

Regional Oral History Office
The Bancroft Library

University of California
Berkeley, California

Sierra Club Oral History Series

Richard A. Cellarius

NATIONAL LEADER IN THE SIERRA CLUB
AND THE SIERRA CLUB FOUNDATION, 1970-2002,
SIERRA CLUB PRESIDENT, 1988-1990

With an introduction by
Michael McCloskey

An Interview Conducted by
Ann Lage
in 2001-2002

Since 1954 the Regional Oral History Office has been interviewing leading participants in or well-placed witnesses to major events in the development of northern California, the West, and the nation. Oral history is a method of collecting historical information through tape-recorded interviews between a narrator with firsthand knowledge of historically significant events and a well-informed interviewer, with the goal of preserving substantive additions to the historical record. The tape recording is transcribed, lightly edited for continuity and clarity, and reviewed by the interviewee. The corrected manuscript is indexed, bound with photographs and illustrative materials, and placed in The Bancroft Library at the University of California, Berkeley, and in other research collections for scholarly use. Because it is primary material, oral history is not intended to present the final, verified, or complete narrative of events. It is a spoken account, offered by the interviewee in response to questioning, and as such it is reflective, partisan, deeply involved, and irreplaceable.

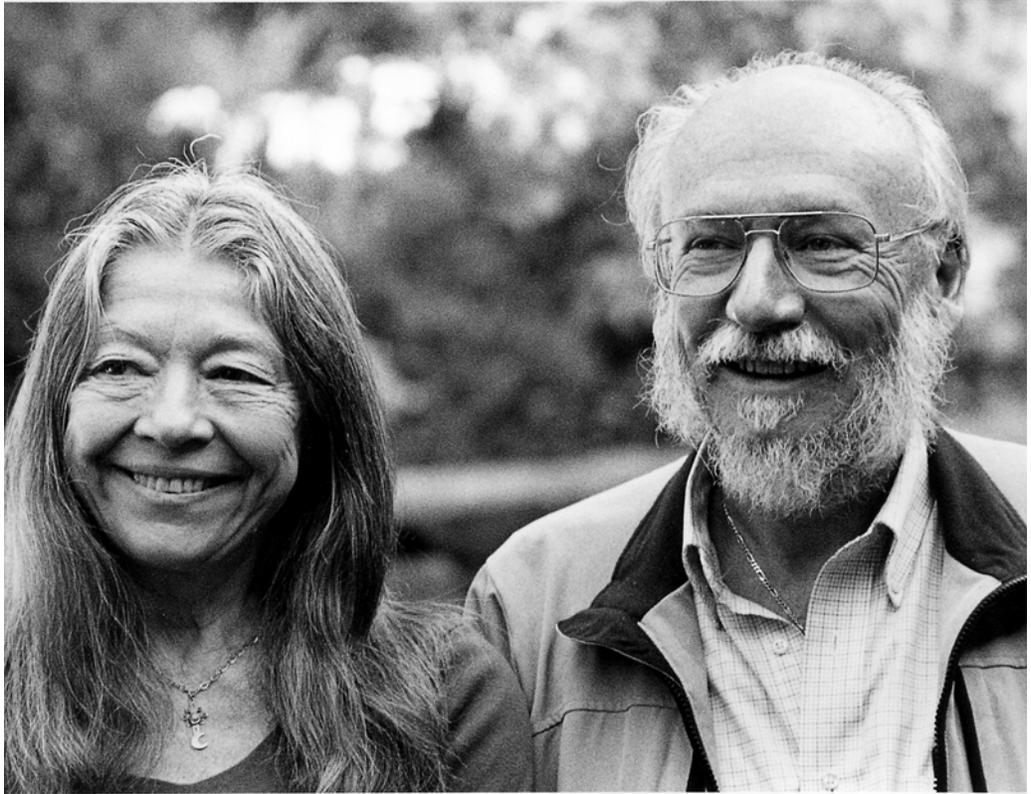
All uses of this manuscript are covered by a legal agreement between The Regents of the University of California and Richard Cellarius, dated May 16, 2002. The manuscript is thereby made available for research purposes. All literary rights in the manuscript, including the right to publish, are reserved to The Bancroft Library of the University of California, Berkeley. No part of the manuscript may be quoted for publication without the written permission of the Director of The Bancroft Library of the University of California, Berkeley.

Requests for permission to quote for publication should be addressed to the Regional Oral History Office, The Bancroft Library, Mail Code 6000, University of California, Berkeley 94720-6000, and should include identification of the specific passages to be quoted, anticipated use of the passages, and identification of the user.

It is recommended that this oral history be cited as follows:

Richard A. Cellarius, "National Leader in the Sierra Club and the Sierra Club Foundation, 1970-2002, Sierra Club President, 1988-1990," an oral history conducted in 2001-2002 by Ann Lage, Regional Oral History Office, The Bancroft Library, University of California, Berkeley, 2005.

Copy no. _____



Doris and Richard Cellarius, 2003

Photograph by Jim Cohee

TABLE OF CONTENTS--Richard Cellarius

PREFACE	vii
SIERRA CLUB ORAL HISTORY SERIES	xi
INTRODUCTION	xix
INTERVIEW HISTORY	xxi
I FAMILY BACKGROUND, CHILDHOOD IN THE SAN FRANCISCO BAY AREA, EDUCATION	1
Parents and Early Ties to the Sierra Club	1
Schooling, Formative Outdoor Experiences	5
Reed College, Highlight Trips, Meeting and Marrying Doris	8
Graduate Work at Rockefeller University, 1958–1968, Living in New York City	14
II MICHIGAN YEARS, 1965–1972: POSTDOCTORAL STUDY, A DEEPENING INVOLVEMENT WITH THE SIERRA CLUB	17
Postdoc with Physicist John Platt at the University of Michigan After a Detour to the University of Chicago, Teaching in the Botany Department	17
The Club of Rome	21
Joining the Executive Committee of the Mackinac Chapter of the Sierra Club, 1968, Alternative Delegate to the Sierra Club Council, 1968	23
The Election of '69, Reflections on David Brower and His Resignation, Appointment as Ex Officio Vice President	27
Earth Day, University of Michigan, 1970, and the Antiwar Movement	32
Formation of the Midwest Regional Conservation Committee	36
The Committee on Environmental Survival, 1969	38
The Impact of Earth Day, A Broadening National Membership, A Broadening Agenda, The Sierra Club Council	41
III LIVING IN THE PACIFIC NORTHWEST, SIERRA CLUB INVOLVEMENT IN THE SEVENTIES	49
Joining the Faculty of Evergreen State College	49
Research and Technical Expertise within the Sierra Club	59
Chair of the Pacific Northwest Chapter, Election to the Board of Directors, 1974	61
An Aside on Family High Trips	64
The Publications Committee during Jon Beckmann's Tenure	65
IV THE BOOKS PROGRAM IN THE 1990S AND MAJOR TRENDS IN THE SIERRA CLUB AGENDA	73
Transitions in the Books Program	73
Changes in Volunteer Oversight for Books	79
Major Trends: Environmental Justice, International Issues, Biotechnology Concerns, the Political Program, Volunteer-Staff Relations	83
V EXECUTIVE DIRECTORS MIKE McCLOSKEY, DOUG WHEELER, AND MICHAEL FISCHER	103
Mike McCloskey's Tenure as Executive Director, 1970-1985	103
Changes in Volunteer Leadership and the Role of the Presidency	107

The Internal Organization Committee, and the Management Oversight Committee	109
National Conservation Committee, Lobbying, Role of Volunteers	112
Doug Wheeler's Tenure as Executive Director and the Staff Revolt	116
An Aside on the Logo	119
Wheeler's Departure	121
Michael Fischer's Tenure as Executive Director	123
Decisions about the Club Headquarters on Polk Street	124
Management Styles: Fischer Versus Wheeler	126
VI PRESIDENT OF THE SIERRA CLUB, 1988-1990, AND CURRENT ISSUES	129
Role as Spokesperson, the Alaska Oil Spill	129
The Casual Sierra Club Culture	133
Running for Club President	134
Banning Technical Climbing on Club Outings, an Unpopular Decision	137
Choosing the Executive Committee	139
Denny Shaffer's Resignation from the Board and His Role in the Club	143
Objectives as President: Conservation Summit, Centennial Campaign	146
Issues of Environmental Security Since September 11, 2001	148
The Importance of Club Cohesiveness	149
Rally During the Clean Air Campaign	150
The Centennial Campaign: Developing a Major-Gift Fundraising Program	152
Immigration and Population: Race and Class Implications	164
John Muir Sierrans	167
VII MAJOR CONTRIBUTIONS: THE INTERNATIONAL PROGRAM, BYLAWS, AND THE SIERRA CLUB FOUNDATION	171
Evolution of the International Program	171
New International Focuses	176
International Conferences & Issues: the IUCN	177
Tensions around Park and Wilderness Concepts in the Third World	185
The Role of the International Committee; the Question of Sierra Clubs outside the U.S.	189
Negotiating the Status of the Sierra Club of Canada	192
Bylaws and Standing Rules Committee	199
The Sierra Club Foundation: Role of the Grants Committee, Lack of Volunteer	
Review of Club Grant Projects	207
The Foundation's Function: Monitoring 501 (c) (3) Funds vs. Managing Investments	211
Concluding Thoughts: The Passion of Club Activists	220
TAPE GUIDE	223
APPENDIXES	
A. 1970 Earth Day Talks	227
B. Sierra Club Activity	232
C. "We Must Not Forget," Report on Alaska Oil Spill, 1989	235
D. President's Report, 1990	238
E. Introduction to Wilderness Calendar, 1990	241
F. Curriculum Vitae	242
INDEX	251

PREFACE--Sierra Club Oral History Program to 1978

In fall 1969 and spring 1970 a self-appointed committee of Sierra Clubbers met several times to consider two vexing and related problems. The rapid membership growth of the club and its involvement in environmental issues on a national scale left neither time nor resources to document the club's internal and external history. Club records were stored in a number of locations and were inaccessible for research. Further, we were failing to take advantage of the relatively new technique of oral history by which the reminiscences of club leaders and members of long standing could be preserved.

The ad hoc committee's recommendation that a standing History Committee be established was approved by the Sierra Club Board of Directors in May 1970. That September the board designated The Bancroft Library of the University of California, Berkeley as the official repository of the club's archives. The large collection of records, photographs, and other memorabilia known as the "Sierra Club Papers" is thus permanently protected, and the Bancroft is preparing a catalog of these holdings which will be invaluable to students of the conservation movement.

The History Committee then focused its energies on how to develop a significant oral history program. A six-page questionnaire was mailed to members who had joined the club prior to 1931. More than half responded, enabling the committee to identify numerous older members as likely prospects for oral interviews. (Some had hiked with John Muir!) Other interviewees were selected from the ranks of club leadership over the past six decades.

Those committee members who volunteered as interviewers were trained in this discipline by Willa Baum, head of the Bancroft's Regional Oral History Office (ROHO) and a nationally recognized authority in this field. Further interviews have been completed in cooperation with university oral history classes at California State University, Fullerton; Columbia University, New York; and the University of California, Berkeley. Extensive interviews with major club leaders are most often conducted on a professional basis through the Regional Oral History Office.

Copies of the Sierra Club oral interviews are placed at The Bancroft Library, in the Department of Special Collections at UCLA, and at the club's Colby Library, and may be purchased at cost by club regional offices, chapters, and groups, as well as by other libraries, institutions, and interested individuals.

Our heartfelt gratitude for their help in making the Sierra Club Oral History Project a success goes to each interviewee and interviewer; to everyone who has written an introduction to an oral history; to the Sierra Club Board of Directors for its recognition of the long-term importance of this effort; to the Trustees of the Sierra Club Foundation for generously providing the necessary funding; to club and foundation staff, especially to Michael McCloskey, Denny Wilcher, Colburn Wilbur, and Nicholas Clinch; to Willa

Baum and Susan Schrepfer of the Regional Oral History Office; and last but far from least, to the members of the History Committee, and particularly to Ann Lage, who has coordinated the oral history effort since 1974.

You are cordially invited to read and enjoy any or all of the oral histories in the Sierra Club series. By so doing you will learn much of the club's history which is available nowhere else, and of the fascinating careers and accomplishments of many outstanding club leaders and members.

Marshall H. Kuhn
Chairman, History Committee
1970-1978

May 1, 1977
San Francisco
(revised March, 1992, A.L.)

The Sierra Club Oral History Program since 1978

Inspired by the vision of its founder and first chairman, Marshall Kuhn, the Sierra Club History Committee continued to expand its oral history program following his death in 1978. In 1980, with five ROHO interviews completed or underway and thirty-five volunteer-conducted interviews available for research, the History Committee sought and received funding from the National Endowment for the Humanities for a major project focusing on the Sierra Club of the 1960s and 1970s. In a four-year period, NEH and matching Sierra Club funds made possible the completion of an additional seventeen major oral histories conducted by the Regional Oral History Office and forty-four volunteer-conducted interviews. Oral histories produced during and following the NEH grant period have documented the leadership, programs, strategies, and ideals of the national Sierra Club as well as the club grassroots at the regional and chapter levels over the past thirty years. The work of the club is seen in all its variety--from education to litigation to legislative lobbying; from energy policy to urban issues to wilderness preservation; from California to the Carolinas to Alaska, and on the international scene. The Sierra Club oral history program, together with the extensive Sierra Club papers and photographic collection in The Bancroft Library--a collection of 1325 linear feet of archival records, more than 34,000 photographs, films, tapes, and publications, all recently processed and catalogued--help celebrate the Sierra Club centennial in 1992 by making accessible to researchers one hundred years of Sierra Club history.

Special thanks for the oral history project's later phase are due Maxine McCloskey, chair of the Sierra Club History Committee 1988-1992; Ray Lage, co-chair, History Committee, 1978-1986; Susan Schrepfer, codirector of the NEH Sierra Club Documentation Project; members of the History Committee; and most importantly, the interviewees and interviewers for their unfailing cooperation. The Sierra Club and the Sierra Club Foundation, as well as special donors to individual interviews, have generously provided funding to continue the oral history project.

Ann Lage, Director
Sierra Club Oral History Project

Berkeley, California
November 2005

November 2005

SIERRA CLUB ORAL HISTORY SERIES

Interviews conducted by the Regional Oral History Office,
University of California, Berkeley.

Single-Interview Volumes

Adams, Ansel. Conversations with Ansel Adams. 1978, 768 pp. (On photography and conservation.)

Berry, Phillip S. Sierra Club Leader, 1960s-1980s: A Broadened Agenda, A Bold Approach. 1988, 149 pp.

Berry, Phillip S. Sierra Club President, 1991-1992: The Club, the Legal Defense Fund, and Leadership Issues, 1984-1993. 1997, 126 pp.

Brower, David R. Environmental Activist, Publicist, and Prophet. 1980, 320 pp.

Cellarius, Doris. Sierra Club Volunteer Leader: Grassroots Activist and Organizer on Hazardous Waste Issues. 2005, 111 pp.

Cellarius, Richard. National Leader in the Sierra Club and the Sierra Club Foundation, 1970-2002, Sierra Club President, 1988-1990. 2005, 213 pp.

Colby, William E. Reminiscences. 1954, 145 pp. (An interview with Sierra Club secretary and director, 1900-1946.)

Fischer, Michael L. Sierra Club Executive Director, 1987-1992. 1997, 192 pp.

Leonard, Richard M. Mountaineer, Lawyer, Environmentalist. 1975, 482 pp.

Livermore, Norman B. Jr. Man in the Middle: High Sierra Packer, Timberman, Conservationist, and California Resources Secretary. 1983, 285 pp.

McCloskey, J. Michael. Sierra Club Executive Director: The Evolving Club and the Environmental Movement. 1983, 279 pp.

McCloskey, J. Michael. Sierra Club Executive Director and Chairman, 1980s-1990s:

A Perspective on Transitions in the Club and the Environmental Movement.

1999, 281 pp.

Merrow, Susan D. Sierra Club President and Council Chair: Effective Volunteer Leadership, 1980s-1990s. 1994, 89 pp.

Siri, William E. Reflections on the Sierra Club, the Environment, and Mountaineering, 1950s-1970s. 1979, 296 pp.

Stegner, Wallace. The Artist as Environmental Advocate. 1983, 49 pp.

Torre, Gary. Labor and Tax Attorney, 1949-1982; Sierra Club Foundation Trustee, 1968-1981, 1994-1998. 1999, 301 pp.

Wayburn, Edgar. Sierra Club Statesman and Leader of the Parks and Wilderness Movement: Gaining Protection for Alaska, the Redwoods, and Golden Gate Parklands. 1985, 525 pp.

Wayburn, Edgar. Global Activist and Elder Statesman of the Sierra Club: Alaska, International Conservation, National Parks and Protected Areas, 1980-1992. 1996, 277 pp.

Wayburn, Peggy. Author and Environmental Advocate. 1992, 193 pp.

Zierold, John. Environmental Lobbyist in California's Capital, 1965-1984. 1988, 202 pp.

In Process: David Brower, update; J. Robert Cox, former club president; Laurence I. Moss, former club president; Michele Perrault, former club president; Douglas Scott, wilderness advocate and former Sierra Club staff member; Denny Shaffer, former club president and treasurer.

Multi-Interview Volumes

Building the Sierra Club's National Lobbying Program, 1967-1981. 1985, 374 pp.

Evans, Brock. "Environmental Campaigner: From the Northwest Forests to the Halls of Congress."

Tupling, W. Lloyd. "Sierra Club Washington Representative."

Pacific Northwest Conservationists. 1986, 281 pp.

Dyer, Polly. "Preserving Washington Parklands and Wilderness."

Goldsworthy, Patrick D. "Protecting the North Cascades, 1954-1983."

Sierra Club Leaders I, 1950s-1970s. 1982, 433 pp.

Hildebrand, Alexander. "Sierra Club Leader and Critic: Perspective on Club Growth, Scope, and Tactics, 1950s-1970s."

Litton, Martin. "Sierra Club Director and Uncompromising Preservationist, 1950s-1970s."

Sherwin, Raymond J. "Conservationist, Judge, and Sierra Club President, 1960s-1970s."

Snyder, Theodore A., Jr. "Southeast Conservation Leader and Sierra Club President, 1960s-1970s."

Sierra Club Leaders II, 1960s-1970s. 1985, 296 pp.

Futrell, J. William. "'Love for the Land and Justice for Its People:'" Sierra Club National and Southern Leader, 1968-1982."

Sive, David. "Pioneering Environmental Lawyer, Atlantic Chapter Leader, 1961-1982."

SIERRA CLUB HISTORY COMMITTEE ORAL HISTORY SERIES

Interviews conducted by volunteers for the Sierra Club History Committee.

Single-Interview Volumes

Clark, Nathan. Sierra Club Leader, Outdoorsman, and Engineer. 1977, 147 pp.

Moorman, James. Attorney for the Environment, 1966-1981: Center for Law and Social Policy, Sierra Club Legal Defense Fund, Department of Justice Division of Lands and Natural Resources. 1994, 168 pp.

Robinson, Gordon. Forestry Consultant to the Sierra Club. 1979, 277 pp.

Multi-Interview Volumes

The Sierra Club Nationwide I. 1983, 257 pp.

Forsyth, Alfred. "The Sierra Club in New York and New Mexico."

McConnell, Grant. "Conservation and Politics in the North Cascades."

Ogilvy, Stewart M. "Sierra Club Expansion and Evolution: The Atlantic Chapter, 1957-1969."

Van Tyne, Anne. "Sierra Club Stalwart: Conservationist, Hiker, Chapter and Council Leader."

The Sierra Club Nationwide II. 1984, 253 pp.

Amodio, John. "Lobbyist for Redwood National Park Expansion."

Jones, Kathleen Goddard. "Defender of California's Nipomo Dunes, Steadfast Sierra Club Volunteer."

Leopold, A. Starker. "Wildlife Biologist."

Miller, Susan. "Staff Support for Sierra Club Growth and Organization, 1964-1977."

Turner, Tom. "A Perspective on David Brower and the Sierra Club, 1968-1969."

The Sierra Club Nationwide III. 1989, 310 pp.

Alderson, George. "Environmental Campaigner in Washington, D.C., 1960s-1970s."

Duveneck, Frank. "Loma Prieta Chapter Founder, Protector of Environmental and Human Rights."

Steele, Dwight. "Controversies over the San Francisco Bay and Waterfront, 1960s-1970s."

Walker, Diane. "The Sierra Club in New Jersey: Focus on Toxic Waste Management."

The Sierra Club Nationwide IV. 1996, 207 pp.

Avery, Abigail. "Nurturing the Earth: North Cascades, Alaska, New England, and Issues of War and Peace."

Ives, Robin and Lori. "Conservation, Mountaineering, and Angeles Chapter Leadership, 1958-1984."

Reid, Leslie. "Angeles Chapter and National Sierra Club Leader, 1960s-1990s: Focus on Labor and the Environment."

Reid, Sally. "Serving the Angeles Chapter and the National Sierra Club, 1960s-1990s: Focus on Wilderness Issues in California and Alaska."

Sierra Club Reminiscences I, 1900s-1960s. 1974, 212 pp.

Farquhar, Francis. "Sierra Club Mountaineer and Editor."

Hildebrand, Joel. "Sierra Club Leader and Ski Mountaineer."

Robinson, Bestor. "Thoughts on Conservation and the Sierra Club."

Rother, James E. "The Sierra Club in the Early 1900s."

Sierra Club Reminiscences II, 1900s-1960s. 1975, 177 pp.

Bernays, Philip S. "Founding the Southern California Chapter."

Bradley, Harold C. "Furthering the Sierra Club Tradition."

Crowe, Harold E. "Sierra Club Physician, Baron, and President."

Dawson, Glen. "Pioneer Rock Climber and Ski Mountaineer."

Hackett, C. Nelson. "Lasting Impressions of the Early Sierra Club."

Sierra Club Reminiscences III, 1920s-1970s. 1984, 264 pp.

Clark, Lewis. "Perdurable and Peripatetic Sierran: Club Officer and Outings Leader, 1928-1984."

Eichorn, Jules. "Mountaineering and Music: Ansel Adams, Norman Clyde,

and Pioneering Sierra Club Climbing."

Eloesser, Nina. "Tales of High Trips in the Twenties."

Kimball, H. Stewart. "New Routes For Sierra Club Outings, 1930s-1970s."

LeConte, Joseph. "Recalling LeConte Family Pack Trips and the Early
Sierra Club, 1912-1926."

The Sierra Club and the Urban Environment I: San Francisco Bay Chapter
Inner City Outings and Sierra Club Outreach to Women. 1980, 186 pp.

Burke, Helen. "Women's Issues in the Environmental Movement."

Colgan, Patrick. "Just One of the Kids Myself."

Hall, Jordan. "Trial and Error: The Early Years."

LaBoyteaux, Duff. "Towards a National Sierra Club Program."

Sarnat, Marlene. "Laying the Foundations for ICO."

Zuni, George. "From the Inner City Out."

The Sierra Club and the Urban Environment II: Labor and the Environment in the
San Francisco Bay Area. 1983, 167 pp.

Jenkins, David. "Environmental Controversies and the Labor Movement in the Bay Area."

Meyer, Amy. "Preserving Bay Area Parklands."

Ramos, Anthony L. "A Labor Leader Concerned with the Environment."

Steele, Dwight C. "Environmentalism and Labor Ally."

Sierra Club Women I. 1976, 71 pp.

Bade, Elizabeth Marston. "Recollections of William F. Bade and the Early Sierra Club."

Evans, Nora. "Sixty Years with the Sierra Club."

Praeger, Ruth E. "Remembering the High Trips."

Sierra Club Women II. 1977, 152 pp.

Farquhar, Marjory Bridge. "Pioneer Woman Rock Climber and Sierra Club
Director."

LeConte, Helen. "Reminiscences of LeConte Family Outings, the Sierra
Club, and Ansel Adams."

Sierra Club Women III. 1983, 173 pp.

Christy, Cicely M. "Contributions to the Sierra Club and the San
Francisco Bay Chapter, 1938-1970s."

Goody, Wanda B. "A Hiker's View of the Early Sierra Club."

Horsfall, Ethel Rose Taylor. "On the Trail with the Sierra Club, 1920s-
1960s."

Parsons, Harriet T. "A Half-Century of Sierra Club Involvement."

Southern Sierrans I. 1976, 178 pp.

Chelew, J. Gordon. "Reflections of an Angeles Chapter Member, 1921-1975."

Jones, E. Stanley. "Sierra Club Officer and Angeles Chapter Leader, 1931-1975."

