaining questions, requesting response. My garden put to sleep, 220 term papers graded, and wild ponies joined us on a visit to Assateague Island (Virginia).

Nov. 30. Golley to Search Committee. For the ESA Representative in Washington, 20 applications or letters received; 7 with Ph.D. and experience, 13 without Ph.D.

Dec. 1. Forman to Search Committee. Job description and seven related items listed.

Dec. 8. Pat Lewis (AIBS) expresses support for the ESA WO, but continued concern about the relationship between AIBS and the ESA presence.

Dec. 15–17. Golley and Forman correspond with William Dalton, AIBS Acting Executive Director; clarify recommended ESA role relative to AIBS; ESA and AIBS may share space, but arrangements still need clarification.

Jan. 5–7, 1983. Bliss and Forman to Kendrick Smith (AIBS); AIBS space remains uncertain; it appears that ESA needs to consider alternatives.

Jan. 11. Bliss to AIBS ("I assume there is an error in the size of the office you listed. Surely you would not expect a person to work in such limited space."). The proposed office space and arrangement is unsatisfactory.

Jan. 11. Search Committee recommends its first choice, Dr. Elliott A. Norse. (Norse's previous experience in marine biology, Council on Environmental Quality, Environmental Protection Agency, and Center for Environmental Education). ESA offers a half-time position to him as Washington Representative of ESA. Dr. Norse accepts the position. ESA now has its first Washington Representative!

Jan. 17. Golley, Chair of Search Committee, to ESA. Summarizes the careful procedures in selecting Elliott Norse from 31 candidates.

Jan. 18. Forman, representing PAC, reports to the ESA Executive Committee. Search Committee developed the advertisement; received 20 applications; and Norse was appointed. Outlines his experience and expertise. PAC worked to solve a range of issues relative to a WO. Identifies some initial focus areas (opportunities for ecologists, acid rain, renewable natural resources, biological diversity) and some decisions on how to work. Other items are nearing completion (location of office, appointment of a Washington-Area Advisory Group, and title for Norse).

Jan. 18. Forman reports to Executive Committee with a prioritized list of 30 suggested candidates for a Washington-Area Advisory Group. Also, a prioritized list of 20 possible locations for WO.

Jan. 20–21. PAC reports “Policy and Related Decisions Regarding the ESA Washington Office,” with motions approved by the Executive Committee. Includes: title will be Public Policy Director (title agreed to by PAC, with Norse suggestions); Search Committee evaluation procedure for candidates; objectives and operations of WO; administrative structure; budget; responsibility of Council Members, PAC, and Public Policy Director; and providing information, testimony, and position papers.

Jan. 20. Executive Committee meeting. Forman moves the 3.5-page PAC proposal, with amendments, “Policy and Related Decisions Regarding the ESA Washington Office”; motion approved. Bliss thanks Forman, Public Affairs Committee, Search Committee, and Norse.

We Now Have a Washington Representative

Following the Search Committee’s impressive work, we start the new year with an ESA representative in Washington. Yet ESA leaders don’t know Elliott Norse. I’ve never heard of him, but am impressed with his credentials. I like his obvious energy, and his connections in government agencies, non-profits, even some higher levels. We meet in Washington and have good phone conversations. We’re both committed to making this WO project a success.

Elliott starts by working at home. Another daunting step looms; finding an office for ESA. In Washington, who you are next to makes a huge difference, and Elliott seems to relish the challenge.

Suddenly my job grows in complexity. In addition to the office hunt, what should the WO initially focus on? What key contacts exist to help produce good early results? Also, ESA guidelines, practices, and policies for the WO need to be clarified quickly. Since we’re at a distance, I’ll need frequent reports of Norse’s activities. I sense a strong political partisanship in Elliott. That’s logical, since he has been serving on a Democrat President’s Council on Environmental Quality, which a Republican President just fired in toto; Elliott calls it the “Monday Morning Massacre.” Can he change overnight? The WO must be nonpartisan.

Certainly we have to avoid missteps, but also near-term publicized success is important. With rapid progress now underway, the ESA Executive Committee, and indeed the Council, need to be kept up to date on the WO. Will Council approve much of what PAC has done so far?

Finally, many ESA leaders have mentioned that the Society shouldn't be perceived as yet another environmental lobbying or pressure group in Washington. Thus, many seemed to like the idea of maintaining a list of qualified and willing ESA ecologists who could be recommended to provide expertise, advice, or testimony on specific environmental issues to national decision-makers. That could be a distinctive valuable role for ESA's WO.

Jan. 24. Forman updates PAC on 5½ months of progress toward establishing WO; listing 10 items presented, discussed, and agreed to by the Executive Committee.

Jan. 31. Elliott Norse first Report to Forman. His WO-related activities of Jan 1983; he has explored (by telephone or visit) numerous potential office locations, and nears a decision; outlines telephone (discount phone service) and computer system (Victor 9000) issues, organizations contacted, environmental issues involved, and upcoming events.

Feb. 2. Forman to Patten, Business Manager. Reimbursement request for \$57.25 (excluding round-trip plane tickets New Jersey-Washington-Tempe) for Forman and Norse to attend ESA Executive Committee meeting.

Feb. 8. Bliss to Forman, congratulations, good progress; also, Arthur Cooper makes a similar comment.

Feb. 9. Bliss to William Jolly. Appoints a (Washington-Area) Advisory Committee to work with Norse: Jolly (Chair), Bill Brown, Jo Doherty, Frank Golley, and Jim Reisa.

Feb. 14. Norse Report to Forman. Weekly activities of early February 1983.

Feb. 14. Forman to ESA Council Members. Encapsulates progress in establishing a Washington presence, requests names of Washington-area organizations and agencies which Norse could contact, and ESA members who could provide knowledgeable information or testimony in certain issue areas.

Feb. 15. Forman individually thanks the Search Committee members (Golley, Cooper, Good, Harris, Johnston, Jolly, and Lewis) for their careful work and excellent result.

Feb. 19. Norse Report to Forman. Weekly activities. Summarizes office expenses and includes a category, "Ways to cut operating expenses."

Feb. 22 and 23. Forman and Bliss letters to Forest Stearns (AIBS Liaison Member). Confirm that, although the WO will be elsewhere, ESA expects to work closely with AIBS.

Mar. 2. Carl Sagan (Cornell physicist widely known on TV for explaining science to the public) to Forman. Invites ESA to be a sponsor of a Conference on the Long-Term Worldwide Biological Consequences of Nuclear War.

Mar. 8. Norse Report to Forman. For a WO location, he has called ~ 50 organizations and commercial renters, and visited 10. Took lecture tour in the Northeast; consults with Forman; much

student interest in being an ESA WO intern; makes contact with organizations/agencies; meets key people.

Mar. 8. Bliss to Norse and Forman. All three think the World Wildlife Fund (WWF) is the best location for WO. Forman will contact George Woodwell and Tom Lovejoy.

Mar. 11. Norse, still working from home, to Bliss and Forman. Is awed by the new computer system. Please review a draft press release, and a brief report, “From the Washington Office,” for the *ESA Bulletin* and membership.

Mar. 17. Norse Report to Forman.

Mar. 22. Patten, Business Manager, to Forman. Last year we twice put you into the computer, and you twice sent dues within 11 days; such generosity. Also we got the second “T” in your name.

Mar. 25. Norse to Forman. Office at World Wildlife Fund (WWF) by Dupont Circle looks great. Let’s take it!

ESA Has a Washington Office

We reach a milestone. The Ecological Society of America has a Washington Office, located at Dupont Circle (see Fig.1). Yet success also requires that it operate well and achieve results. Quickly we plan a high-profile WO Opening Celebration. This should catch the attention of agencies, organizations, and some decision makers, who will put ESA on their radar screens, and contact information on their “rolodexes.”

But the “nuts and bolts” of this office need attention. For a decade I’ve directed a small research center at Hutcheson Memorial Forest near Rutgers, where trees don’t talk back. Now I’m faced with an energizing challenge—continue developing and clarifying both policy and practices for WO. Fortunately, I have a committed ESA Executive Committee above and talented Public Affairs Committee colleagues alongside to help. Also, I must emphasize to Elliott both expectations and limits. The time-eating nature of this project now hits home.