Jones, Marion. "Reminiscences of the Southern California Sierra Club, 1927-1975."

Pepper, Dorothy. "High Trip High Jinks."

Searle, Richard. "Grassroots Sierra Club Leader."

Southern Sierrans II. 1977, 207 pp.

Amneus, Thomas. "New Directions for the Angeles Chapter."

Charnock, Irene. "Portrait of a Sierra Club Volunteer."

Johnson, Arthur B. "Climbing and Conservation in the Sierra."

Marshall, Robert R. "Angeles Chapter Leader and Wilderness Spokesman, 1960s."

Southern Sierrans III. 1980, 250 pp.

Bear, Robert. "Desert Conservation and Exploration with the Sierra Club."

Johnson, Arthur B. "Climbing and Conservation in the Sierra."

Poland, Roscoe and Wilma. "Desert Conservation: Voices from the Sierra Club's San Diego Chapter."

Volunteer Leadership in the National Sierra Club, 1970s-1980s. 1995, 181 pp.

Fontaine, Joe. "Conservation Activist, Consensus Builder, and Sierra Club President, 1980-1982."

Gill, Kent. "Making the Political Process Work: Chapter Activist, Council Chair, and Club and Foundation President."

Southern Sierran interviews conducted by students in the California State University, Fullerton, Oral History Program.

INTRODUCTION by Michael McCloskey

RICHARD CELLARIUS: A UNIQUE LEADER

Richard Cellarius has played a role at the national level of the Sierra Club for over thirty years. He chaired national committees, served on its board of directors and executive committee and became its president (1988-90). He also served as a trustee of the Sierra Club Foundation for about half that time. He was unrivaled in the degree to which he understood both institutions in their depth and complexity. He became the custodian of their institutional memory.

I first met Richard when he was an activist in the club in its Mackinac Chapter. He was a young postdoc then in biology at the University of Michigan. I have known him through the years when he was a professor at Evergreen College in Washington state and in retirement in Arizona. I have also worked with his wife, Doris, who has been active in dealing with policies to combat pollution and is also very talented. They made a good team.

Richard began to surface at the national level of the Sierra Club in the late 1960s. He helped propel the Sierra Club into environmentalism, insisting that the club had to deal with issues on a holistic and broad basis. He was soon made the chair of a new task force on what we called "survival." He got us to think about the broadest questions facing us in meeting the environmental challenge. Soon he saw that the Club of Rome was the institution which was doing most to address such fundamental questions. He started following their work and became associated with them as well.

This experience introduced him to the international dimension of environmental work. Before long, he became a member of the Sierra Club's International Committee. He has been a strong supporter of the idea that the club had something to contribute at this level. Ultimately, he became the chairman of that committee, traveling on a number of occasions for us to international conferences. At a key assembly of the International Union for the Conservation of Nature (IUCN) in Australia, he led the debate which shaped the statement of their mission. He made sure that they stayed focused on the protection of nature.

Richard had the scientist's habit of paying attention to detail. When the Sierra Club revised its bylaws in the 1970s to conform to changes in California's code for nonprofits, he was the club's secretary and bore responsibility. He immersed himself in that code and

became an expert in its provisions (rivaling our lawyers) and led the way in getting the club into compliance.

That experience may have introduced him to the idea of codes, for soon thereafter, as secretary, he conceived of the idea of putting the club's proliferating rules into its own code. All of these were put in orderly fashion, by topics, into something he called our Standing Rules, rules of procedure that applied to the club's internal operations. By use of the code form, they could be made as detailed as they needed to be, but they were orderly and could be cited exactly. Thereafter, those who wanted to change practice in the club had to come to grips with the Standing Rules. No one has ever made so much of the job of secretary.

As Richard took on more and more for the Sierra Club, he became a steady and cohesive force. He encouraged good behavior among board members at a time when some were inclined to be erratic and demanding. While he could become impatient with those who were doing outlandish things, he was easy to work with himself and always brought good cheer to meetings. At dinners that brought the board of the club together with trustees of the Sierra Club Foundation, where there were always people who did not know each other well, it was Richard who always gave the toasts that broke the ice. They really brought the group together, and also showed his wit and charm.

Whenever questions would come up of past practice and precedent, Richard seemed to know--he remembered. This was true of the foundation as well. He became their institutional memory. As members of the board of directors or trustees stepped down at the end of their terms, Richard usually wrote the resolutions which thanked them. Not only had he mastered the art form of such resolutions, but he also remembered everything these people had contributed. By keeping the tradition of these resolutions of gratitude alive, he added a note of grace and civility to our work. He made board members feel appreciated and brought us together, while giving us a greater appreciation of the significance of our work.

Finding himself among people who had intense feelings about issues (great and small), Richard has been a civilizing influence. He has been one of our most valuable board members. He cannot be replaced. We are grateful for all that he gave us.

Michael McCloskey
Executive Director. 1969-1987
Chairman, 1987-1999

Portland, Oregon
October 2003

INTERVIEW HISTORY—Richard Cellarius

The oral history with Richard Cellarius continues the ongoing documentation of the history of the Sierra Club by the Regional Oral History Office. Interviewees in the Sierra Club series, which began in 1970, include both staff members and volunteer leaders—those who have had a major impact on the national organization and its environmental agenda or those whose contributions exemplify the role of grassroots local and regional leaders. Richard Cellarius, who joined the club in 1949 and has been a volunteer leader on the local, regional, and national levels since the 1960s, was an obvious choice as interviewee in this series.

Richard joined the club's San Francisco Bay Chapter on his twelfth birthday, and spent his subsequent summers on Sierra Club outings, working as a pot boy, a member of the chickie pail crew, and an assistant trip leader (all terms to be explained in the following transcript). During his undergraduate years at Reed College, he was a charter member of the club's Pacific Northwest Chapter. When his doctoral studies in the biological sciences took him to New York, he became a participant in the expanding club's Atlantic Chapter.

Richard's serious involvement began in Michigan, where in the late sixties and early seventies he was a professor of botany, a member of the Mackinac Chapter's executive committee, and delegate to the national Sierra Club Council. At the University of Michigan he began to expand his environmental thinking from a focus on scenic and recreational resources to a concern for a broader agenda, including population, pollution, and energy issues. He was an early member of the Sierra Club's Committee on Environmental Survival in 1969 and helped plan the first Earth Day, in Ann Arbor in 1970. In 1972 Richard and his wife, Doris, moved to Olympia, Washington, where they made their home for nearly thirty years. Richard became active in the Pacific Northwest Chapter and continued his national committee work for the club. In 1974 he began his first term of office on the national board of directors, a service which continued, with only brief breaks as required by club statute, until 1995. During these years, he served the club as secretary, vice president, and president, and as an active member of the Publications, Nominating, Bylaws, and International Committees, among others. He also has been a member of the board of trustees of the Sierra Club Foundation for many years.

Richard Cellarius's oral history, then, provides an in-depth, consummate insider's look at nearly fifty years of the Sierra Club. He discusses the club's internal operations, its staff and volunteer leadership, and its unique culture, as well as many major programs and initiatives, including publications, the international program, and fund-raising campaigns. Along with the oral history of his wife, Doris Cellarius, it gives a picture of a classic Sierra Club couple—Ed and Peggy Wayburn, Dick and Doris Leonard, Les and Sally Reid come to mind—who have devoted a major part of their lives to the club even while actively engaged in significant careers and family life.

Richard and Doris Cellarius have retired to Prescott, Arizona, but were still actively involved in Sierra Club affairs at the time of these interviews. We met at the club's San Francisco headquarters during three of their trips to San Francisco for club and foundation meetings. As preparation for the oral history, I asked Richard, via email, to consider broad themes that he felt characterized the club during his years of active involvement. The trends and turning points in club history which he identified then provided a framework for his rich store of detailed recollections, observations, and analysis. My research in relevant oral histories and the voluminous Sierra Club papers in The Bancroft Library, along with suggestions from Richard's club colleagues, helped develop interview topics and lines of questioning.

We met for six sessions, each two to three hours in length, on November 13 and 14, 2001, February 20 and 21, 2002, and May 15 and 16, 2002. During the May meeting we videotaped a one-hour interview with Doris and Richard, where I asked them to discuss key influences and their most meaningful environmental activities, as well as to reflect on important issues and new directions in the club and the environmental movement during the past half century.

Richard reviewed his interview transcript carefully, with attention to correction of names, for instance, but without making significant changes. He returned the transcript with "a minimum of tinkering with what seems to me to be quite a bit of repetition and incomplete sentences," allowing it to stand as a record of our conversations rather than a formal written document. He contributed supplementary materials for an appendix and photographs. Papers from his service as president and secretary of the club are in The Bancroft Library in the Sierra Club Members Papers series. The tapes of the oral history sessions, and the videotaped interview are available for listening/viewing in The Bancroft Library.

The Regional Oral History Office was established in 1954 to augment through tape-recorded memoirs the Library's materials on the history of California and the West. Copies of all interviews are available for research use in The Bancroft Library and in the UCLA Department of Special Collections. The office is under the direction of Richard Cándida Smith, and the administrative direction of Charles B. Faulhaber, the James D. Hart Director of The Bancroft Library, at the University of California, Berkeley.

Ann Lage, Interviewer
Director, Sierra Club Oral History Project

Berkeley, California
November 23, 2004

INTERVIEW WITH RICHARD CELLARIUS

I FAMILY BACKGROUND, CHILDHOOD IN THE SAN FRANCISCO BAY AREA, EDUCATION**Parents and Early Ties to the Sierra Club**

[Interview 1: November 13, 2001] ##¹

- Lage: We're at the Sierra Club, and I'm interviewing Richard Cellarius for the Sierra Club Oral History Project. We're starting at the beginning. You have a long history with the Sierra Club.
- R. Cellarius: Yes, and with the mountains of California.
- Lage: Tell me about your family, your birth, where you grew up.
- R. Cellarius: Well, I think I was born in Merritt Hospital in Oakland [California]. My mother claims that she had to drive herself to the hospital, but I wasn't particularly aware of any of that.
- Lage: Right. [chuckling]
- R. Cellarius: We lived mostly in Berkeley while I was growing up. I think I remember going to a nursery school and a kindergarten right there in Berkeley. There was a public school just west of what is now Martin Luther King Junior High School, and I remember lying on a rug there. But mostly I went to private schools until junior high school.
- Lage: When were you born?
- R. Cellarius: Born 1937, and it was, what?--sort of the mid-Depression, toward the end of the Depression. My recollection is that my dad spent some time in the Civilian Conservation Corps. Both he and my mother had degrees in chemistry from the University of

1. The symbol ## indicates that tape or a tape side has begun or ended. A guide to the tapes follows the transcript.

California, but they were several years apart, and I really do not know how they met. I do know that my dad walked to high school with, not Lewis Clark, but Nate Clark.

Lage: Oh, really?

R. Cellarius: They grew up in Alameda, and they were in scouting together, and the like.

Lage: That puts you way back in the Sierra Club history.

R. Cellarius: That's right. [laughs] That's right.

Lage: What was your father's name?

R. Cellarius: Herman Cellarius, and my mother's name was Florence.

And, let's see, in what would have been roughly 1949, 1950, I was a student at what was then Garfield Junior High School [now Martin Luther King Middle School]. I was there for a couple of years as I recall--seventh and eighth grades, whatever time that would have been. Yes, it would have been 1950 or so, and one of my classmates, in Latin class, at least, was Phil Berry.

Lage: Oh, really?

R. Cellarius: My particular recollection of him was an assignment that the Latin teacher, Mrs. McCurdy, had that asked us to write some Latin sentences. All of a sudden on the board appeared the three sentences--*Cellarius amat Anna--annum, Anna non amat Cellarium, Anna begravat Europa*. [Cellarius loves Anna, Anna does not love Cellarius, Anna travels to Europe.]

Lage: [laughter]

R. Cellarius: That was probably 1949, 1950, something like that.

Lage: Was this Phil's doing?

R. Cellarius: This was Phil's doing. This was Phil's doing, and there's a connection that will come back many years later. The other thing is that my first recollection of the mountains, really, is about age six, going up to Merced Lake on the back of a burro. I think we took the Southern Pacific train to Merced and took those old vans that they had going into the valley. Then we spent--I think we did this a couple of summers--may have actually walked up the second time, but the first summer I certainly remember riding a burro up to Merced Lake and spending a week or so at Merced Lake.

Lage: Was this with your parents?

R. Cellarius: This was with my parents, right.

Lage: These were war years.

R. Cellarius: These were war years or just at the end of the war. Well, at age six--yes, '43, '44. Yes.

Lage: So your dad didn't get called to service?

R. Cellarius: No, no. He was older than that, I think. He was born in 1905. 5/5/05. [chuckling]

Lage: What did he do?

R. Cellarius: He was--I don't know if he was ever employed as a chemist. Yes, he was actually. I think before I knew anything about it--had any recollection of it, he was employed as a chemist at Shell in Benicia--whatever it is, up by Crockett, you know up--

But my recollection primarily was as an auditor. He was an auditor for the Pacific Paint and Varnish Company, which was a subsidiary of Sears Roebuck and they were down on Fourth Street in Berkeley. Fourth and Cedar, something like that.

One of the things I remember about trips to Yosemite in those early years was playing with the young son, my age, of the ranger, the seasonal ranger, who was stationed at the Merced Lake ranger station, which was a quarter of a mile up from the High Sierra camp, because we stayed at the High Sierra camps. The ranger's name was Clyde Quick. He was a teacher, and ended up being, I think, superintendent of schools in Chowchilla, something like--is that right? Something like that.

Lage: There is a Chowchilla.

R. Cellarius: Yes, Chowchilla near Fresno. This is many years later, Doris [Cellarius] and I were going through the Crane Flat ranger entrance to Yosemite, and I just asked about this guy, and he said, "Oh, yes. He's stationed over there at the campground, at the Crane Flat campground," so we went over and said hello. Had a nice chat with him and his wife, and that was an interesting follow-up. But that was when? That was the mid to late sixties.

I do remember going around to some of the other High Sierra camps. I don't think we ever went quite around the loop, but we went to Tuolumne Meadows, and then went up to Vogelsang and May Lake and the like--Glen Aulin. So I went to some of those early Curry Company High Sierra camps. Then in 1947, and '48, we went on [Sierra Club] base camp [trips]. That was my first introduction. I think my parents got involved with the Sierra Club mostly through folk dancing in Berkeley. They went to the folk dance events over on Kensington Avenue, as I recall. I remember being dragged along a couple of times.

Lage: Were these Sierra Club events or did they just meet Sierra Club folks?

R. Cellarius: I can't tell you. I don't know. I think there were a lot of Sierra Club folks there.

Lage: Ruth Praeger, I bet, was involved. Do you remember her?

R. Cellarius: Don't know the name. You know, we have to remember that in 1947, on my first base camp, I was ten years old.

Lage: Yes, so your parents got involved with the club and did some of the organizing?

R. Cellarius: Yes, and my tenth birthday present was being able to go up on the North Palisades glacier and base camp. Oliver Kehrlein was the leader of the base camps at that point. We went on the 1947 and 1948 base camps. The first one was up to the fifth lake, in--what are those? Multi-lakes basin on the east side [Five Lakes Basin]. Then the next year, '48, we went to Vidette Meadow over Kearsarge Pass, and I would have still been just eleven at that point.

Lage: Did you get hooked? Were you especially attracted to this?

R. Cellarius: Well, you know it was part of it. My parents went through a divorce, and there was a very complicated story there that I don't need to go into, but it had some relationships with folks that she met on base camp. I remember one base camp, one of those two years, I was there with my mother, and then she left, and I stayed, and my dad came, so I was there for two base camp sessions, once with each parent.

The other event I particularly remember that I always like to tell the story about--on the >48 base camp we were, what? A hundred and ten, a hundred and fifteen? Something like that, at base camp there at Vidette Meadow. We hosted the high trip. The high trip came through, so we had brunch for the high trip. We had two hundred and fifty people, roughly, there in the middle of the Sierra, having brunch together, you know. They had fresh peaches and fresh eggs for the high trip, because all they had was everything they could carry with them. I was just thinking, you don't find gatherings like that in the middle of the Sierra anymore. [laughs]

Lage: And not for too long after that.

R. Cellarius: No, that's right. Well, it was about ten years, actually, when they started cutting things down. They developed the highlight trips in the mid to late fifties. I guess the things I remember about all that were just a few things, just a few snippets. My mother worked at Zellerbach paper company on Battery Street and how she got hooked into this, I don't know. She would go up to the club office on her lunch hours and take the money, the day's deposit, or maybe it was a week's deposit, I don't know, but she would take the deposit to the bank.

Lage: This was her volunteer assignment?

R. Cellarius: This was her volunteer assignment. She also got involved in the Entertainment Committee of the [San Francisco] Bay Chapter and helped with cooking at Halloween parties and that sort of thing. I remember actually being the disc jockey for a--I think it was a Halloween party at the yacht club at the marina, down in San Francisco. People started complaining that I didn't give them any breaks because I just--. You know, I didn't understand any of this. I just put records on. That was my job, so--. They said, "Well, give us a break sometime." [laughter]

The other thing my mother got involved in was through the Entertainment Committee. The Entertainment Committee actually did the planning for the clubs annual dinners. I think she helped for a year or so. Then, for at least a couple years, she was the person in charge of the arrangements for the annual dinners. I remember several at the Claremont Hotel over in Berkeley. That was a time when alcohol was not part of the normal *rigueuer* of Sierra Club events.

Lage: Oh, really?

R. Cellarius: Folks would sort of gather in the bar beforehand, but there was no wine served and apparently there was some sort of a scandal when Ansel Adams had a bottle of wine at the head table at the dinner. I have some recollection of that. It was just not done.

Lage: It wasn't done at the dinner, but I've heard stories about the high trips and people--

R. Cellarius: Oh, yes. Well, you know, I think folks snuck them. It was not part of the normal events. You sort of did it undercover, so to speak.

My mother got involved in what was then a new conservation committee that was started by Ed Wayburn in the fifties. She was on that for a while, so she would go to--

Lage: That was the [San Francisco] Bay Chapter?

R. Cellarius: That was the Bay Chapter.

Lage: Ed started the club's conservation committee?

R. Cellarius: That's it exactly, and she was on that. It was actually a San Francisco Bay Chapter group, but he always looked at it as the club's conservation committee rather than the Bay Chapter conservation committee. She was on that for a while.

Schooling, Formative Outdoor Experiences

Lage: How old were you when all this was happening?

R. Cellarius: This would have been--[pause]. Most of it was while I was in junior high school. We moved out to Orinda for a year, and I was a freshman at Acalanes High School. That would have been, roughly, 1950, '51, something like that. My mother didn't like the education I was getting at Acalanes, partially because it was a--Acalanes was out in Lafayette, and we were living in Orinda, and it was a long bus ride. She wasn't home because she was working in the city and everything, so we moved to the very tip-top of Nob Hill, on Jones Street between Sacramento and Clay.

Lage: That was a big change from Lafayette.

R. Cellarius: She got me into Lowell High School. I was at Lowell for just a little under three years. Graduated from Lowell High School, here in the city. Sometime during that time I co-led a weekend backpack up into the Vogelsang area of Yosemite. It was through contacts that she had, and so I assisted with that. It would have been when I was in high school.

The other thing that was probably very formative in terms of just my own attitudes was that starting--boy, I don't know the years, but it could have been as late as beginning about 1949, for about six, seven years--I went to the Berkeley YMCA camp, Camp Gualala, out near Stuart's Point, outside Healdsburg, first as a camper, and then as a

junior counselor, and then finally, for a couple years, as a regular cabin counselor. When you spend as much as four or five weeks in the Sonoma Redwoods and have an opportunity just to sit there and look at them, and that sort of thing--it was a very important, formative--and I still relate to trees. [laughter] Professionally, I particularly am interested in tree physiology.

Lage: And do you think it goes back to those earlier experiences?

R. Cellarius: Oh, absolutely. I remember one of the more interesting--well, the family was, in terms of religion--my grandparents went to the First Congregational Church in Berkeley. As a family, we didn't particularly go to church. My father's mother was a very strongly opinionated Christian Scientist.

At one point, when I was at one of the boarding schools near Hayward, I would go in with a group to the Christian Science church. I don't know how much of that stuff took. But also, the YMCA camp was a Christian camp, and we had chapel service every day for a little brief service, and certainly on Sundays, and, you know, in an outdoor chapel surrounded by redwood trees and that sort of thing. It was a very nondenominational kind of service, and I'm sure that that had some impact on my attitudes.

Lage: So there was a merging, maybe, of the spiritual and the environmental?

R. Cellarius: Yes. Oh, absolutely. I do remember once--. YMCA camps have a society called the Ragger Society, built on the idea that the rag is a service tool. There were a series of steps going through this--blue, brown, red, white. The ceremonies of induction were in an isolated ring outside the camp, and it was sort of the usual secret society kind of service, but that also had a very Christian or philosophical bent to it, just being there. I remember once going up there to do some work on this ring and, of course, climbing through, and all of a sudden, on a downed redwood log I saw at least one parent, if not two parent raccoons followed by a bunch of little ones, just walking along a log, here in these huge redwood trees. These kinds of nature experiences were very important to me.

Lage: Just the fact that you'd remember them for so long.

R. Cellarius: Well, yes. They were formative. So, I graduated from high school--

Lage: Let's back up just a bit. Do you know the reason why you were sent to private school?

R. Cellarius: Both parents worked.

Lage: Oh, I see.

R. Cellarius: I actually went through, to my recollection, three different private schools. The first one was one in Piedmont called Miss Wallace's School, and that was roughly first and second grades. While I was in college, I was sharing stories with a person I ended up getting to know--I could have actually been an usher at his wedding, if I remember--but we got to be roommates. It turns out we probably remembered some of the same events at Miss Wallace's School back in the first and second grade. The other interesting thing about Miss Wallace's School was that the tennis teacher was Dorothy [Warrenscholl?], the opera singer. Then I went to a school called the Van Horn School. I was probably there for

a couple of years. That was out on Crow Canyon Road, near Hayward. I think that I would go home on weekends, or once a month, something like that. Then, it must have been for just the sixth grade, I was at a place called Montezuma School for Boys, which is down near Los Gatos. I remember having to come back on the bus. They would take me down to the bus station in Los Gatos, and I had to transfer busses in San Jose, and--I don't know--get up to Berkeley or Oakland or somewhere.

Lage: But you'd board there during the week?

R. Cellarius: Board there during the week and come home once a month, or something like that, for a weekend. Then, seventh and eighth grades I was in Garfield [Jr. High]. I don't know what the transfer reason was, maybe it was finances. You know, I just did what I was told, at that point.

You could not become a member of the Sierra Club until your twelfth birthday, so my twelfth birthday present was a membership in the Sierra Club, and my sponsors were Lewis Clark and Oliver Kehrlein.

Lage: Oh, my. [chuckles]

R. Cellarius: I'm always very proud of that.

Lage: Now, was there any continuing connection with the Clarks from your father knowing Nate? Or did you meet Lewis Clark on the base camp?

R. Cellarius: Well, Lewis was not on the base camps. My guess is the Lewis Clark signature was probably because my dad knew him. I mean, it was probably that connection, because I don't particularly remember any direct interaction there. The people that I knew, particularly, that I had direct connection, were the folks on the base camp.

Lage: Did your family have a particular political outlook, or did you, in high school?

R. Cellarius: After the war was a particularly quiet time, politically, in many ways. My dad was very clearly a very strong Democrat, though not particularly active, just opinionated, I think [laughs]. You know, I don't know that he was particularly--I do remember, going way back, talking about World War II, that when we were living on Oxford Street in Berkeley, he was one of the block wardens, and had to walk around whenever there were air raids to be sure everybody had their blinds down and the like. You could put paper bags over the headlights so there wasn't too much light, but you could drive around if you had paper bags over the headlights. The streetlight right across from our house was painted black on the west side. Interesting.

Lage: Were you a reader as a boy?

R. Cellarius: I did a lot of reading. Some of my favorite books were written by Dorr Yeager. There was a series of books about forest rangers as I remember. Dorr Yeager was a writer, and I think he may have been a park service ranger, something like that. Turned out his daughter was a good friend of ours when I was in college. [laughs] There are lots of connections in my life of this sort.

In terms of reading, in fact, one of the things that was a problem was that at Acalanes the math class was so boring--I'd do the work in, you know, fifteen minutes. I'd sit there, right in the front row of the class, reading a book. And it didn't bother the teacher [laughs]. I guess he knew that I knew the stuff, and--but I read a lot of nature books of that sort. I was a pretty voracious reader in that sense. I do remember when I was in high school trying to read *The Sea Around Us*, Rachel Carson's first book, and I could not get through it. It was just too heavy for me. It wasn't kid's literature, I guess. I was certainly much more oriented towards math and science than I was towards literature and that sort of thing.