Mar. 30. Bliss to Arthur Cooper, Ralph Good, Bill Halvorson, David Johnston, Dave Reichle, Golley, Norse, and Executive Committee. Confirms the World Wildlife Fund location for the ESA WO. Also, appoints a Review Committee of our WO (Art Cooper, Chair, Barbara Bedford, Ralph Good, William Halvorson, David Johnston, Dave Reichle).

Apr. 4. Norse Report to Forman. Catching up on what environmental issues other organizations are focusing on; making contacts; and introducing ESA in Washington.

Apr. 5. Forman to Duncan Patten, Business Manager. Reassuring him that we are attuned to keeping expenses down and have reiterated this to Norse. Importance of solidifying an office location expeditiously; enthusiastic support of WWF; importance of launching the project right, so we have a good record for fund raising and support of the ESA membership. Also, just back from another good New Mexico class trip.



Fig. 1. Dupont Circle in Washington, D.C., where, after 68 years of rotating offices at ecologists' institutions, the Ecological Society of America established its first Washington Office in 1983, to promote an ecological perspective and provide ecological advice at a national level. Photo courtesy of G. S. Forman.

Apr. 5. Forman to Buff Bohlen of WWF. Thanks him for supporting the ESA WO location at World Wildlife Fund; hopes it will continue long-term; and suggests a possible date for an official opening of the WO.

Apr. 5. Forman to Tom Lovejoy. A similar letter; also suggests lunch together to talk ESA WO, and mutual ecology interests.

Apr. 10. Forman to PAC. Announcing the WO at WWF facing Dupont Circle; tentative April 22 opening date; appointment of the Review Committee for the WO (Arthur Cooper, Chair); please suggest key environmental issues for Norse's initial focus; use summer interns; begin thinking about financial support for WO; discussion about lobbying (prohibited by ESA By-Laws); present Public Policy Director reporting procedure; co-sponsorship possibility. Provides a list of seven queries/issues, requesting response. "If you can picture yourself in my shoes, you'd readily understand how much your help means to me."

Apr. 10. Forman to Norse. Briefly evaluates Norse's first eight outside written statements from the WO, pointing out excellent, useful, weak, and seemingly inappropriate points made. Forman's perception as an academic scientist might be closer to that of most ESA members. Also, since he is responsible for the WO and its Director, it must be made clear how Forman sees things, and what is expected of the Office. To Norse: the objective of the ESA WO is to promote an ecological viewpoint at the national level and ecological advice on matters of national or international importance. Not to attack or promote individuals. Not to lobby. Not to engage in partisan politics. Not to be perceived as doing these. Finally, Norse's activities and actions are excellent, written statements very good, and ESA should be pleased with them.

Apr. 11. Forman to Norse. More items for the record: copy of ESA By-Laws relative to lobbying and influencing legislation; effort with AIBS; Norse's non-ESA time; reporting procedure.

Apr. 13. Arthur Cooper to Review Committee for the WO, copy Forman. Proposed possible dates for meeting at WO; to review (1) hiring process, (2) PAC procedures to develop the Washington Presence and the initial policies developed, and (3) Elliott Norse and the program he has developed.

Apr. 15–16. Norse to Forman. Now is putting together a press release and an invitation list of ca. 300 names for the ESA WO Opening on April 22.

Apr. 18. Bliss to Forman. Thanks for the “spot on” April 10 letter to Norse about his work.

Opening Celebration puts ESA on Washington Scene

The WO Opening Celebration is more successful than expected. Meanwhile, Bliss, Norse, and I have to keep addressing novel problems to help smooth the WO's trajectory. However now, Norse has a home base to expand his outreach to decision makers, and facilitate interactions with ESA and its members. Also, the membership can better learn about ESA's initiative in Washington. Hopefully more members will become engaged.

Apr. 22. Press release reporting on today's Opening of ESA's WO, next to the World Wildlife Fund at Dupont Circle. The Ecological Society of America is briefly described, followed by quotes from Bliss, Forman, and Norse. The event included brief presentations by Thomas Lovejoy and Elliott Norse, followed by a reception. Approximately 40 people from around 30 organizations/agencies/etc. attend. Another equally diverse 50 people send congratulations. Forman greets almost everyone. Widespread comments are effusive. ESA's Washington Office is established and operating!

Apr. 28. Art Cooper to the WO Review Committee. Sets June 17 to meet at the ESA WO; mentions Forman's concern in an April 21 letter that this would be very early in the WO operation.

Apr. 29. Forman to Reiners (Treasurer) and Duncan Patten (Business Manager) emphasizes that budgeting \$300 for the WO in 1983–84 is woefully inadequate; recommends \$950, and get a recommendation from Bliss.

May 3 Forman to Golley. Reassures him that his Search Committee work was fine, and that the Review Committee is focused on procedures relative to WO.

May 3. Forman to Francis Evans (President-Elect). Briefly describes the WO opening; encourages him to tell Norse who will replace me in August as PAC Chair to oversee the WO.

May 4. Norse Report to Forman, describes WO Opening, and widening of Director's activities.

May 6. Norse to Forman. Bliss asked for changes in Norse's draft *Bulletin* piece, which Norse incorporated; Norse thanks Forman for the April 10 candid comments on his initial work for the

WO; mentions that “dropping in” time at the office has arrived (Frank Golley, George Woodwell, etc.).

May 9. Evans to Forman. He has asked Lawrence Bliss to chair the following 1983–1984 PAC, and thus be in charge of the WO and the Public Policy Director.

May 12. Bliss to Norse. Tom Lovejoy says WWF is happy to have ESA’s WO there, and will work to extend its time there.

May. ESA *Bulletin* publishes Norse’s first “From the Washington Office” report. Now ESA members can see this important initiative of their Ecological Society of America.

May 13. Norse Report for May 1–15 to Forman. Lists many WO activities. Also met with representatives of many agencies and organizations (to illustrate): The Institute of Ecology, Resources for the Future, National Academy of Science, WAMU-FM radio show, National Wildlife Federation, Save EPA, NSF LTER Program, International Office of The Nature Conservancy, University of Georgia, Traffic-USA, World Wildlife Fund, Rutgers University, Center for Environmental Education, Kansas State University, World Bank, and EPA Water Programs Office.

May 17. Forman to Lovejoy. Asking him (also Buff Bohlen at WWF) to promptly telephone me to head off any incipient problem that arises. We hope for a long-term office arrangement. Also, your “...reprints are much appreciated and will be cited immediately. I hope there are many more to follow.”

May 18–20. Norse reaches out to diverse influential people and organizations, to help identify the key environmental issues on which ESA WO may initially focus.

May 23. Forman to Carl Sagan. Confirms Bliss acceptance of ESA’s co-sponsorship of the upcoming Conference on Long-Term Worldwide Biological Consequences of Nuclear War.

WO Operation Combines Problem-Solving and Goals Progress

Now the challenges seem to cascade forth. ESA needs to further delineate what topics the WO should initially work on, what its main approaches are, and thus how the Director should focus his time. The office needs to build a track record. We must maintain support in the ESA Executive Committee and the Council. Indeed, for long-term success, support of the membership will be required. Hopefully the World Wildlife Fund will continue to welcome us as neighbor.

Nagging at me is an inadequate ESA budget for the WO. Although I know and am impressed with President-Elect Francis Evans (University of Michigan), I worry a bit about his interest and commitment to the WO. Finally, who can guess how the Review Committee’s evaluation of the WO and Norse will turn out?

With the benefit (and confusion) of diverse perspectives from key ESA colleagues involved, I again highlight goals and approaches to the WO Director. Norse’s weekly or biweekly reports of activities are

excellent, a pleasure to absorb. I put more effort now into informing the Executive Committee, Council, President Bliss, and President-Elect Evans about WO progress and highlights.

May 28. Forman to PAC, Bliss, and Evans. “We are nearing the end of the Forman missives.” Summarizes PAC responses to Forman’s April 10 queries. Encourage use of WO interns; recommend to Council getting foundation support for up to 50% of WO cost, including a Secretary and half of the Director’s salary; lobbying and influencing legislation need more thought; reporting practices for the Director are OK for now; many other issues raised. The unique ESA WO message or approach now centers on providing the ecological science expertise of 6,500 ESA members to national/international issues where it can be best used. Forman will write a PAC Annual Report and circulate it for review comments. Now stand back from all this, and think broadly about approaches and strategies for WO. Statements and testimony by the Director? Establish effective operating networks of ecological experts? Sponsorship of conferences, statements, etc.? Get information to ESA members by legislative district? Other initiatives or activities? Finally, getting broad membership support is part of successfully launching ESA’s WO. Comments on six items requested.