Reed College. Highlight Trips. Meeting and Marrying Doris

Lage: Where did you graduate from?

R. Cellarius: Graduated from Lowell and much to my mother's regret, or objection, or disconcertedness, I went off to Reed College.

Lage: What were her objections?

R. Cellarius: Oh, she wanted me to go to Cal Tech to be a doctor or an engineer. That was 1954, at the height of, or just at the end of the McCarthy era, and Reed was a hotbed of radicalism. A number of the professors had been dismissed because they refused to sign a loyalty oath or testify before the House Un-American Activities Committee, and so on. I don't know how much of that was a problem, but I think she may have thought it was just a little more radical than she would have liked.

You asked about politics. My guess is that she was a bit more conservative in her outlook. Her father was actually born in Scotland and immigrated at about age three. Her mother, I think, was Swedish but the family had come over before she was born. Somewhere along the line, at least, I believe was born in California, so I'm at least a third generation Californian. I regret that neither of my daughters were born in California just to carry on that tradition, but that's something else again. So, I went to Reed in 1954 and I remember-

Lage: Why did you pick Reed? Did this radical reputation appeal to you?

R. Cellarius: Well, actually one of the reasons that I--that Reed---I applied to a place called Deep Springs College over in Deep Springs Valley. My mother would have been very happy for me to go there. It's a junior college, very small, with strong ties to Cornell. A lot of the students, graduate from there--it's two years--go on to Cornell. That, she thought, was a good intellectual place.

Lage: Did that have a very outdoor setting?

R. Cellarius: They have a very outdoor setting. It's a very isolated setting.

Lage: Does it have an outdoor program associated with it?

R. Cellarius: No, not to my knowledge--I think there's a work program.

Lage: Yes.

R. Cellarius: It's really a ranch, so it's a ranch school. I think the students did work on the ranch, but I don't think it--well, you know, in the fifties, ecology was not on anybody's mind, in that sense. In fact, it wasn't particularly visible at Reed either. One of the reasons I went to Reed is because one of the folks I'd known from YMCA camp was there and told me about it, and it just looked like that was the right thing. My dad supported it and helped fund it. He was paying for it, so that helped a lot. [laughs]

I do remember going to the first annual dinner of the newly formed Pacific Northwest Chapter. I have a copy of the original membership list, or the bylaws of the Pacific Northwest Chapter which was formed in 1954. Officially, I was a charter member of the chapter only because I had just moved--

Lage: You weren't a founder?

R. Cellarius: Not a founder, no.

Lage: But you did get involved right away, which is--

R. Cellarius: Well, I went to the dinner, and I don't know that I particularly got involved other than just being there and participating in that.

##

Lage: You were saying about Reed that--

R. Cellarius: Yes, at the beginning of each academic year, Reed--and mostly through the outing club--it was a student-organized outing trip, the beginning of the school year, just to get folks meeting each other and that sort of thing. There was an outing at the beginning of each year, and I think that the first year we went to Crater Lake. I remember trying to cook borscht in the snow because it snowed in September. It was in September at Crater Lake. So I got involved in the outing club. They had a ski cabin on Mt. Hood, and I got on the board of the outing club somewhere along the line--was treasurer, helped manage the ski cabin a year or so.

Lage: Had you been a skier before then?

R. Cellarius: Yes. We spent--that's the other thing. I forgot about that, forgot to mention that. Probably also in the beginning and the late forties, we would go up to Clair Tappaan Lodge, and I sort of learned to ski on Pump House Hill--did some work parties and that sort of thing up at Clair Tappaan. I don't remember how much time we spent there. My mother, I think, actually ended up being an assistant cook up there on the weekends for a while. Partly out of that experience, she also ended up doing some cooking at the very original Peddler Hill ski area up out of Jackson on highway--I think it's on highway 88. They just had a rope tow and that sort of thing. Again, low intensity. But over the years we spent a lot of time at Clair Tappaan. I've taken my kids up there.

I remember spending a week or so with my grandfather one summer up at Clair Tappaan, just wandering around and that sort of thing. That must have been the late forties. I remember flying kites with him off the Berkeley hills and going up and watching football games on Tightwad Hill. My grandfather died in--it must have been about 1950-- so all that happened before then.

So, the one other Sierra Club involvement I had was my mother had been on one of the first highlight trips up into the North Cascades. This could have been even--I don't know if I was in high school or not--but it could have been '55, '56, something like that, but the summer of 1957, Al Schmitz, who I think was the leader of that first trip, asked me if I would be part of the kitchen crew on a highlight trip up into the North Cascades. I was the everything boy, you know--pot boy and that sort of thing. I had good practice for that because on the base camps there was what they called the chickie pail crew.

Lage: [laughs] What was that?

R. Cellarius: Chickie pail crew--well, on the base camps you--there was actually a set of trays or something like this, but you sort of had to go through the line after you ate and get them all washed. Chickie pail crew were the kids who were helping folks clean their plates with scrub brushes. We didn't do the pots and pans, but we sort of managed the clean-your-own-plates line, scraping them off and being sure everything was washed. For two years I was on the chickie pail crew on base camps.

Lage: Now did any of the kids that you met as a chickie pail, or a pot boy, continue on in their involvement?

R. Cellarius: I don't know about everybody. Galen Kent Howard, who I think was part of the Marin Kent family, also was at Reed. I think I knew her and a couple other folks, but I really don't have any real connections.

Lage: I just thought maybe some of them reappeared.

R. Cellarius: And who's the botanist? Was it John Thomas Howell, is that right? California Academy of Sciences.

Lage: Yes, I think that's it.

R. Cellarius: He was a scientist on those trips on the base camps. What was amazing--he was a botanist, but he showed us all the little insect cases in the streams and that helped also promote my interest in insects and science and that sort of thing.

Lage: Yes.

R. Cellarius: He paid a lot of attention to trying to educate the kids particularly about the nature and the living systems that were going on out there. I was on this highlight trip and a couple of folks that were on that trip--there was a fellow by the name of Rudolf Modley, Rudy Modley, and his son. I don't remember the son's name. Also Dick and Win Noyes were on that trip. One event which isn't worth recording at this point was that Win was diabetic and had insulin shocks--you know, too much, too little, something like that. They had to

haul her out by helicopter. I remember Ray Courtney riding down very rapidly to get the helicopter to come in to haul her out, and that was quite an experience.

But Rudy Modley was from Connecticut, and that was between my junior and senior years of college and by a set of circumstances--mostly that the president of the Rockefeller University had been a co-researcher with the chair of the biology department at Reed--I was invited to apply for and was accepted into the Rockefeller University to do graduate work. That's in New York City. When I got to New York City, I called up the Modleys and got to know them and visit with them. They were involved in the Sierra Club and so while I was in graduate school in New York, I went on a couple of outings, had some connection. I do recall that in late fall '63, early spring '64, I was involved in a meeting, probably the first eastern outings planning meeting at Dave Sive's farm up in the Catskills, which is where I got to know Dave Sive. The reason I can recall the date so well is that we were camping with our first daughter, Barbara, who was very young, just a babe in arms, and our dog in this little tent. The dog barked if she wasn't in the tent. It was very embarrassing here on Dave Sive's farm, but anyway-- So I had a few connections with the Sierra Club Atlantic Chapter, mostly through my getting to know the Modleys.

Lage: Interesting. You're not going to leave Reed already, are you? You haven't told about picking your major, meeting your wife--

R. Cellarius: Oh, well, okay. In the second year I was there, it would have been my sophomore year at Reed, we were all getting on the bus going to the outing, and I forget--I think we were going to Breitenbush Lake this time. I think I was not particularly involved in planning that particular outing. You know, it took me a while to get settled and everything. It probably was that I didn't get much involved in the outing committee until my sophomore year. But anyway, so they called out the names of all the folks on the bus and here was this terrible name--Doris Scheuchenpflug.

Lage: I was wondering how it was pronounced--[laughs]

R. Cellarius: Scheuchenpflug, right. How do you avoid getting to know who that person is with such a funny name? [chuckling] So, I guess we--probably by the end of that year I, you know--we were friends and we were--you know, Reed is a small school. Seven hundred and fifty students at the time, so you generally tend to know everybody.

I guess we were both in chemistry. I was a physics major, but for some strange reason I took chemistry my sophomore year rather than my junior year, partially because I was interested in also taking biology and somehow it just made more sense to do it that way, the way things worked out. So, we knew each other and then we were also in--I took biology the next year, so we just got to know each other, et cetera. I'm not sure that there's anything spectacular about that other than the normal course of human events, right?

Lage: And you married shortly after you graduated?

R. Cellarius: After *she* graduated. Her parents lived, at that point, in Gearhart, Oregon, out on the coast just north of Seaside. She had a checkered career of living around the country. Her parents moved around a lot. She was born in Chicago. They lived in Colorado and

Arkansas and back and forth to Oregon, and the Oregon coast. Actually, she was a junior in high school in Albany, Oregon, was a senior in high school in McMinville, and then her parents moved to Gearhart. They had a wonderful little cabin in Gearhart, right near the beach. We visited there. I went out and spent Thanksgiving a couple of times.

But by Christmastime of my senior year, I said we should get married. Probably it was that Thanksgiving we talked to her parents about it, and roughly about the same time, to my mother about it. Her father insisted that she finish her degree. We actually got engagement rings in San Francisco; I remember that. My mother knew a Chinese jade carver and got a jade engagement ring. I went off to New York for graduate school, and she stayed and finished at Reed, and that didn't damage the relationship. [chuckling] Still kept going.

And so the day after she graduated from Reed--Linus Pauling was the graduation speaker because one of his children was in her class. I actually took plant physiology with Crellin Pauling. Linus was her graduation speaker. The day after that we got married in Portland, did our honeymoon around Mt. Rainier and the Olympic peninsula, and spent the summer in Burlingame where my mother had moved after I went off to college--she moved down to the peninsula in Burlingame. I had a junior research appointment at the Carnegie Institution of Washington Plant Biology Laboratory on the Stanford University campus, so I commuted down to Palo Alto everyday and she stayed home and put up with my mother, which I think was not the happiest way to spend the first summer of your married life. But somehow we survived. Then we went off to Rockefeller. That would have been 1959.

Lage: How did you develop your interest in plants? I know that you were a physics major.

R. Cellarius: Well, going back, way back, when I was in high school, one of the things I was interested in doing was forestry and becoming a forest ranger. My mother worked for Zellerbach paper company so she arranged for me to meet with one of the vice presidents of Crown Zellerbach, there in San Francisco. One of her jobs at Zellerbach paper company was transportation, traffic manager. Where do things get shipped? But she also made a lot of the travel arrangements for the executives so she knew these folks. So I had a chance to chat with this vice president of Crown--I think his name was Denman, but I'm not positive. He convinced me that going off to Oregon State to be a forester was probably not a good idea given my intellectual abilities.

So that's where the idea--I only applied to Reed and Deep Springs. I don't think I even applied to Cal Tech, but anyway, I still had a very strong interest in biology so my freshman year I took physics. Actually it's a very interesting story. My assigned adviser at Reed was a chemist. I was interested in taking both physics and chemistry and math my first year and a shortened version of humanities. Their normal version was a seven-hour course, but they had a short, four-hour course and that would allow you to take four different things. He convinced me of two things, one is take the long humanities and take physics--"You're obviously more mathematically inclined, so take the physics." That's probably also the reason why I took the chemistry the second year, because I was interested in that. Had a very excellent chemistry teacher in high school, terrible physics teacher. Maybe that also influenced some of that. Excellent math teacher. Also in high school I took a calculus course and the textbook author was actually a math professor at Reed as well, so there was another connection there.

So anyway, my junior year I took biology because I was interested still in the biological world, all this training. The botanist on the biology faculty who was teaching the class, Helen Stafford, was a plant physiologist. This would have been 1956, '57. One of the famous researchers in photosynthesis, a fellow by the name of Melvin Calvin from the Berkeley campus, had just come out with the idea that photosynthesis might work like a solar battery. She said, "You're a physicist. You can explain this to me." [chuckles] Actually, I was taking transistors that term, and you know, here we are, solid state physics and that sort of thing, so I'm not sure I was ever able to explain it to her, but that got me interested in photosynthesis--particularly looked at it. My senior year I took plant physiology from her and plant evolution, doing the plant stuff.

My undergraduate thesis at Reed was related to this. I took leaves and ground them up and isolated the little particles inside called chloroplasts, that are the photosynthetic engine in the plant, and put them between two electrodes to see if their photoconductivity responded to light. That was my undergraduate thesis at Reed. There was some very interesting physical stuff coming out about photosynthesis at that time because it was the beginning of the heyday of really beginning to figure out photosynthesis. Calvin's work on the carbon cycle was about that time and so it was really a very exciting time for photosynthesis.

Helen Stafford knew the director--actually, I think he must have visited up at Reed--the director of the Carnegie Institution of Plant Biology Laboratory at Stanford. He invited me down to work--you know, as a lackey, practically--in the lab there. Actually, I think I must have spent two summers there, because one summer, I sort of worked as an assistant--maybe this was both--to some folks who were doing some very exciting stuff that I think was just fundamental to helping understand what the nature of what photosynthesis was at the time.

I was able to continue some of the work I did in my Reed thesis down there, as well. I didn't publish, but I have an article in their annual yearbook. I think we submitted it to a professional journal, and it was not accepted, but that was my first, quote, "scientific" publication in a sense.

Lage: And would that be considered biophysics?

R. Cellarius: It was biophysics, yes. What was interesting, I was really at least the second Reed student who was a physics major who had done a biophysical thesis. The biology department and the physics department were in opposite ends of the same building, mostly in the basement and that sort of thing. The physicists would always tease me when I would bring these green things down from the biology department to the physics department to stick them in my electrodes.

Lage: Yes.

Graduate Work at Rockefeller University, 1958–1968, Living in New York City

R. Cellarius: But when I went to Rockefeller, one of the senior researchers there had also written some articles about the evolution of photosynthesis and how iron sulfides in some of these minerals may have had an impact very much related to this whole idea of the physical aspects of photosynthesis. I went and talked to him and I don't think he was very interested in me, particularly the kinds of questions I was asking, but he put me onto his major assistant researcher, a fellow by the name of Dave Mauzerall, who was a biochemist and a porphyrin chemist who studied the pigments. Anyway, I ended up doing my doctoral research still on photosynthesis, but really it was sort of doing a solid surface photochemistry using chlorophyll or chlorophyll derivative. I think I probably am responsible for Dave Mauzerall getting much more interested in doing a lot of work in photosynthesis as a result of my going in there and working on it because he was looking at more basic porphyrin chemistry and the like. I don't think without me he would have quite gone in the direction he did, but--.

Anyway, just to bring all of this to a close, I was at Rockefeller for seven years. It took me seven years to complete my PhD, which was a relatively long time for people particularly at that time in which you were totally funded. I had a full fellowship, no tuition, full support. When I got married, they added a thousand dollars to support.

Lage: Oh, really?

R. Cellarius: Doris had a NSF [National Science Foundation] fellowship as well. So she got her master's degree at Columbia the first year she was there, while I was in graduate school at Rockefeller. She got a master's degree and then she went and was interested in doing some work in endocrinology and the person she wanted to work with said he didn't believe in having female graduate students, so she gave up and went to work for Appleton-Century-Crofts, a book publisher--

Lage: I'll have to get more out on that from her. [laughs]

R. Cellarius: And then one day at breakfast I was sitting in this beautiful blue velvet panel dining room that they have at Rockefeller because we had a married couple's room in the dorms, but all the meals were provided in the dining rooms. I was reading the *New York Times* at breakfast and I sometimes looked at classified ads, and don't always, but anyway, there was one saying, "New York institution wants biologist for education department," something like that. Well, she can tell you the rest of the story, but essentially she ended up working at the Bronx Zoo out of that.

And so for about the last three years we were in New York, we lived up in the Bronx and that's where Barbara, our first daughter was born, in New York Hospital Cornell Medical Center right up the street from Rockefeller, but we had been living in the Bronx for a year or so before that.

Lage: And did you continue this work in photosynthesis in your graduate studies?

R. Cellarius: Yes, my doctoral work was, quote, "A Model for the Chloroplasts" was the title. I got one major paper out of that published and by the time I was done, I probably got pretty

much involved in doing the work, writing the thesis and everything, that I didn't maintain a lot of contact with the Sierra Club there.

Lage: Yes, you were pretty busy as a graduate student.

R. Cellarius: Oh, yes.

Lage: Aside from the first eastern outing planning meeting, did you have any involvement with the Sierra Club?

R. Cellarius: I went on a couple of trips with the Modleys, and I think there was at least one chapter outing we went on, and I think we even had daughter Barbara with us on one of those. But aside from being involved in those eastern outing discussions, I was not particularly involved in other activities of the Atlantic Chapter.

Lage: I can't remember when Storm King [lawsuit] was exactly.

R. Cellarius: Well, it was about that time.

Lage: And Dave Sive, and--

R. Cellarius: It was about that time, but I was not really connected to that. Dave was on the Sierra Club board in the mid to late sixties, so I would guess that some of the Storm King stuff was probably early to mid sixties, but it was not anything that was on my horizon.

Lage: Any other members that you knew from that chapter?

R. Cellarius: Just in terms of personal life, it was a very heady time to be living in New York City. As graduate students--don't have a lot to tie you down, and it's a great place to be. Well, I got to know a couple of other folks, but the names are not going to come to me right away. But just through some of those activities--it was my participation in outings and also knowing that I'd had some experience with the club that got us invited to this eastern outings discussion. I think I probably went and to a couple of meetings in the city or something like that, but it's all pretty vague at this point.

Lage: Yes.

Cellarius: Doris's cousin, whom she'd known from her family in Chicago, and her husband were also living in New York, down in the [Greenwich] Village. He was a graduate student at Columbia in anthropology, and she was a nurse at one of the hospitals down in the Village. We spent a number of evenings and afternoons traipsing around the Village with them and that sort of thing. We'd get out a little bit. I remember going out--we finally had a car and went out to Bear Pond out in New Jersey and swam, and that sort of thing. So we did get out a little bit.

Lage: And you had Barbara?

Cellarius: Barbara was born in 1963 so she was about two years old when I got my degree. By that time, I actually finished my degree in April before graduation. I had gotten a National Institutes of Health-Public Health Service postdoc [fellowship] to work with a fellow

named John Platt, and I want to go into that story in a minute, but let me just see if I can finish up graduate school. Actually, that was my major involvement in the Sierra Club, finishing the degree and everything. We lived in the Bronx. Barbara was born in New York, so for about a year and a half after she was born we were struggling graduate students.

Lage: More tied down.

Cellarius: That's right, yes. We did do some traveling around and the like. But the postdoc is interesting in that John Platt was a physicist, in many ways a theoretical chemical physicist. He had done some good work on trying to understand the physics of molecular structure and particularly how light interacted with molecules--again, there's a relationship there.

Lage: I'm going to stop you right there.

II MICHIGAN YEARS, 1965–1972: POSTDOCTORAL STUDY, A DEEPENING INVOLVEMENT WITH THE SIERRA CLUB

Postdoc with Physicist John Platt at the University of Michigan After a Detour to the University of Chicago, Teaching in the Botany Department

##

R. Cellarius: So John had come and given a talk at Rockefeller. I don't think it was his, "What we must do--." I think it was--. Oh, it'll come to me in a minute. But he was becoming more interested in the social role of scientists in helping solve the world's problems and also applying scientific techniques of how scientists approached things, just sort of promoting: How do we think about getting information? How do we intellectualize? And that sort of thing. He may have given his strong inference talk, but I don't think so. It wasn't "What we must do." It was something else.

Lage: Are these all famous lectures that you're referring to?

R. Cellarius: Yes, that's right.

Lage: "What we must do?"

R. Cellarius: A lot of these ended up being articles in *Science* magazine, and he actually published several books of essays. The "What we must do"--and I'll come back to that--was important in my development as well. But he was transitioning from the more technical aspects to the more social aspects of science. How do we make science more useful to society, and also, how do we think about how to do science? But he was willing to sponsor me on a postdoc, be my major professor on a postdoc, where I was interested in looking at some of the molecular physics of chlorophyll, going more into the theoretical area.

Lage: So his scientific interest overlapped with your own.

R. Cellarius: Yes, that's right. I had actually applied for a teaching position at the University of Rochester, but my major professor, Dr. Mauzerall, really said I should do a postdoc

before I just plunged into teaching, although I was really more interested in doing the teaching ultimately. When Platt came and it really looked like there was enough of a mesh there, I got this postdoc and went off to University of Chicago where Platt was. Virtually the first time I met with him, he said, “Well, you need to know that I’m leaving Chicago and going to the University of Michigan in the fall. You have the option of staying here or going off to Michigan.” Well, okay. At that point, Doris was pregnant with Karen.

We arrived in Chicago just before Easter Sunday. Doris had some old family friends that actually put us up when we first got there because we didn’t have any place to stay. We obviously didn’t have an apartment or anything like that. I remember one of the events that was a problem was that we were--they actually had a crib and everything--found something. These were old friends, you know, Doris’s parents age. We were sort of camping in their guest room, and Barbara took a nap and managed to get into the aspirin.

Lage: Oh, dear.

R. Cellarius: So we had to rush to the hospital in Oak Park, Illinois, or somewhere like that, to get Barbara’s stomach pumped on Easter day, or the day before Easter, so we didn’t make a good impression on these old friends of Doris’s.

This was 1965, and between April and September, I had to decide whether I was going to stay in Chicago and find somebody else to sort of sponsor my work, a place to work, or to go on to Michigan with Platt. John had three or four folks who were working--were students of his, either postdocs or graduate students finishing their theses and they were basically all working in fairly technical scientific things related to his background. He had a working group of four or five folks, so it was a nice place to work, but they were all finishing, and I had just arrived. I would have been the only person--well, about the only one to really--I think there was actually one other who ended up going to Michigan as well. So I talked--there was a photosynthesis person, good botanist, plant physiologist at Chicago who could care less about what I was interested in. He said, “Well, you can have some lab space here,” but it was clearly not anything that would be a particularly conducive atmosphere.

Lage: You’d be on your own.

R. Cellarius: Pretty much on my own without anybody to talk to or really any intellectual support. Went up and made a visit to Michigan. Immediately they said, “Well, next time you come would you give us a talk?”--interest in what we’re doing. One of our old professors from Reed was in on the Michigan zoology department faculty and was very, very receptive and everything. John was going to the Mental Health Research Institute, really to talk about--and he was going to go as assistant director, and to really transition more fully into the social aspects of science, social implications of science, social role of science.

But there was a biophysics research institute there as well, and the director was quite welcoming, and said, “Yes, you could have lab space. We’d be happy to have you,” and so on. So that, all that atmosphere, you know--the difference between “Who are you? Well, you could do *something*--” versus, “Why don’t you come. Why don’t you give a talk on what you’re doing, your doctoral research and so on.” Significant difference.

Besides, Ann Arbor is a nice, better place to live than across the street from Mohammed's Temple number two in Chicago. Although it's probably a very safe place to reside, but it was an apartment building and everything. We actually moved to Ann Arbor before John did because Karen was imminent. [laughs] We moved up in September, and Karen came along right at the beginning of October and that would have been 1965. I'm ready to take a break, I think.

Lage: That sounds good. We've got you to Michigan. We'll take a little break.

R. Cellarius: Just looking at this outline [provided by interviewer] and just being clear, I was not particularly active in the Northwest Chapter when I was first there. As I say, I went to the meeting--

The one other thing that connects to future discussions, since you've got something [written] down here about it, was in New York, because Doris came from a Lutheran family, even before we were married, I started going to a Lutheran church, St. Peter's Lutheran Church right in midtown Manhattan, walking distance from Rockefeller. Most of the time we were there in New York, particularly while we were still living on Manhattan island, we went to church there fairly regularly. Yes. I was an usher and that sort of thing, but I don't think I ever got up to the level of being on the church council or anything like that. But we were--that was one of the things that occupied us while we were there.

Lage: And was that a particularly meaningful part of your life?

R. Cellarius: Yes and no. I mean, I'd say that my theological religious beliefs have never gotten to the level of fundamentalism. [laughing] You know, they're not quite agnostic, but they're always, sort of--. I think it comes from an appreciation of a strength there, but without an attribution of "beings," in a sense. There was good fellowship and good messages at St. Peter's. We were sorry to see St. Peter's ultimately--the building was torn down for Citicorp Center.