Jun. 1. Norse Report to Forman. Impressively shows WO’s widening role and potential effect. He ends, “I need a vacation.” Hopefully he’s mainly joking.

Jun. 7. Forman report to ESA Council Members on the historic opening of ESA’s WO at WWF (Dupont Circle, with a French-like view from our office). An April 22, 1983 opening that attracted influential people from numerous related organizations, agencies, etc. in the Washington, D.C. area. Everyone was greeted; brief Thomas Lovejoy and Elliott Norse talks; and reception. Lists of ~40 attendees, and written congratulations from ~50 more.

Jun. 8. David W. Johnston (on WO Review Committee) to Forman. You’re doing a bang-up job; ESA must be patient, as Norse is only half-time; with sufficient funds, he could take a wide U.S. tour to build a valuable network of ESA members for advising Washington decision makers. I’m off on “a research trip to merry olde England.”

Jun. 10. Forman to Norse, copies to Bliss, Evans, and Cooper. Lists four possible approaches or strategies for WO. (1) Statements, information, testimony, etc. by Director (already operational). (2) Maintain operational network of ESA experts to provide information/expertise of ESA membership on national or international environmental issues (priority to become a central focus of WO, within months). (3) Catalyze co-sponsorships, position papers, publications, etc. (hold in abeyance until ESA decides on this). (4) Attempt to influence legislation (should not do this due to ESA By-Laws). This also gives Norse some flexibility relative to specific issues to focus on. Forman mentions that he’s careful not to give his own specific issues or agenda for WO to work on; ESA must do that.

Jun. 10. Forman to Cooper. Sending the February 9 to June 9 office correspondence to aid Review Committee (not appropriate to circulate it further, so Forman and Norse can continue to communicate with candor).

Jun. 13. William Reiners (Treasurer) to Forman (friends for several years). Reports that WO and Director are spending too much money, posing a budgetary problem for ESA. Also mentions his recent

class visit with me to Hutcheson Memorial Forest (New Jersey), growing spatial ecology interest, and incipient move west.

Jun. 14. Evans to Forman. Emphasizes that WO Director's statements should be generally vetted with PAC Chair or ESA; don't want WO Director to become the ESA spokesperson. Also, "Your several communications appear to be discordant in regard to certain dates..."

Jun. 15. Norse Report to Forman. The most extensive activities report yet; includes a draft form for ecologists willing to identify their expertise on specific subjects potentially for national decision makers.

Jun. 17. Review Committee (Arthur Cooper, Chair) meets with Norse at WO.

Jun. 17. Forman to Reiners. Goes over our WO financial issues; emphasizes Norse's parsimony, due to working for a professional organization. Emphasizes that the WO will cost something, and the ESA Council and membership need to know this at the outset. In a matter of only weeks, ESA has generated enormous interest and goodwill in middle, and in some high, levels of Washington officialdom. Please do not cut the WO budget for next year.

Jun. 21. Forman to Evans. Responding at some length to his letter of June 14, outlines several points of agreement, what WO is doing (and not doing), and upcoming issues to consider. You found more garbled dates than anyone else, and were always right.

Jun. 23. Norse to ESA *Bulletin* Editor G. R. Marzolf. Provides a much longer second report, "From the Washington Office," for publication in the *Bulletin*. ESA membership should see how its WO is now working toward environmental solutions with decision makers at the national level.

Jun. 24. Evans to Forman. Many thanks, and we're in agreement on most everything.

Jul. 1. Norse Report to Forman. WWF leased another 0.5 floor in the building, so we hopefully will not have to move.

Jul. 8. Forman to Executive Committee, PAC, and Norse. Sends summary of PAC responses to questions in Forman May 28 letter. Draft of PAC 1982–83 Annual Report for comment. Bliss and Forman agree that now the WO is so important to ESA that Council should have a full discussion of it, and take action on the policy document governing that office. Comments needed; send to me at a P.O. Box in Maine's North Woods.