The church is still there, and they actually have a corner of, and are doing a--they started a sort of a jazz musician service for jazz musicians in that part of the world, and they continue to do that. I think they are probably still a meaningful piece of Manhattan, but the old German church is gone.

So, let me go back to--

Lage: On to Michigan.

R. Cellarius: On to Michigan. Between the move and just sort of the transition and the kinds of things I was thinking about--one of the things that John Platt gave me some suggestions about, sort of a different way to look at things, get away from some of the theory, but look at some of the other--doing some stuff with developments and photosynthesis that was coming out. I really didn't accomplish very much. I think coming out of Michigan, coming out of Chicago, I did have one short paper I think I published. It was a very theoretical paper. I'm not even sure I could understand it myself today. It was very theoretical physics.

Lage: [laughs] Not the direction you went.

R. Cellarius: Well, it's just that some of the math involved and the analysis would take a while to get back to. But it came to the point of saying, "Well, what are you going to do next? Should you apply for another fellowship?" I hadn't really done any real job searches.

I was invited by the botany department to come and give a talk on my research. Sometime in either late fall or early winter, the chairman of the botany department says, "Would you like a job?" [laughter] They don't do this anymore. They have to have a full search. But one of their major plant physiologists, a guy by the name of Peter Ray, had essentially just resigned because his father, who ran a winery--you may have heard of Martin Ray winery down in Saratoga.

Lage: Yes.

R. Cellarius: Peter Ray was one of the sons. Peter essentially took a position at Stanford to also assist with the winery. [chuckling] All of a sudden there was this hole in the botany department, and the particular need was somebody to teach the general biology class. They were just starting a new sort of honors majors level biology class. Actually, they were taking the honors class, which had a small student body, and really trying to convert it into the big majors-level class.

Lage: Which is a long way from what you had been doing.

R. Cellarius: Yes, [laughter] but one of the things that I did at Rockefeller was, I'd had two years of biology as an undergraduate. Rockefeller's focus primarily is on biological research. Although I did have two tutorials, one a private tutorial, one a small class, seminar class with George Uhlenbeck, one of those folks who should have gotten the Nobel prize but didn't, wonderful man. But I also took biology, all sorts of--and these were all virtually individual seminars and that sort of thing, so I had a pretty eclectic scientific background and it was a jointly taught class. Ultimately, the course ended up being taught by anywhere from four to six different professors who gave lectures on their specialty to the introductory class.

They hired me and also I did some teaching in plant physiology, did some graduate teaching. I forget what we called it, a biophysical chemistry class with a fellow from the zoology department, while I was there. So, anyway, virtually without applying for it, and without, to my knowledge, competition, I was hired by the botany department as an assistant professor to teach among primarily, initially, the general biology class.

As I say, I taught plant physiology and the like. Shortly after I was hired, the department chair said, "Well, there's a fellow who's applying to graduate study whose interests look like they might mesh with yours. Would you be willing to take him on as a research assistant?" Well, he ended up being my one PhD that I produced--great guy, a guy named Jerry Peters who's had his own career now.

It was really a great place to teach. I was not a great lecturer, particularly to start out with, but they were always very supportive of folks who were teaching. I never felt a lot of pressure just to be a gung-ho researcher. I did publish. I wrote papers. Jerry published three or four papers and so on. We did a joint publication. But the evidence that I have

through what I see is that they respected and appreciated teaching, and folks who were teachers and who had moderate research activities were still promoted and that sort of thing. I continued, in addition to working to try to develop a research program, teaching.

I continued to have conversations with John Platt in helping solve the world's problems. This was when? This was beginning 1965, '66 and so on. He had been selected as one of the initial members of what was then known as the Club of Rome. I don't know if you've heard of the Club of Rome.

Lage: Oh, yes.

The Club of Rome

R. Cellarius: John was a member of the Club of Rome, and--

Lage: Tell us a little bit about the Club of Rome as it relates to John.

R. Cellarius: Well, the Club of Rome was established primarily by Aurelio Peccei, who was from the Olivetti family (actually, he was managing director of Olivetti but not of the family, I think)--an Italian businessman who gathered some other folks and said that we need some people outside the political community to really analyze the world's problems and really interface and educate the world's leadership about the problems that are coming forward. They sponsored the first *Limits to Growth* study that Donella and Dennis Meadows and the other folks worked on.

Lage: Did they always have an environmental outlook or were they looking at many other areas?

R. Cellarius: They had a major focus on natural resources. You have to remember that this was still in 1966, '67, just about the time folks were thinking about ecology as opposed to nature, okay? I mean, it was going through that transition. There were a number of books that came out so we really had a reading seminar series. I remember I met with John about once a week for a while and--

Lage: In a formal way?

R. Cellarius: Well, it was more informal discussions, but it was a regularly scheduled meeting. We'd meet in his office and maybe it was just me, maybe there were other folks who came around. He and his wife were living in an apartment when they first moved to Ann Arbor, and then they bought a house, so we'd meet in their house, which was a few blocks from where we were. He gathered around him a bunch of folks who were interested in these social--you know, sort of academics interested in how can academics help with the world's problems.

Lage: And what did you read? You started to mention reading, and I interrupted you.

R. Cellarius: I'm not sure I could get all of them down, but I remember there was one called *Building the City of Man*. These were some of the contemporary, at that time, books that folks were writing about how to solve the world's problems in pretty much a global perspective. They had a political systems orientation. John did some work with some of the folks there at the institute looking at--I remember he had a paper--a very elaborate paper on social measures, ways of solving, looking at social structures and that sort of thing. There were a lot of political scientists, so we did that.

Lage: Very interdisciplinary.

R. Cellarius: Yes, oh absolutely. I've always been interdisciplinary in a sense, you know, certainly beginning at Reed. That was in some ways some of the frustrations because Reed had, and in some ways still does, a very rigid departmental structure. Michigan had a fairly rigid departmental structure, but there were places to sort of go across it, but you really had to struggle, to sort of say, "Well, I want to do a biophysical thesis," and so on.

Rockefeller was very departmentally and research -group oriented, where you had a major professor and folks that he gathered around him or her to focus on the particular area of interest of his. So they weren't departments per se--they were little enclaves--almost the European style of senior professors. The graduate students wore a lot of that down because apparently one of the things the graduate students said when they first came--I was about the fourth class of graduate students at Rockefeller--the graduate students began the communication. They talked to each other and communicated between the research groups, and so finally really broke down a lot of the little enclave barriers that made the place probably a lot richer place.

I continued to work, to talk to John and at one point out of that, I remember we sort of worked on the idea of what are the problems where there could be a useful interface of academics and scientists and stuff, to interface with citizens to sort of think about how these issues could be dealt with. I remember it was pretty late in my career at Michigan, and he called--I remember him calling me from Switzerland and saying, "Well, let's do this article." I think he had partially in mind, you should have a publication under my wing for all this. [laughter] But I mentioned his paper, "What we must do," and it was sort of a call-to-arms for scientists to participate in solving some of the social problems of the day. His basic argument was that the scientific community should think about spending something like five to ten percent of their time working on problems that would help society, as opposed to some of the pure, absolute research. He said, "Certainly don't stop that, but put some attention to these other things."

So we wrote a paper and actually had it published in *Science* called, "Councils of Urgent Studies." The proposal was that there be community councils of scientists in university academics and local citizens to talk about how some of the major problems could be worked on. There was a whole matrix of, I don't know, pages of issues that these groups could think about--just sort of a categorization of just tons of stuff. It was certainly not at all biological, not at all ecological. There were a lot of social problems and that sort of thing. It actually got reprinted in a number of places. The real problem with the paper was that it came out in August in *Science* magazine, and no scientist reads *Science* in August because they're all on vacation, so I don't think it got the recognition it might have if it had come out at some other time. I had tons of reprints which we never used--I think I finally threw a lot out when we left Olympia.

Lage: I hope you have at least one.

R. Cellarius: Oh, I have some. I give it to folks once in a while. So, I taught at Michigan for six years. I'll come back to the Sierra Club connection, but let me get through the academic piece first. Taught at Michigan for six years. In my fifth year, I was reviewed by the botany department for promotion because after six years it's either up or out, and the department recommended me for promotion and tenure as associate professor, but the literary college did not approve it, did not accept it. I didn't have a lot of publications under my belt. I think my student had not quite finished his thesis. I was working on a book with a fellow from the biochemistry department of the medical school, but that was still in process, so I really didn't have a lot to show.

The next year, I had produced a student. He finished his doctorate. He published papers. I had actually given a paper at an international scientific conference on photosynthesis and that was published in a book. I think that the book that I had been working on, which was a programmed learning, fill-in-the-blanks kind of thing in biological energetics--I did the basic content, and he did the programming because he was an expert at that--it was, I think at that point, in press, so the department again recommended me for tenure, and the literary college passed this on. The regents did promote me.

But I never became an associate professor, because I also had applied to Evergreen and within three or four--two weeks anyway, or within a very short period of time, I got the letter from Evergreen offering me the position and information from the botany department that my promotion had been approved, and I could get tenure. So I had the choice. Should I stay at Michigan as a tenured associate professor, or should I go to Evergreen? It really wasn't a hard choice. I went to Evergreen. One of the messages I got the first time I was up [for promotion] was the message came back from the literary college executive committee that he should--I'd been fairly active with the Sierra Club. I was spending a lot of time talking with Platt and everything. The message that came back was something like, "He should get a few books under his belt before he starts trying to save the world."

Lage: Ah! So your reputation was out there.

R. Cellarius: Yes, yes. So let me get back to some of the environmental stuff that was going on and that really got me involved at Michigan.

Lage: Right.

**Joining the Executive Committee of the Mackinac Chapter of the Sierra Club, 1968,
Alternative Delegate to the Sierra Club Council, 1968**

R. Cellarius: In '65, '66, when we first got to Michigan, there was the Michigan group of the Great Lakes Chapter. The Great Lakes Chapter had broken off from the Atlantic Chapter. The Atlantic Chapter was started in 1950 and it was virtually everything east of Nevada, as I remember. [laughter] Something like that.

- Lage: I didn't know the Great Lakes Chapter also broke off.
- R. Cellarius: But then I think that the Great Lakes Chapter sort of got formed out of the western part of the Atlantic Chapter. It originally had, what? Illinois, Wisconsin, Minnesota, Ohio, Kentucky, Tennessee, Michigan--six or seven. I think even Missouri must have been in there as well, and maybe Arkansas.
- Lage: A little bit of a stretch for the Great Lakes.
- R. Cellarius: Yes, yes. Well, but it was that Midwest region.
- Lage: Yes.
- R. Cellarius: Because I was a club member and got the newsletter, I knew a little bit about it, but was not particularly involved. Then, one day, it must have been the fall of 1967, a fellow by the name of Dan Carson knocked on my door.
- ##
- R. Cellarius: So Dan Carson knocked on my door. Dan lived about three doors down the street from us. He knew and had worked with John Platt, and he was also active in the Michigan group and involved in the group's application for chapter status. He'd heard--I'd probably met him through John somewhere along the line--and he knew I had some previous history in the club and was wondering if I would be willing to put my name in as a candidate for the new chapter Executive Committee. I allowed how, "Well, it would probably be okay." [laughter] He said, "Well, you know, there's a chance you won't get elected anyway, but we need candidates." The rest is history, I suppose. I said, "Sure," and I wrote my statement.
- Lage: And was all of this offhand?
- R. Cellarius: I had not been involved. He knew that they needed bodies to run for the Executive Committee. He knew I had some Sierra Club connections in history, so I was not unfamiliar with the club.
- Lage: Were you thinking that you could bring your Club of Rome agenda to the table?
- R. Cellarius: Oh, no. No, no. In fact, if I said anything that I thought probably helped me get elected, I talked about outings.
- Lage: Yes, because that's really what you had done--
- R. Cellarius: Because that's what I'd done. Anyway, out of the seven elected, I was one of those that was elected to a two-year term, not a one-year term. I think I was not first, but I was second or third on the list of number of votes. So the Michigan--the Mackinac Chapter--was approved at the, must have been the late fall of December, November 1967 board meeting in some controversy because the board began and the [Sierra Club] Council began to be concerned about the number of new chapters that were appearing. There were these thirteen in California and then--actually there were probably only twelve in

California at that point. Then all of a sudden all these Midwest chapters were breaking off from the Great Lakes Chapter.

Lage: This was '67?

R. Cellarius: This was '67. I remember being at the first meeting of the new executive committee in January of '68 where they played a tape of the board meeting and all this discussion-- "Well, should we put a moratorium on new chapters until we have a good grasp of what's going on and so on," but they did let the Mackinac Chapter in. It was the twenty-first chapter, so the Sierra Club came of age, in a sense, with the Mackinac Chapter.

So the chapter met. The new executive committee met, and we elected Virginia Prentice, who was a dynamite lady, as chapter chair and went down the list and I allowed that I had some knowledge of how the club operated, and the folks in San Francisco, and the like, so they allowed that I could be alternate council [Sierra Club Council] delegate. That might be useful to me, because they didn't know who I was from Adam other than, I think, Dan Carson. I didn't know most of these folks. It wasn't quite statewide, but there were folks primarily from Lansing and Ann Arbor. There may have been one or two folks from Detroit on this executive committee so it wasn't just local Ann Arbor people, although that was the major focus of it.

Lage: So that meant you would go to council meetings when the regular delegate couldn't go?

R. Cellarius: Yes, that's right. She went to the February meeting, and that's when the council met at the same time the board did, four times a year. Okay. So there's a February board meeting, and she went to that. About a week before the May board meeting, she got her nose out of joint about something and decided she wasn't going to go, so on a week's notice, I went to the May 1968 board meeting.

Lage: That must been an interesting one.

R. Cellarius: That was, and it was the first organizational meeting of the board outside the Bay Area, outside the San Francisco area. It was in Santa Monica and--

Lage: Why was it in Santa Monica?

R. Cellarius: I don't know. I mean I just arrived there, you understand. I was not involved in making that decision. That was the first challenge Dave Brower election, and there were slates of candidates. There was an ABC slate and something else as I recall.

Lage: ABC?

R. Cellarius: [In the 1969 election ABC stood for Active, Bold, Constructive, but I'm not sure it had the same meaning in 1968. -- RC] Then there was a CMC [Concerned Members for Conservation], but that was the next year.

Lage: Maybe this was the year that there was just the ABC.

R. Cellarius: I think that's right.

Lage: Then the Brower people organized--

R. Cellarius: --and the ABC was a pro-Brower group as I recall. Anyway, amongst the folks that were elected in 1968 was Phil Berry, with whom I'd gone to junior high school. Phil was just this Young Turk on the board, grew up at Dave Brower's knees and, you know, all Phil's stories. They're all in his oral histories. Phil was elected secretary his first term on the board. He's a year older than I am, so he would have been thirty, thirty-one, thirty-two.

Lage: Yes.

R. Cellarius: The two interesting things about that meeting that I still recall--one is that the board went into closed session on Friday evening and the session had been called by some of the outgoing directors, who were still directors because the new directors didn't take off until Saturday morning. Apparently, it was designed to kick out Dave Brower before the new pro-Brower folks took office the next day. Well, that didn't work, but it was a formal session of the board, I guess, although I think most of it was closed session on Friday before the new officers took place.

The other thing is I remember sitting next to, I think it was the Ventana delegate at the bar, waiting for all this to happen. I'd gotten there early evening and walked over from where I was staying to the motel where the meetings were held to see what was going on. Anyway, I was sitting next to the Ventana Chapter delegate and he says, "Well, I don't come here for the board meetings. I just come for the council meetings. I don't pay any attention to the board." I had always felt--even my initial instructions were--that one of the reasons you go to the council meetings is because you also pay attention and bring back information about the board meeting, and that sort of thing. Here was somebody who said, "I don't care about the board at all. I'm here for the council meeting." That was a bit of an interesting event.

Lage: Were the board and the council existing in separate universes, as you observed that year?

R. Cellarius: I really can't answer your question. I really don't know. I have little recollection of the council meeting itself or of the board meeting. I probably have a report of it that I wrote, but I think it was just the tension of what was going on. Certainly it was a time when the council--once in a while a board wants to get rid of the council and that was one of those probably where the council was feeling a bit more uppity than at least some of the directors liked.

Lage: Yes.

R. Cellarius: But to be frank, I don't remember much about it. I did get acquainted with Phil and everything and then knew who he was.

Lage: And he was quite a Brower supporter at that point?

R. Cellarius: At that point he was.

Lage: He was in ABC.

R. Cellarius: Right. That's right.

Lage: It would be interesting to see your report, if you have that in your files.

R. Cellarius: I think I ran across it. I have some of those old Mackinac Chapter newsletters still in my files. I knew some of the other folks--Bob Howell. My mother knew Bob Howell as an insurance agent or something, so I was aware of Bob Howell, and he was on the council at this point. There must have been another couple of other folks I'd known. I don't recall being on the Nominating Committee at that point, but there's a bit of fuzz in there now. I'm not sure. I'm a little fuzzy about the dates on that. When I looked at some of my files, at one point I was an alternate on the Nominating Committee, but in my recollection, Bob Howell was the chair. But I think he really treated the alternates as full members of the committee and we really, really participated in the exchanges. I don't have much recollection of all that was going on there.

The Election of '69, Reflections on David Brower and His Resignation, Appointment as Ex Officio Vice President

Lage: The board was talking about Diablo Canyon, probably.

R. Cellarius: Well, I do remember the election of '69, and I was at the infamous board meeting described in *Encounters with the Archdruid* where Phil was elected president in his second year on the board, and Brower resigned, and the whole story. I do remember, we must have somehow gotten to know Phil a little bit better because his wife, Helen, was sitting right in front of us, and I made some comment to her about, "Well, now that he's president, what's he going to do for an encore," you know? [chuckling]

As I say, I don't have a lot of recall--Well, I went to the May 1968 council meeting as the Mackinac Chapter alternate council delegate. The lady who had been council delegate then resigned, so I was then the council delegate and actually had gone to the rest of the board meetings for that year. I mean, I'd gone to all of the council meetings and the like, so I'd gotten to know folks and everything. That really is a little fuzzy in my mind.

I was involved with the Nominating Committee process, either that year or the following year, and I don't quite remember which. Actually, I have probably enough information in my computer to figure it out because I do remember that--think it was '70--we were promoting Virginia Prentice for the board, and we had a petition for her on the board, and it may have been the previous year, I'm not sure. I think it was after that, but I do remember the Diablo Canyon vote. A lot of that's still sort of fuzzy in my mind, exactly what all that went on.

There was one little thing that happened which would have been the fall of 1968. We had the first Mackinac Chapter annual dinner there. Obviously there have not been annual dinners regularly since then, but the speaker for that was Ed Wayburn. He and Peggy had just come back from Alaska, and he had just gotten turned on to Alaska. He was promoting his Alaska campaign, just the beginnings of his Alaska campaign.

Lage: Yes.

R. Cellarius: That was pretty interesting.

Lage: Did that strike a chord in you?

R. Cellarius: I'd known Ed. My mother had been on his conservation committee. I actually did have a medical checkup once from him, when I was in high school, so I knew him. From some of the old connections, I knew some of these folks. I think Lewis Clark was still on the board, so I got reacquainted with Lewis, and Phil, and all those folks.

Lage: It was a bit of a homecoming.

R. Cellarius: And, I guess, Dave Sive. I knew Dave Sive at that point. Yes, and it was a bit of a homecoming. Of course, when the board meetings were in San Francisco, I would often stay with my mother down in Burlingame and everything, so it made life pretty easy--just commute back and forth.

Lage: Well, do you remember how you felt about the board? When I read about what went on there, or hear people tell about it, it sounded so contentious.

R. Cellarius: Well, you know, if you're not on the board it's different, and you look at it from quite a different perspective. I think I was not close enough to the issues, as I had not worked closely with Dave. I knew who he was. I probably had met him before and so on, but the issues were really quite complicated. I do remember Will Siri was treasurer. It may have been the May '69 board meeting when Will gave a three-hour lecture on the board's finances [chuckling] at the board meeting, as treasurer. He just went on and on and on, and there was drama. There was clear drama and I think that--but John McPhee's description [in *Encounters with the Archdruid*] of that is really very good.

Lage: Yes.

R. Cellarius: Really very good, very accurate.

Lage: Very compelling.

R. Cellarius: And it's very accurate, too, except he left out one thing that Dave said, and I recall this to this day because of what happened subsequently. He said he was going to found a new organization, and this organization, either it would not have any members, or its members would not have any power because he saw that it was the membership that had driven him out because of electing the anti-Brower slate in the '69 election. The irony of that for me is that when the crunch came in Friends of the Earth, what did he do but appeal to the membership for his support?

Lage: Yes.

R. Cellarius: I thought that that was very interesting. The other thing about Dave was--I had a conversation with Al Forsyth, who had taken on the job of being treasurer of Friends of the Earth in the early days of Friends of the Earth. He said, "Yes, Dave's impossible. He just does not worry about money." In Friends of the Earth, he was--it was the same problem.

Lage: Yes. What did you take back to the chapter [from the San Francisco meetings]? The chapters got very involved in the issues with Brower.

R. Cellarius: Chapters got very involved and what I took back was a report on what went on and what the perception was. Now, a lot of the finances and a lot of the mismanagement, or the talks about mismanagement were often in closed session. I do remember, oh, it was either last fall or last spring, after Dave died, I gave a seminar at Prescott College where I've been doing a little teaching, sort of reflecting on Brower. I went through a lot of that stuff and found a lot of those old things, like Wayburn suspending him and so on. I actually have a glossy printed copy of the full Earth National Park ad.

Lage: Oh, nice.

R. Cellarius: One of my proudest possessions in some ways. I've got a lot of stuff from that time. You know, from a distance you could see where the people stood, but we weren't in the middle of the issues, so you sort of had to wonder, well, where does the truth lie because David accomplished so much, but at the same time, the finances you could--you know, you get these lectures and discussions on the board, but we didn't see the numbers so much so we sort of had to speculate in a sense.

I looked at some of my reports and the like, and I remember I wrote a letter to the *Ann Arbor News* after Brower was thrown out and Berry was elected, and I still have a copy of it that essentially said, "The Sierra Club is moving forward. Phil Berry, the new president, essentially was trained at Dave Brower's knee, so to speak. The issues--," I don't know what I said about the issues. The message was that there was a transition and the god has left, but "long live the king," right? "The king is dead, but long live the king."

Lage: So you didn't see it as a rejection of Brower's philosophical ideas?

R. Cellarius: No, and I don't think the board intended that. I mean, I think the messages that you even heard in the debates, and I think that even the McPhee description of that, what folks were saying, were all very supportive of Brower in the concepts of what he brought to the club. Let me go back a little bit, talking about Brower. I do remember--I don't remember the dates, but in the Dinosaur [National Monument dams proposal, 1950] stuff-- And that was, I do remember that.

Lage: Yes, I want to get some of that. Were you impacted by some of what Brower did--?

R. Cellarius: Well, it was clearly reading the [*Sierra Club*] *Bulletin*, and it was the *Bulletin*. Seeing the books and that sort of thing. You knew that there was an issue. You knew that there were things the club was doing. You knew that it was a matter of folks getting out there and having something to say, and I have always, in reflecting on this, asserted that Brower rediscovered, if you want, and elaborated and developed the idea of citizen lobbying that essentially was started by Muir with the Hetch Hetchy battle. If you read some of Muir's stuff--I mean, there's this wonderful letter from Muir to Robert Underwood Johnson about getting all the garden clubs and letters flying like snowflakes to Washington and so on.

I see Brower as the first apostle really re-raising that, because my reading of Sierra Club history was that the club was, in many ways, in the doldrums after Muir's death up until

the fifties, it was mostly a climbing and outing club. They did some stuff, and clearly some of the--there was some park work that was done, but was really undercover. It was really individuals as, opposed to--trying to get the activism, that I saw coming out of--in Brower's hands beginning with Dinosaur. That's my recollection of--I was roughly in high school or in college at that point. I have a very strong image of the Dinosaur battle.

Lage: Yes.

R. Cellarius: And the Grand Canyon battle, as here's where we--as environmentalists, or as conservationists, because that's what we called ourselves those days, right? and still do--need to be. We need to be there on the front lines letting folks who are making decisions know where we stand on this. Brower, I think, was the one who really brought that out and I think that the Exhibit Format books, the calendars and all that stuff were a critical part. That was all his doing. Now, he spent more money than he had to spend on it and got a little arrogant at the time, and that was the real problem. It wasn't what he was doing in terms of the concepts; it was how he was spending money that folks didn't have.

Lage: Did you see that as the drive in your chapter? Were the people who were new to the chapter attracted by Brower's vision?

R. Cellarius: You know, one of the things that I think was true in the development and the growth of the club, probably to the mid to late 1960s was there were so many folks who brought the Sierra Club out of California--

Lage: Yes.

R. Cellarius: --that they took the Sierra Club with them.

Lage: Oh, they took it with them when they moved.

R. Cellarius: In a sense. You had folks who really organized the Sierra Club, who knew something about it, had experience with it and brought it with them--okay, as opposed to now, where they're all home base, so to speak. So the answer to your question is that they, a good number of the leadership, and probably around the country, had connections originally to the Sierra Club activities in California. Now, it's also true that a lot of them got some of that inspiration from the Exhibit Format books, from the calendars, and that sort of thing. I think that there was a sense of, "We need to act." I remember that the Mackinac Chapter was incredibly active in the state in terms of promoting conservation issues, wild rivers and the like, and it was not just an outing club. It was very clearly an active group, and I think one of the reasons that they really wanted to become a chapter was because they wanted the greater visibility of being a chapter as opposed to just a group, a Michigan group of the Great Lakes Chapter, wanted that additional independence.

Lage: Was Sleeping Dunes a big--?

R. Cellarius: Sleeping Bear Dunes, yes. It was a huge issue, a huge issue and that's one of the places where Doug Scott cut his teeth.

Lage: Yes, and did you know him in that capacity?

R. Cellarius: Very well, yes. Well, how do we go through this? There's really almost two parallel stories here, for a period. I was probably, at some point, I think I may have been chapter vice chair, as well as council delegate. I don't remember that. Virginia Prentice was chapter chair for three years. Again, in May 1969, Phil was elected president. I think it was that September, he had a special board meeting up at Clair Tappaan to really look at the whole conservation programs: How do we revitalize the conservation program of the club, now that Brower's not around?

It was a very heady time because of Sandy Tepfer, Al Forsyth, Dick Searle, myself--. That's four. There was at least one more, and I don't remember who it was, but we were-- and this continued for a while, even with the true regional vice presidents from the RCCs [Regional Conservation Committee]--we were at a separate table from the board, but we had our separate table, and we had microphones and everything. I remember one meeting in particular where the only place--[tape cuts off] I believe that was September '69, if it wasn't September '70, but I think it was '69. I'd been on the council then for a couple of years. I was never on the council ExCom to my recollection. It was either fall of '69 or spring of '70. We had invited Phil out to Michigan to visit Sleeping Bear, and Doris and I and Helen drove up in our car, up to Sleeping Bear and we traveled around, car broke down, and I don't know how we all got back, but it all worked out.

I think it was September '69, Phil appointed--all of a sudden, out of the blue, said, "You know, there are people in the club, around the country who are--" and you probably have someone in your oral histories who mentions this--. "There are people around the country who know at least as much as the board does." The board was a very strongly California board at that point, and what he did was to appoint five or six of us all of a sudden, as vice presidents. The original term was "ex officio vice presidents," but there was no office by which we were vice presidents other than being vice presidents. It was very funny. We got to be known as regional vice presidents and then that got difficult because we didn't necessarily have a regional blessing to our appointment, because we were appointed by the president.

##

R. Cellarius: So we were at the separate table from the board, but we were not just in the audience. We actually were seated together at a table and some had microphones. As I say, I remember one meeting, and I have a vague recollection this could have been at a meeting in St. Louis where we were actually on a little bit of a dais up above the board, looking down upon them and making pronouncements now and then. [laughs] It was quite a heady time, I must say.

Lage: Was that a reflection of what Phil thought about the function of the board?

R. Cellarius: That's a good question, and I don't know. I suspect it was a recognition that there were leaders coming out of the chapters. Up to that point, the board was virtually almost self-selected and it was a very--a lot of those folks were working on national issues and so on, but they didn't have the broad, national perspective. They didn't have a chapter organizational perspective. There was the council and most of us were on the council. So I think what he said was, "Well, there are some good folks out there that we should listen to now and then and might have a little different perspective than this fairly narrow sort of

self-generating--" It wasn't until roughly 1970 that they put in the six-year limit [for board membership].

Lage: It might even have been after that.

R. Cellarius: '70, '71, '72, right--that they put in the six-year, two-term limit. You had folks going on for ever and ever and ever, and that's all they did was be on the board, so they really didn't have that kind of contact. I'm not sure that it was a reflection so much of the quality of the board as much as there was another perspective out there that the board needed to hear.

Lage: Yes. So that was a major thing?

R. Cellarius: Yes. So this, in a sense, elevated me in the club a little bit and gave me a little more recognition. Once I got on the council and was doing things, I participated fairly well. I was the chapter conservation chair for a year or two. When I became chapter chair, Doug Scott took over as conservation chair of the chapter and that was all part of the Sleeping Bear Dunes. That was the major issue for the chapter in that period. Doug had worked for a very good, strong, conservation-oriented Michigan senator and had worked for him in his office. Actually spent some time working with Howard Zahniser at the Wilderness Society. Came to Michigan as a graduate student in natural resources. His master's thesis was on the history of the Wilderness Act. I don't know if he ever finished it.

Lage: I think he just now finished it.

R. Cellarius: Well, that little book for the Pew folks, the original manuscript was about that thick [indicates], but I don't think he ever finished it and got his degree. But that's Doug's story.

Earth Day, University of Michigan, 1970, and the Antiwar Movement

R. Cellarius: But the other piece of Doug that I was involved in, which is a University of Michigan story, was that I guess Gaylord Nelson came up with the idea of Earth Day. University of Michigan had the first Earth Day celebration, because we had it in March, as I recall, or certainly before the normally designated Earth Day, because if we'd done it on Earth Day, we would have been in finals week, so they decided they would do it early. For the first time I got McCloskey and Brower together. Barry Commoner was there, and the cast of *Hair* performed in the 14,000 seat, filled-to-the-brim relatively new Michigan basketball stadium. We had hikes along the Huron River, and I was one of probably two or three faculty advisors to the student group that organized the University of Michigan Earth Day. The organization was called ENACT, and I think I helped invent that name, Environmental Action for Survival. Doug and another fellow were co-chairs of the group but there were two or three of us from different departments. I may have been the only one out of the literary college. The others were from the School of Natural Resources, who sort of sat in and really advised and were the faculty mentors for that celebration.

Lage: That's 1970?

R. Cellarius: That's 1970, right. The other thing that came out of that at Michigan was probably either that fall or the following fall, the fellow who had hired me chair of the botany department had become dean of the literary college and proposed a multidisciplinary environmental course--that was a heady time in colleges where there were sort of alternative courses being set up.

Lage: Yes, right.

R. Cellarius: And some of them were college sponsored, and some of them were not. Well, this was a university-sponsored--they had a set of what they called college courses that were sort of contemporary issue kinds of courses and they were usually pass-fail kinds of courses. I worked with him and two or three other colleagues to set up one on contemporary environmental issues. We had a two unit, pass-fail course where there were about twenty lectures from heads of departments from all across the university talking about their perspective on geology, on energy, on systems thinking and so on. I was one of the two or three coordinators for that course. That, again, came out of folks knowing I was doing this sort of thing.

I remember hearing one of the more old line botany faculty say, "Well, I'm glad that he's doing it. That means we don't have to." [laughter] Makes them feel good. I actually did get a statement passed by the botany faculty, department faculty, supporting the teach-in activities and that sort of thing.

Lage: Now did your John Platt group get involved in this?

R. Cellarius: This was a little bit different. I think John supported it, but I think he was not as strongly environmentally, ecologically oriented as was the focus of the Earth Day activities. I don't remember. He was much more into the social-political realm in terms of trying to get the scientific type of thinking, as opposed to the activism. I think that that's where he saw the Sierra Club as a very important activist organization.

One of the things that he always said about it that was very interesting, he said, "One of the things that makes it so successful is its cell structure." That is, you've got these little groups all around the country, but they're connected with a strong bit of philosophy that sort of holds them together. You've got these local action teams as well. He really put him--got himself more in a political, social theory kind of sense.

The one area that I think he did become active--and again, I think this is more conceptual than--he was very supportive of the Council for a Liveable World, and I think Leo Szilard was one of the folks that worked on that, but that concept was very highly targeted funding for good senate candidates. It was probably one of the early political action groups, but they specifically said that the place where it has the most power for the money, for the buck, is the senate because you don't have a lot of them. It's not spread all over the place, and they're there for a long time so once you get somebody good in, you have the potential for a long-term commitment. Council for a Liveable World raised money and selected good senate candidates. That was long before, of course, all the regulations on political fund-raising and that sort of thing.

He was very supportive of that. To what extent he was involved in it, I don't know. He was at the University of Chicago for many years, which was where the atomic scientists

and that whole group was really headquartered, so he knew a lot of those folks, and he had a lot of those connections as well.

Lage: He sounds like he had a real influence on your development.

R. Cellarius: Oh, yes. So, there was Earth Day; there was ENACT. That's also where I got to know Doug Scott, and Doug started coming to our meetings. There were three or four folks who worked very closely with Virginia Prentice, who was very active in doing this and very well-known in the state and certainly in Ann Arbor. I remember many, many meetings at her house, either chapter ExCom meetings or conservation meetings.

Lage: The other things happening in the sixties--the student unrest, the Vietnam War--

R. Cellarius: Well, Michigan was a hotbed of antiwar. We did go to this very young, just getting started little congregation, Peace Lutheran Church. We started going there and got to know some of the folks. One of the very active members of that congregation was a fellow by the name of Don Rucknagle, who was in one of the departments in the medical school, as I recall, or public health, and very active in the Quaker-type antiwar movement, not the radical antiwar groups. But there was certainly a lot of very political, radical--in Ann Arbor as well--groups.

Lage: How about black power and civil rights in general?

R. Cellarius: You know, I don't remember as much of that as the antiwar stuff. I was in Michigan. The first year I was just getting settled and trying to make my sense of--as a lowly assistant professor, but there was some of the black power stuff, but the stuff that comes out more were the teach-ins against the war and the radical stuff.

Lage: Yes.

R. Cellarius: Doris can tell you about some of that. She knew some of the folks who blew themselves up, got blown up in New York, for example, and that sort of thing. She knew them through her work with the organic folks and the co-ops. I didn't know them to any extent. The only thing I remember is once having a biology lecture being sort of disrupted by folks marching through the halls. I had a colleague who was very radical. He was a radical above everything, and at one point he was running guns for the Irish Republican Army--

Lage: Did any of this energy or models of action feed into the environmental movement?

R. Cellarius: Well, the concept of an Earth Day teach-in at Michigan certainly came out of the teach-ins that they had against the war. I can remember that every once in a while we'd have a faculty meeting where--you know, usually faculty meetings, you get ten or fifteen people, but there were meetings where we filled the whole Hill Auditorium with all the faculty in the literary college when there was a debate about restricted research and classified research. We had historians, for example, who were studying, looking at some of the political events of the past, who were getting money for, and access to classified documents, and as a result there were some severe restrictions on what and where they could publish. These got to be quite big debates, as you could imagine, in the university setting in the late sixties, as to whether this was proper. Should they just not be doing

this? Should they not accept money when they can't publicly publish their results and so on?

So I do remember that, and certainly from the standpoint of those kinds of things, the environmental and Earth Day activities were relatively benign. There was a lot of action, but there was nowhere near the kind of antagonism, the tensions, the anger that--because there wasn't much of an opposition. Some folks have claimed that the environmental movement and Earth Day was invented to essentially turn attention away from the Vietnam War.

I actually wrote an article called--I forget what it was called--that I sent into *Life* magazine and got summarily rejected, but one of the things I said in there--and I gave a number of speeches, talks to groups around the states, kind of scouting groups, and school groups, and, I think even talked to some women's library association somewhere. I think at that point I was chapter chair. I was invited to do these things, and one of the things I said was the kind of pressures, that the same---I can't think of the right word to use, but essentially the wrongdoing to the environment was not different from the wrongdoing that we were doing to people that brought out the kind of, you know, the reflection of the same tone. That's where the environmental movement came from, and there really is no difference in wanting to change the system from folks who were arguing that we're not treating the environment right as the folks who were saying we're not treating other people right. [See Appendix, "Need for New Environmental Ethic," 1970]

Lage: You didn't see it as a conspiracy to--

R. Cellarius: I did not. No.

Lage: --turn away from civil rights?

R. Cellarius: No, I thought they were threads of the same--you know, there's something wrong with the system that's got to be changed, and we need to wake the people up to do that. There was one other thing I was going to mention. Just a little anecdote, one of my favorite anecdotes--I guess when I was conservation chair of the Mackinac Chapter somebody had tried to reach the Sierra Club somewhere along the line, and there was no phone number for the Sierra Club in Michigan because we didn't have an office or anything. I checked with the telephone company, and I could put a directory listing for the Sierra Club on our home telephone, and it would cost fifty cents a month, or something like that.

Then I read in the paper one day that the fellow who had driven the first toll-paying car across the Straits of Mackinaw bridge wanted to retire the car, appropriately, he thought. This car had not only been the first toll-paying car across the Straights of Mackinaw bridge, but it had also been the first toll-paying car on other famous bridges, or freeways, or something like that. So in his mind, it was a very important car and should be somehow given recognition and go into a final resting place. Well, his proposal was to drop the car off the Straits of Mackinaw bridge as a recognition of its contribution and in memory of it.

Lage: Now what was the impetus? Was this something good, to be the first toll-paying car?

R. Cellarius: Well, it was like catching the baseball at the seventieth home run, or something like that.

Lage: Okay.

Lage: It wasn't of particular environmental significance?

R. Cellarius: No, no. It was something that he just had this--

Lage: It's an historic event.

R. Cellarius: It was an historic first, and he thought this car was important, like the first tin lizzy, or something like that, right? So, the other piece of it--he was going to do this on October 31, which may have been the anniversary of the day they opened the bridge. Well, I said, "This is ridiculous." So I got out the typewriter and ditto masters and wrote a press release saying that we should not be playing trick-or-treat with the environment, that as conservation chair of the Mackinac Chapter, I objected to this, and I wrote letters to the Mackinac bridge authority, but I also put this out as a press release on ditto paper.

The end result of it all was that they didn't drop the car off the bridge. One of the things I said is, "If you want to care about the environment, you should take care of it, not dump cars into it." So, we had a ceremony, I think on October 31, whatever year it was, maybe 1970. I think it was after Earth Day. The car was properly ensconced in front of the administration building for the old toll plaza for the bridge, and then we walked to the center of the bridge and poured clean water off the bridge out of jars. I've always thought that was a major conservation success, to stop this car being dropped off and getting folks to recognize the value of clean water. I doubt the car is still there. They probably just junked it somewhere.

Formation of the Midwest Regional Conservation Committee

R. Cellarius: But the other thing that happened--the reason I mentioned the phone was that shortly after that, we got a phone call from some fellow out in Grand Rapids, Michigan, who'd seen this and heard something about the Sierra Club in Ann Arbor; that's where I was. He checked, and there was a phone number for the Sierra Club in Ann Arbor. As a result of that we actually had an organizational meeting and they formed a west Michigan group. Hunter and Carmen Watson were the folks who helped form that group, and so we essentially expanded the Mackinac Chapter east, all the way to Lake Michigan because most of it was in the Detroit, Ann Arbor, Lansing area and that nexus.

I guess there are two other things that are worth mentioning, particularly, out of my work in Michigan. One was that as the various chapters broke off from the Great Lakes Chapter, became individual chapters, recognized that while there had been some basis for communication on common issues through all being connected through the Great Lakes Chapter, now that we're dispersed, there was no mechanism for that. I proposed to the various chapters, to the Mackinac Chapter, and sent it out, that we have the chapter representatives meet periodically, maybe a couple times a year, in what we ended up calling the Midwest Council. I was sort of the convener, or sort of secretariat for the--

Lage: This was before you were regional vice president?

- R. Cellarius: It was probably about the same time, but it was--well, it would have been--
- Lage: The dates you gave me were '68, '69. I don't know if you looked it up?
- R. Cellarius: I think I probably did.
- Lage: I'm just trying to date it because it's an interesting concept, this regional concept.
- R. Cellarius: We had several meetings of the Midwest Council. These dates are--I mean I have the records, and I don't have--you probably have it there. [laughs]
- Lage: I have what you gave me.
- R. Cellarius: Yes, well, that's probably more accurate than I have in my head, at this point, because the order is not right, but for three or four meetings, probably three times a year, something like that, we had these Midwest Council meetings where we would just meet and talk about common issues. A particular focus was trying to see if we could have any common action on the Great Lakes and that sort of thing. I don't know that we ever quite got to that point, but out of that came the Midwest RCC [Regional Conservation Committee], which was the first RCC outside of California. I guess the northern Californians had formed their RCCs because the chapters saw a need to communicate with each other on state issues a bit. I think we probably had three or four meetings. It may have been that one of those meetings was the one and only regional I and E [Information and Education] conference. Remember, the club had wilderness conferences, and alternate years they had information education conferences, which were sort of internal development kinds of conferences. By the time we got to the point of having twenty-one chapters around the country, I think they began to feel--what one of the arguments that was made, and I think I was on the council at this point, said, "Well, we should do this regionally rather than have just one big meeting in San Francisco." So I organized the one and only, to my knowledge, regional I and E conference in Chicago. I think that we did that partially sponsored by the Midwest Council. It was part of those activities.
- Lage: This was giving a new structure to the club.
- R. Cellarius: It was really getting a new structure, and then we organized the Midwest RCC. That organizational meeting was in Ann Arbor, and I was the organizing chair for it, but they decided they wanted Dick Thorpe from the North Star Chapter, from Minnesota, to be the RCC chair. I had this regional vice president title, which I think some folks didn't feel comfortable with. I think I was still, at that point, calling myself a regional vice president, but that was not by virtue of any endorsement by the region, so they may have felt, well, this guy's just getting too much on his head, or something.
- But, Phil was president still, at the time. I remember that because I had to call him up and tell him that it was the decision of the group, and it was my recommendation that Dick Thorpe be the RCC chair, and therefore be the regional vice president. I told him this and there was just silence at the other end of the line. It was pretty interesting. That would have been while Phil was still president, which would have been--I would guess March 1971? Could have been as late as '71, because it could have been in his second term as president.

Lage: Right.

R. Cellarius: So, I always figure that I'm the father of the Midwest RCC, and in a sense, of the whole RCC concept, at least a progenitor outside the state of California and really getting it from a multi-state concept. Later, when we got to Washington state, I actually participated in the organizational meeting for the Northwest RCC, too.

Lage: Oh, that's amazing. I think we should think about closing down.

The Committee on Environmental Survival, 1969

R. Cellarius: Okay. Let me finish, and then, yes. The other thing that I think is very important, that came out of my Michigan days. It would have been probably fall of 1969. Mike McCloskey gave--and he was still probably just conservation director or chief of staff--

Lage: This is fall '69, you said?

R. Cellarius: This was roughly fall of '69. It was after Brower, but probably before they broke down and appointed Mike executive director. Mike gave a report to the board, and it was about the time that all the Earth Day stuff was coming up. He said, "Well, the club has focused a lot on nature protection, wildlife, parks protection and so on, and there's a new movement coming across. How is the club dealing with this? Where are our ecologists?" I mean, I remember that specifically. "Where are our ecologists? Where are the scientists that are going to help us really get into this new movement? Where is this going with the Sierra Club?"

##

R. Cellarius: To continue this story a little bit--I said, "You know, that's right." This was about the time when I was really working with the whole Earth Day concept and really moving ahead.

It might be fun, just for historical purposes--I noticed that Phil had some of his plays in his oral history.

Lage: Yes.

R. Cellarius: I might give you this 1970 article that I sent into *Life* to put there [into the appendix of the oral history] because I think it really does give an example of my thinking at the time, because I really was pulling together a lot of this stuff.

I went back to Ann Arbor and got the Mackinac Chapter to put together a resolution calling on the board to really look into the new ecology--I don't think I used that term--but really look at some of these new issues that were coming up. As a result, Phil appointed me as chair of the Committee on Environmental Survival.

Lage: I love the name.

R. Cellarius: It actually had several names: the Survival Task Force, the Environmental Research [Survival] Committee. And in fact, the board adopted a resolution on environmental survival in 1969. It's a contemporary irony which also I'll mention, but--. Phil appointed me as chair of the Committee on Environmental Survival to essentially advise the club on these new issues: Where should we be going?

There was myself. There was George Treichel, a geographer. There was another geographer, Dan Lutten, a nuclear physicist. He knew nuclear physics, but he was not a nuclear power person at all. Another good friend of Phil's named Wes Foell. John Tanton--if I remember correctly--John Tanton from Petoskey [Michigan] was on there for population. John's gotten real wild because he's now really running the whole immigration reform. He'd really like to shut down immigration. But he was very thoughtful in presenting five-year plans for the Sierra Club's population program, so the board actually ended up passing a number of resolutions, beyond the original population resolution, on population.

It was probably out of those discussions that we began the discussion on nuclear power and the antinuclear power resolution got passed. That all came out of my responding to and picking up Mike's talk to the board and asking, you know--getting the chapter to sort of say, "What are you doing? How are you responding to Mike?" So that came out of the Michigan days. There's more history to the survival committee, but I don't think we need to get into--

Lage: Well, somehow I think it's very interesting. Maybe we could just--

R. Cellarius: I guess I can say two things and that might bring that to a close. We had about three or four meetings of the survival committee. One at Clair Tappaan [Lodge], I remember, in the--was it Hutchinsons Lodge, the little building that's just below Clair Tappaan?

Lage: Yes.

R. Cellarius: And we had one at a cabin Phil had near Carmel, back in the Ventana mountains, I guess--Carmel Valley. I guess two things came out of that. One was that actually the board hired a research staff, and I had the title for a while of vice president for research and helped set that up. I'll think of his name in a minute. He was a hydrogeologist, and he also had an economist. [Bob] Anderson was the economist, but I'll think of it--Bob Curry. Bob Curry was on the staff here, and I was very much involved in working with Mike on those issues. The irony of all this is that, it must have been November 1973, I was nominated for the board. It was the "black Friday" meeting of the board where Ruckelhaus and everybody [senior officials in the Nixon administration] got their heads knocked off and that was major discussion there, and it was the board's budget discussion, and they had a vote as to how committees should be supported. The one committee that it was said should get no funding and be discontinued was the survival committee. It's the first time that I believe that, at least in recent history, the board just by vote just killed a committee.

Lage: Now, what were the politics behind that?

R. Cellarius: I think it was lack of activism production. I mean, it was a think tank. It was a tight budget time, and they just didn't see much coming out of it. That's my perception. Somebody was not going out and lobbying Congress.

Lage: Yes, but were you developing policy?

R. Cellarius: Well, certainly policy came out of it, but I think that we tended not to--we didn't--I'm not even sure we recommended a lot of policy. We had some white papers, but we didn't have a lot, and I think that was the problem. There was just not enough production.

Lage: So it's not a major historical episode.

R. Cellarius: No, it's just sort of amusing that the committee that didn't survive was the survival committee.

Lage: But also, it sounds a little bit like it comes out of some of your Club of Rome thinking.

R. Cellarius: Yes, that's right. We also had folks who were good in meetings but not necessarily good in working together to produce a committee document.

Lage: On this committee?

R. Cellarius: On this committee, yes. I mean George Treichel, Dan Luten, had lots of papers of their own but in terms of how we could advise the club and the board on what steps to take on an action role, I think it was not as strong. I think out of that committee and out of those discussions certainly came a lot of the club's attention to the multitude of issues, variety of issues that we're working with. That was the time it came out. So we stimulated that, but somehow we didn't produce the kinds of stuff that--I mean the Energy Committee certainly came out of those discussions. The Population Committee came out of those discussions, and so on.

Lage: Maybe you were just too broad?

R. Cellarius: Yes, that was part of it.

Lage: And also the use of research, experts--

R. Cellarius: Right.

Lage: In the history of the club, has the use of research been problematic?

R. Cellarius: The research department did not really last very long. One of the reasons was--I mean, they produced some good stuff and some interesting papers, particularly on some of the economics of timber and discovery that the major increase in housing costs usually is the profit that goes to the developer and not the wood itself. That's a minor part of the cost of housing. I think that the problem with the research group was that they had to raise their own money. They had to be fund-raisers because we had no really development or advancement department like we have now. That was not high on the priority list, so they either had to go find money or do their work, and they couldn't do both at the same time. That was a piece of it.

Just on the survival thing, the resolution that the board passed on the issue of environmental security is at least as important as the issue of national security, which the board passed in 1969. We're now reviewing it and it has raised its head again as a result of the September 9/11 events and the club's response to that. I'm involved in that whole process, but that's--

Lage: Should we talk about that at the end?