Jul. 11. Reiners to Forman. Thanks for the thorough and statesmanlike letter relative to finances.

Jul. 12. President-Elect Evans to Forman. Long letter seemingly generally in agreement on all issues discussed and emphasizing strong support for WO. Hopefully will be at Mt. Desert in Sept.

Jul. 13. Norse Report to Forman. Attends meeting of Doug Buffington, Chair, and 20 ESA members about starting an ESA Washington-Area Chapter.

Jul. 15. Norse to Duncan Patten. Going over finances for WO, which is in the black.

Jul. 19. Norse to Bliss, copies to Evans and Forman. Diverse issues mentioned; notes that Forman says *Science* hasn't mentioned the opening of the ESA Washington Office, and suggests contacting William Carey at AAAS.

Jul. 27. Forman to Cooper, copy Bliss. Thanks for sending draft of the Review Committee's Evaluation of WO, which looks good; GOOD JOB. Gives history of the title, Public Policy Director; notes that recommending the Public Policy Director speak for ESA will raise hackles among many.

Jul. 28. Norse Report to Forman. This region has many ESA members; recommends starting an ESA Washington Chapter. Mentions that the first WO intern, Sabrina, makes a substantial contribution to the efficiency of WO, and nice official-looking sign now on the WO door.

Aug. 6. Report of the Review Committee to Evaluate WO (Art Cooper, Chair). Remarkable progress; good start. Need consensus about policies moving forward; six recommendations.

Aug. 7. Distributed 1982–83 Annual Report of the Public Affairs Committee (A. Cooper, F. Golley, R. Good, W. F. Harris, D. Johnston, W. Jolly, W. Lewis, J. Reisa, R. Sharitz, D. Willard, R. Forman, Chair).

Aug. 7. Executive Committee meeting. Bliss highlights the departure from ESA tradition in the establishment of the WO, and recognizes the Society's representative, Elliott Norse. Vote of appreciation to PAC and its Chair.

Aug 7. Council meeting. Three resolutions for Council action, from the Public Affairs Committee. (1) ESA will attempt to raise funds for the WO (approved Aug. 7); (2) a committee will study the question of ESA sponsorships (approved Aug. 7); (3) document, Policy for the Washington Office (approved at Aug. 10 Council meeting). Arthur Cooper, Chair of the Special Committee to Evaluate the WO, reported (1) that the hiring procedures were appropriate, (2) that the programs and policies developed were well done under difficult limitations, and (3) noted several additional items for ESA to consider.

Aug. 7–11. Business Manager Report to Council. Outlines approved FY1983 budget, expenditures, and proposed FY1984 budget for WO and Public Policy Director. Expenditures are about 15% under budget.

Aug. 10. Annual Business meeting. PAC Chair: (a) acknowledges efforts of three ESA presidents in establishing the WO; (b) expresses appreciation to members of the Public Affairs Committee, Search Committee, and Washington-Area Advisory Group; (c) specifies that the function of our Washington Representative is not to lobby, but rather to make expert ecological advice available to decision makers at national and international levels; and (d) introduces Elliott Norse, WO Public Policy Director, who spoke briefly.

Aug. Norse Report. "ESA's Washington Presence: The First Six Months."

August 1983. Forman's work as PAC Chair establishing the ESA Washington Office is completed.

ESA Establishes its WO in a Year

The WO Director summarizes his first six months of activities. Forman's job ends. Incoming President Evans appoints Bliss as PAC Chair to oversee the ESA WO. All very good news.

So many talented committed ESA colleagues have contributed over the twelve months to the successful WO opening. So many people I've relished working with, and want to thank. They've accomplished an amazing public service and professional experience. While many of us will happily return to full-time teaching and research, we'll all be enjoying successes of the ESA WO in the years ahead.

Aug. 16. Norse Report (outline) to Bliss, as the new Public Affairs Committee Chair overseeing the WO.

Aug. 17. Forman to Norse. Expressing appreciation and pleasure at working for months with Norse, who contributed enormously to bringing the WO to a strong point.

Aug. 19. Norse to Forman. Eloquently expressing analogous reciprocal thoughts.

Aug. 22. Forman to Bliss. Passes the accumulated Public Affairs Committee files to Lawrence Bliss, the next Chair of PAC.