R. Cellarius: Yes, we should talk about that at the end.

Lage: I'd like to get back to that.

R. Cellarius: Yes.

Lage: Okay, I think we've done enough.

R. Cellarius: Okay.

The Impact of Earth Day, A Broadening National Membership, A Broadening Agenda, The Sierra Club Council

[Interview 2: November 14, 2001] ##

Lage: Now, we're kind of winding up from yesterday.

R. Cellarius: Right.

Lage: Talking a little more about the impact of Earth Day on the club and the changes after Brower.

R. Cellarius: Right. I think there were two things going on. Of course, one was Earth Day and that whole transition in the environmental movement. That really began, in my opinion, with Rachel Carson's *Silent Spring*. Then there was a whole bunch of other stuff that we don't need to go into, but the history was that in 1970 there was Earth Day, and I had talked yesterday about how the club responded and Mike McCloskey sort of led the way. Out of the survival committee came, and I think the efforts of members around the country beginning to get interested in other things--pollution, and energy, and the like--

Lage: That broadened the agenda.

R. Cellarius: --all broadened the agenda. Of course, that was the tenor of the times with Earth Day. I was just looking at my historical records here, and the other thing that happened in the club, besides the transition from Brower, was the development of a much broader national membership, national leadership in the club.

Lage: Yes.

R. Cellarius: When I was talking about the Mackinac Chapter founding, I said--and I think this is only true to a certain extent--that the colonization of the club came from California, but I think that's only partially true. I was just thinking, what was it that sort of connected folks to the club? I don't really know. That would be an interesting bit of historical research to do. Where did the leaders that grew the chapters around the country come from? How did they get connected to the club?

Lage: Yes.

R. Cellarius: I think there was no program, but at the same time the folks who were on the staff here in San Francisco responded very rapidly and very effectively to calls from folks-- "How do I get involved? How do I make connections with the Sierra Club?" I would say that it was probably both folks who migrated out of the West and also folks who somehow connected with the club in one other way. I'm sure that was the first real jump in membership, was around 1970 and that period. I think just the folks who didn't have the parks experience that was so strong in California brought a lot of these other issues to the club.

Then the bylaw changed. That essentially prevented--what was it? 1971, I think, prevented the old guard from running forever for the board, and if you look at the new directors that came in, starting in '72, '73, '74, there was a much more national constituency, much broader set of perspectives. It wasn't the same old parks protection folks. That also brought a new perspective to the club.

Lage: Do you know who was behind that bylaw change?

R. Cellarius: I do not. You know, some of that stuff I have from George Marshall might have it, and Michael Cohen might have it in his book, but I don't know where that originated.

Lage: Someone in the old guard.

R. Cellarius: Must have, yes--or, well--

Lage: They passed this new bylaw, after all.

R. Cellarius: You know, it was 1970, '71 that that came out and that was a major time of transition for the club because of going through the Brower years and major, major ballot slates and that sort of thing. I think that there were some folks who probably saw that that was probably a wise thing to do. You know, Ray Sherwin followed Phil Berry as president, Judge Sherwin. He was, I think, very influential in broadening the viewpoint of the club.

I remember early on--probably in the first year that he was president--he convened a sort of conservation summit. It wasn't a board meeting, it was sort of a conservation summit of leaders from around the country to meet in the Blue Ridge Mountains, just outside Washington, D.C., at a conference center. We took a hard look at, overall, the club's conservation programs. That's probably another place where things expanded. Mike McCloskey probably had a major role in how that expansion happened as well, because he was the one, as I said earlier, that really raised the issue for the board--"Where are our ecologists? What are we doing about the new environmental movement?"

- Lage: Kind of pushing the issues of the seventies?
- R. Cellarius: Yes, yes. Right.
- Lage: I want to ask you something. I looked at Mike's first oral history last night.
- R. Cellarius: Okay.
- Lage: He talks about going to Ann Arbor for Earth Day, and how he was horrified at the fervor and enthusiasm and the screaming and chanting of the students. Do you remember that kind of atmosphere?
- R. Cellarius: Well, I do remember the event in the Michigan basketball arena, where we had the cast of *Hair* on stage; we had Barry Commoner and the place was full. It was full mostly of students. Of course, the Michigan students were used to rallies and teach-ins and meetings on the big square in the campus and everything. I don't particularly remember the yelling and the screaming, but I do remember having walks along the Huron River, led by Mike and Dave Brower as I recall. [laughs] I don't particularly remember the specific atmosphere that would horrify Mike, but Mike was always--
- Lage: Well, he said he was almost frightened. He didn't say horrified, if I--
- R. Cellarius: Well, that's possible. They could be pretty active. As I say, I remember once in one of the Vietnam protests where they were just marching through the halls of the biology building, natural sciences building, just raising a ruckus, and yelling and that sort of thing. It was part of the way things were going at Michigan at the time.
- Lage: You were more used to it, maybe, being on the campus.
- R. Cellarius: Could be.
- Lage: Yes. Did that kind of energy come into the club? Or was it still run by the older crowd?
- R. Cellarius: Oh, if you look at the ages of the folks that went on the board in the seventies and became leaders of the club, conservation leaders, folks like Doug Scott and John McComb, there was a lot of youth that came in and came out of that Earth Day experience. A lot of us are still around, and people are again talking about the aging of the club, and where's the new blood coming from. You know, we have that as a matter of fact. You think about--oh, what's his name? The president--
- Lage: Adam?
- R. Cellarius: Adam. Adam Werbach. And there's a very active member of the Conservation Governance Committee, Patrick Murphy, who came out of the Sierra Student Coalition, and they're some excellent folks. They're very well organized in the Sierra Student Coalition. I think that we will see new, young leadership coming up, but that's--and I think you're right. I think that the leadership, the new blood, came out of that experience. As I say, think about Doug Scott and his experience in being one of the leaders of Michigan's Earth Day celebration. Jim Blomquist, who is a staff person and been in various positions in the club started as a young, young person sitting--I remember Doug

Scott sort of saying, “He just sort of appeared and sat there in meetings and sort of got involved.”

Lage: And it became a kind of place where you could have a career--

R. Cellarius: Right. Yes.

Lage: --as opposed to becoming a volunteer leader.

R. Cellarius: That’s right. The whole issue of how people got on the staff is very interesting, because people just sort of appeared and were given a job, and sometimes they got paid, and sometimes they didn’t get paid. There really wasn’t any formal hiring process for a long time.

Lage: You’re talking about the seventies, now?

R. Cellarius: Yes, and the other thing that happened, just in terms of the club’s transition, was the board was so leery of the executive director taking charge and the board no longer having control, because that was what was going on with the Brower situation. Brower was doing things where the board--he was really out of control from the board’s perspective in how he was spending money, and how he was working with the club, so major hiring decisions were made by the board of directors. We hired Jonathan Ela to be the regional rep in the Midwest. We had an interview process in Chicago, as I recall, interviewing the various candidates and interviewing Jonathan, and I think the final decision on hiring him came back to the board of directors.

I know that Paul Swatek was being interviewed by the board, was hired by the board to be, I think, conservation director, as I recall. He was actually a board member at the time, and that worked out to be a little sticky. Jon Beckmann was interviewed by the board of directors for his position, and it was only a few years later before the board said, “We need to let the executive director be the chief of staff and do the hiring.” They got their hands out of it, but it took a while.

Lage: They didn’t even name McCloskey executive director for a couple of years?

R. Cellarius: That’s exactly right. He was chief of staff. Finally they did. He was then the executive director. Now, virtually the only person on board who hires and fires is the executive director, which is very appropriate, but it took several years. That was one of the legacies of the Brower fight before the board would let go of that, but again, there was very little formal search process for anything, anybody, at least initially.

Lage: Just whoever showed up?

R. Cellarius: Yes, in some ways, and there was some interview process. I’m just trying to remember when we hired Jonathan Ela whether we actually interviewed other candidates. I think we probably did.

Lage: Was he someone you knew from working in the Midwest?

R. Cellarius: I think he had actually been active in either here or in San Francisco or in D.C., I don't remember which, but I think he'd actually been on staff here in San Francisco and wanted to get back to the Midwest. That's my recollection. I was just thinking where he fit into the hiring scheme. I think Gary Soucie was there in New York before Jonathan, but I don't remember. But the one thing I do remember about hiring Jonathan Ela was that the volunteers from the Midwest were very clearly involved in the interview and selection process, which I think was probably one of the first times that it hadn't been just the higher-ups doing the selection.

But the transition of Earth Day, the transition of the board bringing in new folks from around the country, the transition in the club, in terms of leaders developing from around the country, the council really having a lot of folks who were active in their chapters, not just in organization, but also in conservation.

Lage: You're saying this was a new development?

R. Cellarius: This all happened in the early 1970s.

I was just looking at who went on the board with me, but it was folks like Joe Fontaine, Ted Snyder, Lowell Smith, June Viavant--you know, folks from--. Lowell was from the Peninsula here, but most of the others had experience from around the country.

Lage: So this is a combination of who the Nominating Committee picked and what the membership was looking for.

R. Cellarius: That's right, and the Nominating Committee began to look across the country for these new leaders, and there was a lot of vitality in the Sierra Club Council, again, because instead of being mostly a California chapter group, it really began to get more and more representatives from around the country. When the council was first set up, it was probably as much as fifty percent chapter representatives and fifty percent committee representatives because a lot of the national committees also had seats on the council.

Lage: Would that have given it more of a focus on conservation?

R. Cellarius: Well, you have the insurance committee and the legal committee and the outing committee all having seats on the council so there really wasn't a lot of a highly organized volunteer conservation structure of the same sort we have now. The board served as the conservation committee, in some ways, for a number of years. So the conservation message was coming out of the council from the delegates from other chapters, from the chapters from outside the state. Then you began to get energy, and population, and that sort of thing that were coming in, but--.

I don't remember when--I mean, that was a bit of a battle. They took the committees off the council. The bylaws always said, "...representatives from the chapters and representatives from committees approved by the board." At one point we took all the committees off except for the outing committee, as I recall. That may have been as late as 1980, but I just don't remember when that happened.

Lage: There seemed to be a lot of difference of opinion on the value of the council.

R. Cellarius: Yes. Well, the council represented the membership more than the board did. If you remember, the board, for many years, was folks who grew up with the club, and the leadership in parks and that sort of thing and had very little connection with the membership in the same way the council did, coming from the various chapters. I think particularly in the eighties, the council got very ornery at times, telling the board how it ought to be running the club, and what the issues were, and that sort of thing. So the board, there were various times it tried to get rid of the council.

Lage: Yes.

R. Cellarius: Didn't like these ornery folks out there. I think that that disappeared when you got a lot of folks who'd been on the council and from around the chapters, coming onto the board and recognizing that there was some value to the council in the club's organization. The council took on some of the internal management of the club. As the club got bigger, somebody had to do it and the board was really not interested in doing it, so the council ended up doing a fair amount of that.

Lage: It's a complicated organization.

R. Cellarius: Oh, absolutely. Yes, yes. But, as I say, I think it was that time in the seventies where the country was becoming more aware. The Sierra Club was expanding rapidly, and the folks who were coming in were not just the parks folks from California, but they had all sorts of issues from across the country.

Lage: Was there a division between these parks folks and the others?

R. Cellarius: No, I don't think so. I think a lot of people saw the connections, saw how important--and that's always been part of what we've been saying is, if you want to protect the natural areas, you also have to protect the air, and the water, and the like.

I think there's always been a bit of a tension between to what extent we are going to worry about the human environment and the extent to which we worry about the natural environment, and worrying about how the human environment impacts on the natural environment. I think that there has been some tension and the real issue is how far should the club go in its environmental agenda. A good example is worrying about occupational safety and health. Are our liaisons with the labor movement appropriate for the club and how does that impact the historic club's focus on natural areas? I think that there's so much recognition that we're really talking about the whole environment now, not just what's happening to the parks and trees.

My perspective has always been--I guess I won't say "always been" but I guess I've developed--is that there's a difference between what happens where folks have a choice and where folks don't have a choice in the natural environment. For example, air-- what goes out into the air, you have no choice about what comes in, what you breathe. I think that that's an appropriate environmental concern for an organization like the Sierra Club--clean air, clean water, and so on because you're really imposing these bad things on the world, on people, and animals, and trees, okay? That's different, in my opinion, from some of the genetic engineering, not all, but some of the genetic engineering things where if folks know that there's a genetically modified organism, they have a choice as to whether they eat it or not. The need to know and the right to know is a critical issue in this

point. But somewhere it's the mass exposure, where folks have no choice, that seems to me to be very appropriate for the environmental movement. Where you draw the line--

Lage: This is a hard line to draw.

R. Cellarius: That's right. Oh, absolutely. It's very fuzzy.

Lage: Even with the genetic engineering.

R. Cellarius: It's very fuzzy, okay? But that's sort of how I've looked at it.

Lage: How did you evolve from being an outings person to being an environmentalist? When did you start thinking of yourself as an environmentalist?

R. Cellarius: I would say probably in the late sixties, early seventies, and recognizing that everything was coming together. I want to remember that my background was not just outings, but it was experiencing nature.

Lage: Right.

R. Cellarius: But my scientific training brought a whole new perspective to that. I would say probably that the major transition was probably Earth Day and participating with the students and recognizing how things were connected as part of that whole Earth Day movement because I really--so much of the literature at that time--I would say it was quite a while before I actually read *Silent Spring*, but I certainly glommed onto the *Population Bomb*, and I remember the--some of the documents, the--what do I want to say? The single pagers that came out of the Santa Barbara oil spill--

Lage: Oh, yes.

R. Cellarius: --and the statements that came out of the Santa Barbara oil spill and the club's publications. One of the things that happened just at the end of the Brower years--Brower probably began it, and there were a number of little paperbacks that came out by Ballantine. Brower had worked with Ballantine first to publish Ehrlich's *Population Bomb*. It actually came out first as a paperback. That was Brower's doing, I think, to a great extent, but there was a whole literature coming out about what we were doing to the environment and the visible--the population, the oil spills and so on, that if you had any intelligence, you could see there's a whole package of stuff going on. That's, again, part of that article that I wrote, that I think really, in my opinion, sort of describes the tenor of the time and where I was coming from. Anyway, that's my perspective on where the transition for the club came. It was in that time.

Lage: You've mentioned ecology not really being in the picture until a certain point. As a scientist, was this also an influence on you, the concept of ecology?

R. Cellarius: Well, one of my former colleagues at Evergreen used to talk about the indoor biologist and the outdoor biologist. The indoor biologists were the laboratory folks and the like, and the outdoor biologists, particularly at Evergreen, were the natural history folks who went out and looked at animals and plants and the like. I've always been an indoor biologist.

Lage: Right.

R. Cellarius: So plant physiology and ecology, even as I began to encounter it in Michigan, and that really was where I first began to recognize ecology as a discipline, was a fairly, in my opinion--and the folks there were--was a fairly sterile kind of exercise. In fact, the ecologists were some of the folks who were involved in supporting the environmental movement but not all of them. They said, "Well, fine. Richard can do that for us, right?" I think it took a while, and again, it came out of the seventies for the folks who were ecologists to begin to recognize the connections between what was happening. They were very descriptive, they were very analytical, and I think it just took a while, and again, this was probably through the seventies for those folks. There were some leaders, but the major instigators of the movement, with perhaps the exception of Paul Ehrlich, were not ecologists.

Lage: Yes.

R. Cellarius: They raised the issue. Paul was an ecologist, but he looked at it--I mean, where did he come from? He started talking about population. For me, the best discussion of this is the book the club published in about, must have been '74, '75 initially, was Donald Worster's *Nature's Economy* [first published in 1977]. He goes through and looks at that evolution, but the ecologists, I think, were slow in coming to the environmental movement, as opposed to the folks who saw what the degradation was to their living.

Lage: So this wasn't an influence on you?

R. Cellarius: No.

Lage: It didn't come out of your science?

R. Cellarius: No, because I was not an ecologist. I was an indoor biologist, not an outdoor biologist.
[laughter]

III LIVING IN THE PACIFIC NORTHWEST, SIERRA CLUB INVOLVEMENT IN THE SEVENTIES

Joining the Faculty of Evergreen State College

Lage: Okay. Now what should we do next? Should we get you to the Pacific Northwest?

R. Cellarius: Well, I'll go back a little bit and talk about that. Evergreen State College was authorized by the Washington State legislature as a new state college for, quote, "southwest Washington," although it [Olympia] was hardly southwest Washington in 1968. The governor of that time, Dan Evans, gave it sort of an informal instruction or mandate as he appointed the new board of trustees, and that was the first action--appoint a board of trustees and they hire somebody to find the site for the college. Dan Evans said, "Be a little bit different." I don't know what all the history is and we don't need to get into it, but it would have been about 1970, '71, something like that, that there was an ad in *BioScience*, looking for new faculty for this new institution. It was just perfect for me, from the sound of the ad. It was, first of all, in the Pacific Northwest; it was totally interdisciplinary, no departments and so on.

I'd always struggled in Michigan with the fact that I was in the botany department. I actually put together a research project at Michigan that involved myself from botany, I think there were two people from chemistry, there was a person from electrical engineering, and there was one other person who may have been from zoology; I'm not sure. We started to look at, again, look at photosynthesis and look at it from an energy collection point of view. I'd always had this interdisciplinary perspective and looking at a school that was built around an interdisciplinary perspective looked very good.

##

R. Cellarius: I submitted an application to Evergreen and that would have been probably as early as 1970, fall of 1970. Got a nice letter back, "Thank you." Then there was the 1971 [Sierra Club] Wilderness Conference in Washington, D.C. It was the last big wilderness conference focusing on legislation. I'd learned that one of my favorite, probably model professors at Reed, a fellow by the name of Byron Youtz was on the faculty, was one of the first faculty at Evergreen. Also, at the wilderness conference--and this was probably

December, '71, roughly--was Willi Unsoeld, Everest climber, philosopher, et cetera, academic--and he was on the faculty at Evergreen. The kids just rallied around him because he was talking about Evergreen, and it was a heady day for students who were looking for an alternative kind of education. I talked to Willi, and I said I was interested in Evergreen, and one of the things that I was concerned about is, should I use my connection to Byron Youtz as a way of getting in, or should I just go through the process. He said, "Better get to Byron, because that's the only way you'll get through the filter." They apparently had something like, I don't know, I've heard the numbers three thousand and ten thousand, in terms of the numbers of faculty who were attracted by [Evergreen] looking for faculty.

Lage: Looking for something different?

R. Cellarius: That's right. So I wrote Byron, and he was very excited about the fact that I was interested. To make a long story short, I was offered the job at Evergreen.

Lage: And what was the job in this interdisciplinary world?

R. Cellarius: The job was "member of the faculty." Everybody was member of the faculty. There were no departments. There was no academic hierarchy. There were no assistant professors, associate professors, full professors.

Everybody was a member of the faculty. I think my initial title was member of the faculty (biology), or plant biology, or something like that. I finally expanded it to member of the faculty (plant biology, biophysics, and environmental policy).

There was at least one other person that was hired specializing in photosynthesis. Evergreen started out with an expectation that they would have a thousand more students each year, up to twelve thousand students. The first year they admitted twelve thousand. There was a planning faculty of about fifteen faculty.

Lage: Now you say twelve thousand, the first year?

R. Cellarius: No, no. One thousand the first year.

Lage: Yes.

R. Cellarius: One thousand the first year. There was a planning faculty of about fifteen, and I think there were some students they recruited to advise them, but they gathered a group of faculty together to sort of plan the curriculum, okay? The next year they hired about another fifteen to twenty, I guess, to teach. Together they taught the first year with a thousand students. The next year they doubled the size of the college basically, although it was about 1,750, not quite two thousand. They hired another fifty faculty all at once. I was part of that group, so I was in the second year of teaching. They'd hired, actually, one other person whose research area was photosynthesis, very close to mine--more chemically oriented than mine. I brought some biological experience, and having taught general biology and doing a lot of biology teaching in the botany department as well as the physics. Byron told me that probably another factor in my hiring was my Sierra Club experience and bringing that also to the curriculum.

- Lage: But that hadn't helped at Michigan.
- R. Cellarius: It had not helped. It got me brownie points, but that was it.
- Lage: Yes.
- R. Cellarius: But it was apparently a clear factor in getting over this potential duplication of disciplines with another faculty member at Evergreen. So, as I mentioned before, the offer from Evergreen and the information that I was getting tenure at Michigan came within a few days of each other. It was no problem in making that choice.
- Lage: Now was this partly because you wanted to get back to the West Coast, the Pacific Northwest?
- R. Cellarius: It was probably at least two factors, probably three factors. One, getting back to the West Coast--Ann Arbor was a nice place if you had to live in the Midwest, but it was not particularly exciting to me. Second, I was much more interested in teaching than doing research. I never had a major research grant at Michigan. I had some support from internal sources, but I don't think I ever had any external kinds of support from the university. And it was the opportunity to do more interdisciplinary work. So all three of those things were a major factor.
- Lage: And this was more of a teaching school than a research school?
- R. Cellarius: It was, yes. You were there to teach. In fact, in the early days there were some faculty who really felt that it was inappropriate to do research at Evergreen. My colleague and I actually did have a National Science Foundation research grant for a couple of years. There are folks who do research, and there's always been a tension, but it was a teaching institution. The structure of the curriculum was, you were teaching forty hours a week. I mean, not in the classroom, but you really didn't have time to do a lot of research because you were teaching full time.
- Students were registered in one academic endeavor at a time. You know, you didn't take a course here, a course there, a course there. If they were involved in three or four different academic subjects, they were linked together in a single academic program, which we called a coordinated study. The program, the curricular design, was initially primarily coordinated studies, where a student would register into a program, something like a program called "political ecology," where you would have maybe a biologist or two, an historian, political scientist, something like that. They designed a complete curriculum, sometimes for the whole year for the student where the biology, the political science, the history, were all integrated into a program with a theme.
- Lage: And then did these programs change over time?
- R. Cellarius: Oh, they changed annually! [laughter]
- Lage: Oh, they did? So you came up with something new every year? [laughter]
- R. Cellarius: Oh, yes. That was one of the problems. You'd come up with something new every year.

I don't know if I sent you the long form of my curriculum vitae, but there's a huge list of things that I taught at Evergreen in terms of all sorts of coordinated studies. First one was called "Modular Science," then I was in "Nature and Society," and then there was one with a similar title. I taught in "Context of Discovery," "Political Ecology"--it was just a huge variety and, yes, it got to the point--. In fact, the first year that I got there, there was no course catalog until the students arrived. All of a sudden, here were the descriptions of what they could register for when they arrived at the school in September.

We ran into some problems because, all of a sudden, enrollment applications dropped after the first few years because students still couldn't figure out what was going on. In the late seventies, we began to get a little more lead time on our planning and now the curriculum is planned about two years in advance.

Lage: I see.

R. Cellarius: I think there have been some programs that have happened again over periods of time, but particularly for the freshmen coming in, there are virtually new creations every year. It's hard on the faculty--

Lage: Yes, I would think so.

R. Cellarius: --but it's also very exciting because you're changing the folks you teach with. You're not teaching the same--well, you end up--you do teach the same thing. I mean, that's the way you survive. But you teach it with different folks in different contexts, so you're always putting a new flavor on it. Even the graduate program that we designed--

Lage: So it went into graduate studies?

R. Cellarius: Yes, they first started a master's program in public administration, and they also had a teaching program which evolved quite differently. In the early 1980s, we began to design the Master of Environmental Studies program. I was involved in those discussions and the significant difference in the graduate programs was that we actually had required classes in them. For the undergraduates, the only requirement for a bachelor of arts degree was you completed a hundred and eighty quarter hours. No requirements either in terms of major or distribution. It was assumed that distribution came naturally through coordinated studies and that the students, through their advising, meeting with faculty, and that sort of thing, would put together a program where they really did put through some advanced work.

And it worked pretty well, but in the graduate program I think we almost had a mandate to have some required courses. For the master's program we devised a series of four required half-time courses instead of full-time because all our classes were in the evenings because when we first started out, we were looking at the employed state worker community and that sort of thing.

Lage: In the graduate program?

R. Cellarius: Particularly in the graduate program.

Lage: Were you saying all the classes were in the evening?

R. Cellarius: Only the two primary graduate programs of public administration and environmental studies had virtually all their classes in the evenings because they were originally oriented towards folks who were working. They were designed for folks who could go to school half time, rather than taking twelve quarter hours.