Aug. 23. Forman to Duncan Patten (Business Manager). Sends a financial summary.

Aug. 24. Forman to Bliss. Notes that many people deserve credit for the WO success, but I especially appreciate Larry Bliss, who deserves the most.

Aug. 24. Forman sends individual letters thanking each Public Affairs Committee member (Arthur Cooper, Frank Golley, Ralph Good, W. Franklin Harris, David Johnston, William Jolly, William Lewis, James Reisa, Rebecca Sharitz, Daniel Willard) for achieving this major WO milestone in ESA's 68-year history. "I think our accomplishment together is more than anyone twelve months ago dreamed would happen."

Aug. 25. Forman sends similar letters thanking the Washington-Area Advisory Group (Josephine Dougherty; AIBS, William Brown, Frank Golley, William Jolly).

Aug. 31. Forman sends 379 sheets pertaining to the 1982–83 PAC launching of WO to: Dr. John Edwards, Ecological Society of America Archives at the University of Georgia. He acknowledges (Oct. 14) receipt of the material, and confirms its incorporation into the ESA Archives.

Aug. 1983 to Aug. 1984. Forman continues as a Public Affairs Committee member to help enhance continuity.

The Washington Office is launched, potentially one of the most significant actions of the Ecological Society of America's history.

Subsequent documents, mainly 1983–84, related to the ESA WO

Sep. 2, Sep. 16, Sep. 16, Oct. 3, Oct. 13, Nov. 2, Nov. 14, Nov. 30, and Dec. 16, 1983. Norse Reports to Bliss.

Nov. 7, 1983. Evans to Forman.

Nov. 8. Norse to *Houston Chronicle* Editor, and handwritten note to Forman.

Nov. 15. Bliss to PAC (Richard Forman, Bill Halvorson, Bill Jolly, Dave Reichel, Jim Reisa, Becky Sharitz, Walt Westman).

Nov. 26. Forman annotations of a draft.

Nov. Letter to Bliss(?) from Halvorson.

Dec. 29. Norse Report to Bliss.

Dec. 1983. Norse Report: ESA's Washington Office in Year One.

Jan. 4, 1984. Bliss to PAC.

Jan. 23. Bliss to PAC.

Jan. 27. Forman to Scott McVay, Geraldine R. Dodge Foundation.

Jan. 31. Forman to Evans.

Jan. 31. Forman to Francis Evans, Dennis Knight, William Reiners, Robert McIntosh, Paul Risser, Lawrence Bliss, Elliott Norse, Duncan Patten. Proposal to the Geraldine R. Dodge Foundation to support the ESA WO.

Feb. 7. Evans to Forman.

Feb. 17. Bliss to Forman.

Feb. 22. Dennis Knight to Forman.

Feb. 27. Forman to Bliss, Evans, and Norse.

Mar. 5, 1984. Bliss to ESA Executive Committee, Public Affairs Committee, and Art Cooper (Review Committee).

May 11. Arthur Cooper to Forman.

May 15. Bliss to PAC and Executive Committee. The “Ecological Information Network” (to provide names of qualified and willing ESA members to decision-makers on national/international issues, when asked) is nearly complete.

May 18, 1984. Forman to Art Cooper, again Chair of Committee to evaluate WO and its current director. The WO (1) is in the process of filling an unfilled niche in Washington, (2) has avoided being perceived as yet another lobby, (3) for the 0.5-time Norse, we get effectiveness of “1.5-time,” because of his contacts in mid- and high-level Washington (and the growing Ecological Information Network), and (4) ESA would have a sore black-eye if it didn’t strongly support the WO and Norse.

Nov. 20, 1987. Marjorie Holland, Public Affairs Director, notes that the Ecological Information Network has 1200 ESA members and is actively used by Washington decision-makers. She expresses appreciation to Elliott Norse for his extensive contributions, and wishes him well in a new Seattle position with The Wilderness Society.

Winter 2003. *NewSource* (ESA newsletter). Mentions the 20-year evolution of the WO.

Acknowledgment

I thank Lauren Alexander Augustine, Gregory S. Forman, and Barbara L. Forman, in addition to so many impressive ecologists who helped in launching the ESA Washington Office.