So we had a sequence of four eight-quarter-hour courses and for a half-time student, that's all he took was this one class until he got into the electives. There were electives, and there was no distribution requirement of the electives. They could take from whatever they wanted, but the first core class--boy, I don't even remember the titles--but the first one was a very mind-turning, upside-down class which brought together biology, ecology, political science, economics, and the like, and really brought in the whole gamut of environmental studies and political science, you know--What was the interaction between ecology and politics and where was the decision made? It was a very theoretical experience. Then we got into the second term, dealt more with resources and that sort of thing. Then we had a quantitative methods and the fourth one was case studies, where we looked at particular environmental issues, but the design of all of these and how they were taught came out of the development of the undergraduate experience. They were always taught with at least two faculty.

Particularly the first one was usually taught with three. We usually had at least one natural scientist and one social scientist in the program. It was a very clearly environmental studies program, not an environmental science program, because it was always integrating the political decision-making aspects along with the natural science aspects.

Lage: Where did your students end up? What kinds of jobs?

R. Cellarius: Well, some of them came to us from state agencies. A few went on to doctoral work, not many. We didn't look at it as a stepping stone, generally, to further study but a few have gone on. But I'd say most of them ended up primarily in state agencies, public agencies, planning departments around the country, mostly in Washington state, but some nationally, a few internationally.

My last years or so as director--I was director of the program, finally, my last four years there--and there was a program, funded by George Soros, the Hungarian financier, who initially funded students coming from the former Soviet Union countries to do graduate work in this country and then go back and carry it back. I saw an announcement of this somewhere, and wrote and said, "Evergreen might be a possible host for some of these students." First year, I just got there too late. Then, out of the blue a year later, they said, "Would you be interested in having some of these students?" So now we have--I think it's gone on, but I sort of set this up. First year, we had a lady from Moscow and a lady from Tajikistan. Both excellent students, did very well. They were there for two years and then went back. I really wonder how that lady from Tajikistan is doing now.

Lage: Yes.

R. Cellarius: But I guess they had one the following year, and I think that program has gone on, and that's one of the things that I started. We've always attracted a few international students, but one of the things about Evergreen is it really has attracted, first of all, a national student body.

- Lage: Even at the undergraduate level?
- R. Cellarius: Even at the undergraduate level.
- Lage: Even though it's a state college.
- R. Cellarius: That's right. And we probably have the highest ratio of out of state students of any of the state schools, as well as the usual gamut of folks who moved to the state to go to school and get residency so they don't have to pay out-of-state tuition. But we had a very nationally-oriented student body, and the same is true at the graduate level.
- Anyway, Evergreen was a great place, and there was only once that I even thought about going somewhere else. That was--oh, probably about five, six years ago, maybe just before I became director of the graduate program--when there was a school, University of the Redlands. They had an endowed seat in environmental studies, and they were looking for somebody. I applied for that position, was interviewed by the phone, but never got any further than that. But Evergreen--I mean, it was a heady place, and it was a wonderful place to teach--no departments, no faculty ranks, and it was an incredibly collegial atmosphere. These coordinated studies--the faculty would meet together each week to sort of plan the curriculum, to talk about it, to read books, and share their experience with books--
- Lage: It sounds like the place to keep up with everything.
- R. Cellarius: Oh, yes! And all the evaluations were narrative evaluations, so there was virtually no student competition. In fact, one of the precepts in the way we taught was student interaction, cooperation, coordination, collaboration. Each student wrote a self-evaluation. The faculty wrote a narrative evaluation of the student, no grades, so there was no way that the students could say, you're going to beat me out because you're going to get a better grade than I am, and go to medical school, and that sort of thing--a totally different experience from Michigan, of course.
- Lage: Right. And it's worse in biology, I understand, where you do have a lot of medical students.
- R. Cellarius: Oh, yes. Well, one of the last terms I taught at Michigan, I was the coordinator for the joint botany-zoology majors-level introductory biology class. First day of class, there were seven hundred and fifty students in this lecture hall. You say, "Okay, let's get things clear at the beginning. How many of you are planning to go to medical school?" Three quarters of the students raised their hands. Then you tell them, "Well, let's see. That means there are probably about six hundred of you who are planning to go to medical school. There's another six hundred coming the next term, or was here the previous term"--because it was a one-term course, and I did it twice a year--"and the University of Michigan medical school admits about two hundred students each year, and they don't all come from the University of Michigan undergraduate, so here's the competition, folks.
- Lage: Setting it up from the beginning!
- R. Cellarius: Well, you know, we might as well let them know about it. [laughter]

Lage: Yes.

R. Cellarius: I had one student who sent in his own grade change. He got a "C." He sent in his own grade change, and he forged my name. The reason I ever saw it was he was not smart enough to put an explanation as to why the grade should be changed, and so it ended up back in my mailbox. I said, "Well, this is not mine, and there's no grade change allowed." I don't know if there was any disciplinary action for the student, but--.

Lage: As time went on at Evergreen, was there any move from the students to ask for grades? I know this happened at Santa Cruz, that students who wanted to go on to grad school felt they were being put at a disadvantage.

R. Cellarius: The faculty were very adamant about this. The real issue were folks who wanted to go on to graduate school. One of the things that happened was we, the faculty, came from other institutions. In other words, they didn't start with a young faculty. They really brought folks from other institutions, so we all had connections. So we would write letters of recommendation, and the students would often have to take the grad records examination, but there was never any push by the students for grades. Once in a while a student would say, "The graduate school that I'm applying to really wants grades," and so on. There was only one time I felt that they--one of the schools that the student had applied to was being very stubborn about this, and that was the geology department at Michigan, as it turned out. I think I wrote somebody there, but I don't think it did much good and the student, ultimately, wasn't very interested in that school.

But, usually if we got a student into a graduate program or medical school, they did so well, they were so well prepared for that kind of education that the schools would come back and say, "Send us more." I had a student who was admitted to Duke--was interested in forestry--was admitted to Duke and to Yale in the schools of forestry. Duke offered him some financial support; Yale did not. I said, "Well, you ought to go to Yale, anyway," but he went to Duke. And Duke came back and said, "Send us more," because they were just well-prepared for the kind of graduate education because that's the--

Lage: They did get their basics in biology, it seems.

R. Cellarius: Well, I always argued that they got some of the basics, but what was more important is they knew how to find information because even in grad school, you don't really remember a lot, all the data that's plunged into your head at the undergraduate level. But what we did was we taught folks how to write--read, write, think, analyze, communicate, work with information. That's what you need to do in graduate school, and that's where they did so well.

You know, they were not--in a few cases they may have held back a little bit, but--. My daughter, Barbara, got her undergraduate degree at Bryn Mawr in anthropology, came back to Olympia, worked for a while and decided she wanted to go back to school, so while she was still working--or maybe just after she quit working--enrolled in our graduate program in environmental studies. It's always interesting to have your daughter in your class.

Lage: Right. [chuckles]

R. Cellarius: It gets to be a little difficult, but not too bad. She did well in our graduate program and then went on to the University of Kentucky in anthropology. I remember at one point, they asked one of the--I guess the folks in the anthropology department wanted to know whether all her course work would meet the various requirements she would have to have for the Ph.D., and so they had one of the faculty--and I think it was actually a rural sociologist--look at her transcript from Evergreen. It was all these narrative evaluations, and he said, "No problem, she's had everything you need to worry about," which always made us feel good, and also, she did very well there, as well.

She's now in Germany, although she's coming back for some anthropology meetings, but she did her doctoral research in Bulgaria. She's doing post doctoral work in Germany, but she spends six weeks, two months in Bulgaria now and then as part of that, but that's a different story.

But anyway, for the most part, we've been very successful in getting those students who wanted to go on to graduate school from their undergraduate education, to get them in with minimal pressure for grades. Once in a while we get requests for translation. Faculty and the registrar have been pretty adamant about saying, "No, we will not translate these into grades." So the narrative evaluations, the letters of recommendations, the students generally have to take the Graduate Record Examination, and that sort of thing. For the most part, they've done very well.

Lage: Sounds like a great place to be.

R. Cellarius: And I would guess that we probably have a smaller percentage of students from Evergreen who want to go on to graduate school than a place like Santa Cruz. That's just a guess.

Lage: As faculty, you also don't have the pressure of being part of the University of California.

R. Cellarius: That's right. We were an independent--we were a state institution, but we had our own board of trustees, and there was an oversight body called the Higher Education Coordinating Board, or Coordinating Council, sort of had a little approval of certain aspects of the curriculum, for example, when we started up graduate programs and the like. But they had virtually no control over the organization of the college. The biggest control was the legislature about how much money they gave to the colleges and so on, and the governor in terms of appointing trustees. It was a pretty independent institution, you know, beyond that.

Lage: Sounds like a great place--

R. Cellarius: Oh, it was fun. It was great.

Lage: --to teach.

R. Cellarius: Oh, yes. Yes.

Lage: Now, did what you did at Evergreen feed back into your Sierra Club life?

R. Cellarius: You know, there were so much connection going on. The answer is yes, in many ways, and there were connections in both directions, obviously. I mean I was not hired to teach ecology or environmental stuff. In fact, my first teaching was more in indoor science and integration between the natural and social sciences. The first real environmental teaching I did was because a student came to me and said, "You know about trees. I'd like to know what's going on in the forests around here," and I said, "That sound's like an interesting idea. I'd like to do that, too." So I said--and this was an individual student--and I said, "well, let's start with a textbook of forestry, and then find out what forestry's about, and what's going on in the woods." She--so we had a good term.

Lage: This was an independent study?

R. Cellarius: This was an independent study, and she looked at a lot of Forest Service documents, and I don't remember all of what she read, but the next year, either the next year or a couple of years later, I proposed what we called a group contract, where I was the faculty member for roughly twenty students, and I was their only faculty member for that quarter. I called it, "Our Northwest Forests," and I said, "The objective is to learn what's going on, figure out what's going on in the forests, in terms of how they're being managed and the like." So, I said, "The first thing you're going to do is before school starts, I want you to read this basic forestry textbook. Just read through it. Then, the first day of classes, we'll go up to the Packwood Ranger District. I arranged with the district ranger to have him sort of do a show-and-tell--How does the Forest Service manage the forest? So we spent two days touring around the forest and meeting with the forest district ranger and his staff of timber management assistants, and the wildlife assistants and the fellow who managed grazing and wilderness areas, and that sort of thing. Then, day three, you know--it's the first day of classes, no classroom experience--day three of this, we backpacked up into the Goat Rocks Wilderness and spent day four designing the curriculum for the quarter.

Lage: Wow!

R. Cellarius: And what we did was, having read the book, we made a list of topics that folks wanted to talk about. I did not have that list in my head. I probably had an idea--[end of tape]

##

R. Cellarius: So here we were in the Goat Rocks Wilderness, okay, and I think I'd actually managed to take a pad of paper and butcher paper and this sort of thing up there. We made a list of the topics--what folks wanted to talk about based on their reading, based on their personal experience and so on, and devised a set of topics and a schedule for the quarter. The concept was that at every class meeting one or two or three folks would get up and make a presentation on one of these topics, having gotten the information from additional reading, through library work, and the like.

Of course, this was, just as an aside, the kind of experience that is so important in graduate school. You go out, and you find the information, and you make a seminar presentation to the group. Then the students then wrote each of these papers up, these topics up. Each student was required to present two topics and write two papers on these subjects during the term. Ultimately, these were all gathered in a textbook. We wrote the textbook during the term, so to speak. I gave the first three or four talks on basic biology and tree physiology, just to get things started, while they began to do their work. I did that

twice by myself and then one year I did it with another person who was really interested in biogeography and the like. Oh, and that year, he was also a fish person, so we called it, instead of “Northwest Forests, we called it “Forests and Salmon,” otherwise known as “Fish and Chips” [laughter].

Lage: That’s good.

R. Cellarius: I think the third year--when I did it jointly--we ultimately ended up not getting the booklet put together. It was just too much of an editing job, and it was just--papers didn’t come in in quite the right form and everything, and we never quite got to it. I think I still have a lot of it on disk, but it never got put into final form. But that’s an example of how my environmental experience got into the teaching.

In the club, for the most part--aside from those early days--when I got on the board, I probably focused more on some of the internal organizational things. It’s hard to know how everything was connected or disconnected. I think that the one thing that was particularly useful was Evergreen, as you can imagine, was a very intense place to teach. There was always a certain tendency for faculty burnout, because that’s all you would do. By having a bit of a research program, which I did, at least for a while, and also having an intense Sierra Club involvement--I went on the board two years after I went to Evergreen. They balanced each other. I could put one aside and work on the other. There was no burnout, in a sense, because there was--

Lage: It must have burned you out physically, however.

R. Cellarius: Well, I think my children suffered a bit because I--weekends were--you know, it was usually to the point where, when there were five weekends in a row, I would say, about the third one or the fourth one, “I’m not doing this. I’m just not going to that meeting,” that I didn’t have to. But there was a lot of traveling and the like.

But I would say that the total experience of, first of all, the collaborative experience of working with faculty probably was very important in how well I worked on the board and participated without rancor, and that sort of thing.

Lage: Yes, and maybe having a kind of systems approach. Was that something that you brought to the board?

R. Cellarius: Oh, I’m sure it was, thinking about things in an organized way, and how are things connected. One of the things that was, I remember, very important in the discussions that I had with John Platt, way back in Michigan, was having a blackboard or butcher paper, something like that, and just drawing diagrams. How do things relate to each other and the like? It was all very important in making these connections. It’s hard to identify, I think, some exact connections as much as it was a total meshing, in some ways, of this. The abilities, the experience, and the understanding of techniques, and participation that I got from the club and probably melded into my teaching. Clearly, the understanding I got about environmental policy and the connections, going back into my teaching--I’d say that the strongest thing was not being just pure science in my teaching and bringing a lot of the more policy, political perspective back, and how do political decisions get made?

I remember one student came to me at a time when students were being assigned to advisors. We, Evergreen, was up and down on how to do advising, but there was a time when they sort of said, "All right. You have an initial advisor. You need to go talk to this person." I had a student come, and he was interested in natural history and environmental stuff. I said, "If you're interested in environmental stuff, one of the things that you need to do while you're here is take this wonderful program that we have called, 'Introduction to Political Economy.' Excellent faculty. They really will tell you how the world's political economic systems work. You need to know that if you want to be active in the environment." Well, he wanted to study natural history, which he did. Essentially, I know he didn't go take political economy and he never came back to see me for any more advice. He ended up working for the local Audubon Society. I talked to him a year or so after that, and he said, "Yes, you were right. I should have taken 'Introduction to Political Economy.'" Unfortunately, it was too late, but--. That, of course, was the perspective we brought to environmental studies and, I would say, clearly, the design of the program. My experience in understanding the importance of that relationship was instrumental in how we designed the graduate program.

Research and Technical Expertise within the Sierra Club

Also, I think the importance of having the technical expertise was important for the role I played in the club, particularly in the mid seventies, in working with Mike to set up the research department. I helped hire Bob Curry and, I guess, Curry had hired Bob Anderson, or Steve Anderson, one of the two Andersons. I remember I interviewed a fellow who was director of an EPA laboratory in Corvallis as a possible head of the research department here. So I certainly brought--and that probably came out of my academic experience and particularly important was working with Platt on the importance of bringing science into it. That, of course, was an important part of the development in the club of these new ideas because so many of the folks on the staff came in because of their activism and didn't have the technical training to deal with the issues.

Lage: But the research department didn't last, so how did that relationship between activism and technical information work out?

R. Cellarius: I think it's a struggle.

Lage: Yes.

R. Cellarius: I think it's [been] a struggle in the club for a long time as to how you integrate and bring in the more technical information. I'd say that it has been serendipity more than anything else that's kept us in this arena. I think now that the club is well established, has a significant lobbying effort, and well-staffed Washington office, that the hiring that's going on there is with folks who bring in a lot of that technical knowledge, as well as the political knowledge. Now with all the conservation committees we've got, we've got technical experts all around.

Lage: From the volunteer segment?

R. Cellarius: Right, right. They really work very closely with the staff on these things. We've got an energy technical advisory committee, but even in the early days the directors were the ones who knew the parks, right?

Lage: Yes.

R. Cellarius: I don't remember how Vicki Mattox got on the board, whether she was nominated or elected, but she was from the coal mining country in Kentucky. I guess she was active in the chapter down there, or the group, and coal mining, of course, was an issue that was particularly prevalent at the time, and the environmental impacts of that--. She was not there for a whole term. I think that she had a whole bunch of problems that made it difficult for her to be on the board. But, again, the volunteers brought a lot of that technical information. The real problem has always been that a good portion of what the club has done has been the political process, and the technical information has informed the political process, but very often it's not as important as the politics.

I think that there's a problem there, but I think the reason that the research department didn't work was both funding and the sense that having these white papers on technical subjects really didn't advance the lobbying agenda necessarily. It's a dilemma, and I've often thought that the ideal arrangement would be for the club to have a stronger affiliation with an organization like the World Resources Institute, which does have the research component, and sort of tie into those and say, "Keep feeding us this stuff." But, again, the research folks just couldn't earn the money and didn't have the size of the staff, really, to inform everything. And science informs activism marginally [laughter], when you think about it.

Lage: Right.

R. Cellarius: The politicians use science to their own advantages and disadvantages. There's enough controversy sometimes, in the science, that you have to make the political judgements. The political judgement is one of risk and that sort of thing.

Lage: Well, just to think of something like global warming, the amount of research effort the club would need to come up with an answer for that--

R. Cellarius: Well, but the club, in that sense, the club doesn't need the research department--

Lage: No.

R. Cellarius: --to do it.

Lage: They couldn't do it.

R. Cellarius: Because there are so many other folks working on it, what you do need is folks who can interpret that, report on it, answer questions about it, inform the lobbyists, inform and be prepared to assist in testimony and that sort of thing. After we met yesterday, I was on a conference call, and one of the comments was, "Well, what our task is is to provide the cuff notes," to Carl Pope, and to Bruce Hamilton, and other folks who are making these talks on these particular issues like global warming, on environmental security, and so on.

The information is out there, but our job is to get that information into their hands in a way that they can put it out.

And that's the role both of the lobbyist and of a lot of these volunteer committees. Certainly if you look at the evolution of the club's committee structure--again, going back into the seventies, there was just a proliferation of conservation-oriented committees, right? You had Ed Wayburn and the one conservation committee, and all of a sudden, somewhere in the early 1990s, you had--I don't know--there were about eighty or ninety different club committees.

Lage: At the national level?

R. Cellarius: At the national level, which probably a third dealt with internal issues, and the two thirds dealt with conservation. It was a whole list. We went through a new iteration of the committee on committees. I remember Cicely Christy was chair of the Committee on Committees, and she was on the council when I first went on it. That Committee on Committees sort of disappeared, but then it got revived when, particularly from a budget standpoint, somebody needed to sort of figure out what the committees were doing, how much money they should get, and that sort of thing. Doris [Cellarius] was on the Committee on Committees for a while. I don't think she was ever chair of it, but I remember meetings where we were sort of a committee management committee. Now, with the new structure, they've sort of reorganized, and I don't think we've really--we've reduced a little bit the number of conservation committees, but it's a much more elaborate structure. But the Conservation Governance Committee, to a certain extent, and certainly a lot of the strategy teams are committees on committees. They manage subcommittees. It's still a committee management structure.

Lage: It didn't necessarily get more simple.

R. Cellarius: It got more complex and what it did was it took a lot of the oversight out of the board's hands, and the board wasn't in the position to be able to pay attention to it all together, but it also means that at least some of the committees don't have anywhere near the direct access to the board on some of these issues that maybe they should. Although, when an issue does come up, like global warming, or energy, they do have presentations, like in Sequoia this summer we had a whole global warming presentation from the folks who were working on it and from outside experts. So you can get the information to the board, but it's a little bit more of an elaborate structure.

Lage: Now, let's get us back into the seventies.

R. Cellarius: Okay.

Chair of the Pacific Northwest Chapter, Election to the Board of Directors, 1974

Lage: Do you want to talk about your role in the chapter? It sounds like you weren't too active except for maybe a couple of years.

R. Cellarius: Well, of course I was very active in the Mackinac Chapter all the time I was there. That evolved into also developing the Midwest, but all that really was chapter activism, trying to develop that in the Midwest region. When I got to the Northwest, there was a multitude of events that happened right away. First of all, Brock Evans left to go to Washington D.C., and I remember there was a reception for him in Olympia, a departing reception. I'd worked with Brock for a long time, over the years, even when I was in Michigan. In fact, I think I mentioned that we had a meeting in Grand Rapids, sort of organizing the chapter out there.

Lage: Yes.

R. Cellarius: This was at the time of the Timber Supply Act, as I recall. Brock managed to track us down at this meeting, by phone, from Washington. He managed to find us in this church in Grand Rapids. How he did that--oh, I guess he called our house, and maybe we had a babysitter or something like that, so they gave him the number. We were able to activate the crowd on the Timber Supply Act, right there in Grand Rapids because Brock had tracked us down. So, early, you know, I had these contacts. I knew a lot of these folks from my work with the council. Sandy Tepfer was one of the vice presidents. I had worked with him. Doug Scott came in, ultimately as the regional rep in the Northwest.

Lage: Another old friend.

R. Cellarius: That's right. There was a very short transition. Some guy lasted about three weeks, I think, in the job and then they brought Doug in. But, I think even in the first fall that I was there in the Northwest, there was a meeting in the Hanford tri-cities area of Washington to form the Northwest RCC. I participated in that. I went to some of the Northwest Chapter meetings and I went to one down in Klamath Falls. Doris and I were at this meeting and then I remember I was--I think it was [Al] Bateman--forget his first name at the moment--Bateman had sort of a tennis resort on the western shores of Klamath Lake, across the lake from Klamath Falls. We had a meeting there, and I forget who had been chapter chair, but all of a sudden they needed a new--maybe it was they needed a new chapter chair, so they appointed me, elected me to a vacancy on the executive committee, and then elected me chapter chair of the Pacific--

Lage: Oh, my. This was quick.

R. Cellarius: This was Pacific Northwest Chapter. So, in about a period of three years, I was chair of two different chapters--Mackinac and then the Pacific Northwest Chapter.

Lage: Yes, I assume when you moved to the West Coast you never thought, "Oh, maybe I'll take a break from the Sierra Club."

R. Cellarius: No, because I was involved in this research effort, sort of brought that with me, and so I had those connections. There was, in a sense, an expectation, "Well, you were active in the Sierra Club, and that's one of the reasons why you came to Evergreen, so you might as well just continue."

I had just been appointed--I think it was still also '72--to the Books Committee. So I brought that hat with me as well, just as a member of the Books Committee. I was probably chair of the chapter for maybe a year, or something like that. I don't remember

the exact length, but we, Doris and I, she more than me, organized the local Sasquatch Group with some other folks down in the Olympia area. She served on the executive committee of the group. I was on the chapter ExCom. I think I actually ran once for the chapter ExCom because I was appointed to a vacancy, but I think I ran once for the chapter ExCom. But certainly kept involved with the RCC. I think I was RCC chair in the Northwest. I think it's on my list there. [indicates list of club involvement that was supplied to interviewer. See Appendix.]

Lage: Your list indicates that you were chairman and regional vice president in '80, '81.

R. Cellarius: Right, okay. That was probably a hiatus from being on the board, so--. [laughter]

Lage: Yes, probably.

R. Cellarius: Then I transitioned into even more of a national role through my work on the council and connections with the Nominating Committee, and I was on the various committees. I was asked to run and nominated by the committee to run for the board. So in 1974, I was elected to the board of directors--

Lage: And that was the beginning of--

R. Cellarius: That was the beginning of sixteen years on the board total. You know, we'll have to go through that probably in a little more detail, a little more directly--

Lage: Yes.

R. Cellarius: --but that was, as I said earlier today, that was really at the beginning, '72, '73, '74 was the beginning of the transition in the nature of the board of directors from the old boys' network to a much, much more eclectic group of folks from around the country who were running the club. Mike [McCloskey] was executive director and his relationship with the board was probably very cautious, sort of a behind-the-scenes leading role. I would gather that there was not a lot of conservation staff. In your recollections of history you probably know the evolution of the Washington office, but it took a while. I mean, first of all there was Lloyd Tupling, and that's all there was. It slowly grew, up to the size it is now, and again, the development of the regional offices-- All that happened in the seventies as the club got more and more involved in the whole gamut of issues nationally. In terms of some of the local conservation or parks issues, they were virtually all focused on the West, on California. Ed [Wayburn] brought Alaska into the picture in the late sixties, early seventies. But it was folks like Doug Scott working on Sleeping Bear, the Great Lakes, all around the country all of a sudden, that these issues came up and you needed staff in those areas.

Lage: And there were money problems in the seventies?

R. Cellarius: There were, but they were--some of it was recovering from Brower still. I don't have much of a recollection of--I mean, I do know that there were real problems with budgets. I remember one year we had a budget meeting at the Yosemite Institute here over in Marin County, and it was really hard hitting, trying to figure out where the money was going to go, but a lot of it had to do with how do we fund the volunteer conservation effort, and the like. How do we manage the club? I don't recall them being as critical as

the financial hole that Brower had dug us into, or the financial hole that happened in, roughly, 1990, just after I left the club presidency, when all of a sudden, as a result of the Gulf War, money just stopped coming in, and they had to have a lot of staff layoffs.

So we struggled, but--

Lage: That doesn't stick in your mind? Somehow I remember from other oral histories that there was a lot of struggling with the budget in the seventies--

R. Cellarius: Well, yes.

Lage: --and, you know, it was the energy crisis, so the economy's down--

R. Cellarius: That's right. I mean, I'm sure we struggled, but it was not something that I felt passionate about. I was not treasurer; I was not on the Finance Committee. I struggled through them on board meetings, and I do recall those debates, and how we did this and that sort of thing, and how we could fund computer systems and the like. But I probably was not in the heart of it as some folks were.

An Aside on Family High Trips

Lage: [tape interruption] We just had a little break and came back and started talking about family high trips and Phil Berry.

R. Cellarius: That's right. We just had a brief conversation about Michele Perrault, who, up until a few months ago, was married to Phil, and my experiences with Phil. One of them was that in roughly 1969, he invited me to be an assistant leader in training on probably the last family high trip up over Army Pass in, it would have been 1969, and--

Lage: And was this taking your family?

R. Cellarius: Yes, taking the family. Barbara would have been about six years old, and Karen was barely three, three or four. That was just minimal age for being on the family high trip. Phil's kids were all--

##

R. Cellarius: Phil had his three boys, and I think Laurie Wayburn [Ed and Peggy's daughter] was also on that trip as also an assistant leader or commissary crew, or something of that sort.

Lage: It's a family affair.

R. Cellarius: It was, yes. But Karen really struggled, you know. She walked most of the way, but it was slow going. Oh, and the other interesting thing is we stood on some rocky flat in, I forget exactly where it was. We had been over Army Pass, and somebody had a transistor radio, and we listened to the first footsteps on the moon, out there in the Sierra wilderness.

The other thing I really think about, there were about forty, forty-five people on that trip. You always think about, what is the Sierra Club? What is the impact on the wilderness when you have that many people camp? And that was a relatively small trip compared to the hundreds of folks I talked about earlier. But I still have a photograph. I have a slide of the campsite just over Army Pass, as I recall. You can barely see a tent. You can hardly see any impact. We were spread out and just low intensity, and you could not tell that there was a little city of forty people camping there. I thought that was very interesting.

But the other thing I've mentioned is--just mentioning that Michele--and Doris may talk about this, when she worked at the Bronx Zoo--Michele Perrault, as a young woman, just out of undergraduate school, maybe she was still an undergraduate in college, also came to work at the Bronx Zoo. Then all of a sudden, she appeared as the regional vice president and she and Phil got together. So, we've known both Phil and Michele from two opposite and two different directions for many, many years.

The Publications Committee during Jon Beckmann's Tenure

- Lage: That's very nice. Okay. You were going to look at the Publications Committee, and how you got on that, and then give an overview of--
- R. Cellarius: Right. I was appointed to the Publications Committee. I think I went to my first meeting roughly in May, 1972. That's my recollection. There were three Turks, Young Turks, so to speak, appointed to the committee, myself, Paul Salisbury from Utah, and Don Bradburn from New Orleans, that part of the world.
- Lage: Why do you say Young Turks?
- R. Cellarius: Well, because I think it was roughly the end of Ray Sherwin's term as president, or about that time. The Publications Committee had been mostly publishers, cronies, old friends of Brower. There was a concern by the leaders of the club that the Publications Committee was not really reviewing the books in the way that it should be. There was not a very rigorous review of the books. There was probably still too much money being spent on books that was not necessarily reflective of the developing new interests of the club. So I think we were put on there just to sort of control the publishers, so to speak. You know, we had August Frugé, and Paul Brooks, and those were the two folks I particularly remember on the committee.
- Lage: Now, would you call them Brower cronies?
- R. Cellarius: Well, they were on the board. They were brought onto the Publications Committee by Brower, if you remember. I'm sure that that's true.
- Lage: But Frugé fought Brower tooth and nail. [chuckling]
- R. Cellarius: I understand that, but where did he come from in the first place? How did he get on there? Because of his connections with Brower, I suspect, and you know, Phil Berry was elected to the board on a pro-Brower slate. It was a year later when he said, "We got to get rid of

this guy.” So, I think the people were there because of the nature of what the publications program was, and what Brower was doing.

Lage: So maybe they had a different idea about publications?

R. Cellarius: Oh, I think so. I think so. But, anyway--

Lage: And both were professionals, also.

R. Cellarius: That’s correct. I think this was part of the other thing, that these were the professionals on the committee, and professional publishers, and they really wanted somebody more connected to the leadership-- non-books publishing leadership, although all of us had some active role. Don was a photographer, well, he was not professionally a photographer. I think he may have done some professional work, but he was a pathologist, as I recall. Paul, he may have been an academic, but I’m not sure. No, he was an architect.

So, anyway, that was the beginning of my introduction to the Books Committee. We were in a day when virtually every book proposal had to be approved by the Book Committee. We reviewed manuscripts. We reviewed examples of what the pages would look like, and that sort of thing. I remember big spreads.

Lage: Very hands on.

R. Cellarius: Yes.

Lage: Who was head of the program at that time, the paid employee?

R. Cellarius: Oh, I’m trying to remember. [previous editor was John Mitchell (1970-1974)]

Lage: Did he come out of *West* magazine?

R. Cellarius: It’s quite possible.

Lage: I might be getting the name wrong.

R. Cellarius: And what happened was that they wanted--either the books program offices were in New York and they wanted to bring them to San Francisco--I think that was it, must have been it because they wanted them here in San Francisco, in the office, but the books publishing offices were in New York. I do remember a meeting of the Books Committee in New York, and one of the folks on the committee was another publisher, wonderful guy. I’m not sure when he went on, now that I think about it. He may have been after we hired [Jon] Beckmann, but--. I remember staying at the Player’s Club in New York, this old artist’s or performer’s club, because this guy had connections there. Well, it was quite an experience, but I don’t remember quite when that was. But the decision was made to bring the books program to San Francisco from New York, and this person, the fellow who was head, did not want to come, which created the vacancy, into which we hired Jon Beckmann.

Lage: Is this, again, the Books Committee who interviewed Jon, rather than the board?

R. Cellarius: Actually, the board hired, interviewed Jon Beckmann and approved him directly. That was the black Friday of 1973, when we met at the--where the Nixon's cronies' heads rolled. That was the board meeting at the ski lodge in Brighton, Utah. That was November 1973. I know I was involved in interviewing at least one other candidate for the position. So the Books Committee, which was then the Publications Committee, was involved in the search for the new director, head of the books program. All reported directly to Mike, and there were at least three candidates that were finalists.

I don't remember how they got selected, but one of the folks was a publisher who was the creator of a couple of biology textbooks. One was called *Psychology Today*, and the other was *Biology Today*, and also the magazine, *Psychology Today*, came out of this. His philosophy of textbook publishing was that he really wanted more visuals, more crazy diagrams that would attract the minds of folks who were growing up with television and that sort of thing. I interviewed him along with somebody else. I forget who else was with me on that interview. I must have gone down to Los Angeles for that interview or else he came up to Olympia, but I was very impressed with that man because I was interested in his dynamic approach.

I, frankly, had not been as high on Jon for the position. Jon was very quiet, had this small publishing house, Barre Publishers, I think in New England somewhere and just seemed a bit low-key to me and very intellectual. Not the kind of dynamic, put it out in the press, in the public, like this other fellow. Well, I think Mike decided on Jon and recommended him to the board, but Jon's final interview was with the board of directors, sitting on sections of logs, sitting outside the ski lodge in Brighton, Utah.

Lage: What was the board looking for? What new directions at that time? Or was it mainly financial security?

R. Cellarius: I'm not sure that's a fair question to ask from the standpoint--was the board looking for something? I think the board was probably looking for professional competence and not necessarily a particular editorial direction. I suspect that Mike was probably looking for a broader editorial direction than just Exhibit Format books, getting into message books and that sort of thing, and competent knowledge--a person who was competent, knowledgeable about the publishing business. I think that the person who preceded Jon was not directly involved in book publishing, did not come out of the same publishing community. Jon brought with him a very strong knowledge of the publishing community. Very quickly, we had a Publications Committee that was about five volunteers who were non-professional from the book standpoint and about five folks who had direct involvement in the publishing industry, people that Jon had known and were interested in the club. It was a very positive interaction.

Lage: So Jon got some of his appointees, so to speak, on the Publications Committee?

R. Cellarius: Yes, right, people that he knew from publishing and these were folks who were professional publishers, a lot of East Coast folks, not Sierra Club. I mean, many of them were club members. Not all of them, I think, were initially club members when they came on the committee, but they brought a strong, supportive commitment to Sierra Club books. Jon basically created Sierra Club Books as a publishing identity, as opposed to just Sierra Club. It was the Sierra Club who was publisher, but Jon, I think, created the name Sierra Club Books as an identifiable publishing entity.

But our meetings were two-fold. Every meeting, we reviewed the financial statements, the publishing record--how many books were sold, what a book costs, and so on, what the breakdown of cost was--printing, how do you get the paper right, and so on, as well as--

Lage: Very hands on.

R. Cellarius: Very hands on. I mean, we also had editorial discussions about what kind of books we were looking for. Jon would bring books to the table, and we'd talk about them.

Lage: Were you as active in actually reviewing the books, reading them?

R. Cellarius: He would usually bring sample chapters, tables of contents, that sort of thing, identifying some of the writings of the folks. I reviewed a few full manuscripts but not a lot. But I did review some, and I think that generally what we relied on was the package of materials, which I'd say was often sample chapters, preview chapters or example chapters, something like that. Jon gathered around him a very competent staff of folks, a full publishing house, when you think about it, because we had editors, we had designers, we had folks who knew all the various aspects of a publishing business. When Jon first started, there was one person, I think, who worked with him. They worked in the penthouse of Mills Tower because we were still in Mills Tower when this first started. He and Wendy--I think her name was Wendy Goldman--were essentially Sierra Club Books in 1973 or '74, when Jon first came on.

Slowly, the list grew. It became a much more diversified list of both literary works, and that's the one thing that I think Jon brought to the books program. The Exhibit Format books continued, some of them were legacies from Brower because they took a while to put together. He brought some of his own ideas of some of the big picture books. I remember there was a Gleason book on New England, and so on. Then there were the sort of issue books, but there were also others. We did a book of Robert Bly's on poetry, and other poetry. Ultimately we did a couple of fiction books, David Rains Wallace and his natural history essays, and then his two novels, fiction books and so on. So he really brought a broad vision. He knew the business; he knew folks, the publishers on the committee. A couple of times we had a bookseller on there, too. We had folks who knew the various ends of the business. That's how Michael Loeb, who's now president of the foundation, got involved in this whole issue. He was one of the folks on the Publications Committee.

Lage: So did it work, in a way, like other Sierra Club committees, where you have the experts and the activists coming together?

R. Cellarius: Absolutely, yes. It was a kind of perfect example of that. We learned a lot about the books business from the publishers, and they learned about what kinds of things the club was interested in. But they were also very helpful in saying, "Well, this is an interesting book, but you're not going to sell it." We also recognized that there were some books that were worth publishing, even if they didn't make money. That's one place where we did have financial discussions and concerns because it took a fair amount of capital to publish a book and hold that inventory.

So, for a while, the club, in terms of how they managed the finances, was not recognizing that there was a capital expense for the books program, but there was a concern of, well,

should the books program be breaking even? Should it be making money? Is it okay to lose a little bit of money? Jon was always very cautious about--I guess he was actually very clever about--combining the total bottom line of the publications program to show that, in fact, it was doing quite well and where it was doing quite well was with the calendars. Brower invented the Sierra Club calendars, the wall wilderness calendars. Then that expanded and working with Random House as one of the publishers--a lot of that was done initially by the club directly. Then--I don't know, I don't remember--well, some of the original relationships that Brower made with publishers was with Ballantine Books and with Ballantine, himself. That ceased in the late sixties, early seventies, when Brower left.

I don't remember how we got the initial relationship with Random House, but part of it was, one of the things that happens for small book publishers is that they really don't have the marketing capability and often the warehousing distribution capabilities, so it gets to be very difficult for them to get into the market place. Many of them contract with the major publishers and the publishers both warehouse the books and essentially distribute them and their salesmen represent them as part of their stable. You pay a fee to the publishing house, like Random House, to do that. You're not owned by Random House, you are essentially a customer, a client of Random House from that standpoint. [chuckles] So you're always a bit at the mercy of the Random House salesman. You're not there, although they're getting a commission on what they sell, obviously, but if they're going to promote a book, their first loyalty is to Random House. My recollection is, in the case of Random House, that the salesmen were very happy to have Sierra Club Books because they were doing well. They were well-respected, and they were, you know, they sold well, at least in some cases. So they were happy to have that in their portfolio as the full spectrum of things they took.

Lage: And you're not talking about this more recent arrangement with Random House?

R. Cellarius: No, this was early on. This was early on. Jon worked out, and I don't remember when this started, but it must have been early on, and it may have even been before Jon, but it turned out that Sierra Club was the author of the calendar, the creator of the calendars, not the publisher. Random House was the publisher of the calendars. We got a huge advance on the calendars each year, and sometimes at least most of the calendars would earn out their advance, so Random House was happy with that. The real problem in the calendar business, and we started saying, I don't know how early it was, that someday there's going to be so much calendar competition, the bottom's going to drop out. But for many years, our calendars really held their own in the calendar market.

Lage: And helped the books program?

R. Cellarius: And helped hold the books program up. Then there was a regular battle between--. Jon had his own financial managers and bookkeepers to try to--in fact, Rosa Li, who's now in the finance department worked for Jon Beckmann for many years sort of keeping the books' books, so to speak [chuckling]. But there was always a bit of a tension as to how you analyze the books' budget because if you looked at the overall budget, they were making money, but if you separated out the books and the calendars, there was a big difference. The calendars really carried the books, but also, there was this couple million dollar, essentially, investment in terms of inventory, author advances, and that sort of

thing that was a burden to the club financially, and at a time when we were borrowing money.

Early on I think the club had the policy of borrowing money, using the life memberships as reserve, as security. I do remember that we had the policy that we had to be out of that line of credit, the line of credit had to be down to zero at least for one month over the year just so that at least we were not accumulating debt. That was certainly something that the board was struggling with, how to manage the cash flow situation, the cash flow issues.

Lage: What was your role on the committee? Having been on it so long, did you have a particular point of view about what it was worth to the club, say?

R. Cellarius: Oh, absolutely. You know, I came to the books program, to the committee recognizing that one of the ways that the environment had been brought to the attention of the public was through the Exhibit Format books. That was one of the major contributions that Brower brought to, I think, the environmental movement and the world, is making folks aware of nature in this magnificent way. Then the various publications that we came out with, which were the issue books, again, I believed that it was a very important part of what the club was doing. It was part of the educational efforts of the club and really supported the idea that a subsidy to the books publication of ten cents on the dollar--and that was sort of the number we came up with--was appropriate because it was part of the public educational mission of the club.

Lage: Now, was that one of the major controversies? Did you have to defend that on the board?

R. Cellarius: There were times when we had to do that, but we wrote a books policy, a position statement that essentially had something like that and also talked about the need in the publications arena to think about expanding into other media, into videos and films, and that was something that the committee--and this would have been in the, I guess, early eighties when we actually wrote this policy, position statement, that talked about looking at other media as well, because the books business was always up and down. But Jon did very well at not only producing the books and getting the right authors, but also at getting reprint rights, and that sort of thing. Sometimes we did our own reprints; sometimes it was very important to get somebody else to do the reprints, and we got royalties on that. A couple times, one of the books got out of hand, got away from us, rather.

I frankly used a number of those books in my teaching. The ones I particularly know and recall were Donald Worster's *Nature's Economy*, which was very important for the kind of teaching I was doing at Evergreen, and then David Rains Wallace's *Klamath Knot*, which is a wonderful, wonderful book. Those are the kinds of things that Jon led the books program into.

Very, very interesting. One of the roles of the volunteer, the non-professionals on the committee, particularly, was to sort of talk about the editorial direction of the program, what kind of books were appropriate and so on. Jon--it was a very interesting dynamic. Jon was always concerned about the fact that you don't generate books *de novo*, that is, the club cannot create books. You respond to books that are brought to you. You say, "This is right for the club," or "It's not right for the club," but the worst books were those that you tried to generate yourself because there was not necessarily the right author, and so on, and so on, and so on. But one of the things that always happened is--but the

volunteers, particularly, in the Books Committee would say, “We need a book about this,” and Jon would say, “Well, I’m not sure we’re going to get it. We can’t really create it ourselves.” So he was always resisting this. Then about six months or a year later, you’d see a book in that area and he just--

Lage: So he listened!

R. Cellarius: He listened and responded. It was a very interesting dynamic. We’re probably going to have to cut this off. We can probably talk more about this as time goes on.

Lage: It’s too bad that we have to stop in the middle of this, but we do.

R. Cellarius: Yes.

Lage: When did Jon Beckmann leave?

R. Cellarius: He was publisher for almost twenty years.

Lage: That’s amazing.

R. Cellarius: It was almost twenty years, and that was a difficult time.

Lage: You mean it was a difficult time when he left?

R. Cellarius: Yes. But from when he first came on there was a clear development, a very strong development of a program--had had its ups and its downs financially. Sometimes they had to pull back books and that sort of thing. He would license the titles and all of a sudden--. The club went through the catalog business, and we were up and down with the catalog. Out of the catalog was licensing of various things with the Sierra Club name. That operation also got attached to the books, to Jon’s bailiwick. That was ultimately part of the problem.

##

R. Cellarius: So I was on the Books Committee for--associated with it for almost twenty-five years. I certainly was not on it when I was club president. The club has a relatively unenforced policy of folks taking sabbaticals from committees and that sort of thing. But I went on and off the Books Committee. I was chair for a number of different times and recruited people for the committee, but most of the time while I was affiliated with it, the first, certainly fifteen years or so, it was a very strong, well-respected publications program. A number of publishers participated, were very important for assisting the volunteers on the committee and Jon in seeing how stable the program was, advising on the finances, advising on editorial issues. It was a very, very powerful, very pleasant experience. It was a powerful dynamic of how the publishers and the volunteers worked with Beckmann. We respected each other, and people didn’t hold back. I mean, the publishers would lay into Jon on issues, you know, in a very friendly way, but a very strong, professional advisory way. We had some wonderful people on that committee, some of whom are involved in a variety of ways still.

Lage: Did you have any disruptive people?

R. Cellarius: There was one disruptive person that I will talk about when we come back to this at the end of Jon's tenure and my participation in this. That person was Dave Brower.

Lage: Oh. [laughter]

R. Cellarius: In the ending years, when he was back on the board. But we didn't have disruptive folks in the sense that they were negative. We had folks with strong opinions that would express them very strongly, sometimes very verbally, but I would say that they were always in a positively oriented sense. That is, they were saying, "I think this is what you need to do for the program." I don't think there was any of that. I think that it was a strong program at least through the time of roughly 1990, when I was club president, but the program had its ups and downs because Mike McCloskey, as executive director, was always trying to twist a bit more money out of the books program, particularly at budget time.

Lage: Yes.

R. Cellarius: How can you get more money out of the--how can we make the budget of the books program look a little bit better? And Jon, he'd always squirm and get twisted by Mike, but it was a very strong program. He brought in good editors, he had a good production staff, and it was a full-service publishing house.

Lage: Pretty impressive when you think about it.

R. Cellarius: Oh, yes. And the difficulties came sometimes when these other aspects--like the licensing--. As I say the licensing probably initially became as an extension of licensing the titles for paperback use, but then it got its own complication.

Lage: You mean in management or in using up money?

R. Cellarius: Management, not in using up money.

Lage: Well, we probably should break.

R. Cellarius: Yes. It's a good place to stop.

IV THE BOOKS PROGRAM IN THE 1990s AND MAJOR TRENDS IN THE SIERRA CLUB AGENDA

Transitions in the Books Program

[Interview 3: February 20, 2002] ##

- Lage: This is our third interview session with Richard Cellarius. Today is February 20, 2002. Now, when we left last time, we were in the midst of the story of the publications and the Publications Committee.
- R. Cellarius: Right.
- Lage: We talked about Jon Beckmann and what he brought to the program. I think we're at the point where we want to talk about the end of his tenure here.
- R. Cellarius: Yes, I think I was not on the Books Committee. They changed the name somewhere along the line. I think it was Dan Sullivan who argued for the change from the historic name, Publications Committee, which oversaw everything.
- Lage: Including *Sierra* magazine?
- R. Cellarius: Including *Sierra* magazine--the *Sierra Club Bulletin*. [*Sierra* magazine was formerly the *Sierra Club Bulletin*.]
- Lage: Right.
- R. Cellarius: And the Publications Committee name was changed to the Books Committee because it no longer dealt with the magazine and so on.
- Lage: I see.
- R. Cellarius: Jon was, I think, forced out by Carl Pope. I'm not sure fired is the way, but I think he had a severance package, as is usually the case. Jon was not in the best of health. I think Carl felt that he was not doing a good job of managing the shop.

- Lage: Financially?
- R. Cellarius: Personnel, as much as anything. He had a good group of folks. Rosa Li, for example, was the financial person in books, and she's still working for the club down in finance. So he had good folks. The other thing that happened, which I think was about coincident with this--I'm not sure about the exact timing--was, in my opinion, the demise of the Books Committee. It happened when Hank Graddy was chair of the Books Committee, and he felt that he needed to accede to the budget crunch that was going on, just after, I think, Carl came on.
- Lage: Was this when Jon was still there?
- R. Cellarius: This was while Jon was--but this is the total budget crunch for the club.
- Lage: Now are you referring to Frank Grady, or Graddy?
- R. Cellarius: Hank Graddy. He's from Kentucky. He's a volunteer. He's been around for years. He was chair of the Books Committee, very interested in books. For a long time, he wanted to get a Sierra Club books club of some sort, a reading club--get the chapters or groups to set up little reading club sections so he could sell Sierra Club books.
- Lage: That's a nice idea.
- R. Cellarius: It was an interesting idea. He could never get anybody to buy into it. Anyway, Hank decided pretty much on his own, although consistent with the directives that came out, that volunteer committees should really cut their budgets. So instead of meeting three times a year, the Books Committee all of a sudden met once a year.
- I think there was one year where we virtually didn't meet at all. This was after I was club president. I'd gone back onto the Books Committee. I think that it just lost momentum and it lost some of the contact, I think, that Jon had also with publishers and volunteers, although I would imagine that through publishing circles he kept more contact with the books people than he did with the volunteers. So that may have been part of it. There was also financial pressure. He brought in Peter Baren to do licensing. Peter was really, really smart at the licensing end of the business; that's what he brought to it. Anyway, I don't know all the details because it was a matter between Carl and Jon. I had a very sad letter from Jon about six months after he left. It may have been about the time that Peter Baren just left, too, because he was overwhelmed.
- Lage: He had become the head?
- R. Cellarius: He became publisher and had some interesting ideas. He did a lot of republishing, repackaging of books in a way that he thought would give them another life. To a certain extent it worked, but, again, he was not a books person. And, again, I think there were still financial issues.
- Lage: What a change from Jon Beckmann, who was such a consummate books person.
- R. Cellarius: Oh yes, oh yes. Right. Well, that was part of the problem. And staff cut back, and there were a number of things that went on. I'm not sure that I can recollect all of them. But I

had this very sad letter from Jon saying, “Well, you know I’m available if they want to bring me back.” It was a very plaintive letter. I still have it.

Lage: Oh, dear.

R. Cellarius: I think I shared it with Larry Downing, who had also been chair of the Books Committee. I don’t think I shared it with anybody else and certainly didn’t share it with Carl.

Lage: Because you just knew that wasn’t the time?

R. Cellarius: I just knew that it was not going to happen. Then Peter--there was a problem with licensing--

Lage: Now, what is licensing?

R. Cellarius: Licensing is where you license the Sierra Club name on a variety of goods. Sometimes licensing also was involved in licensing a book. In other words, the club has rights to a book which it publishes in hardback. Instead of publishing the paperback, they license the paperback rights to another publisher.

Lage: But it might also be licensing a mug, or the name of--

R. Cellarius: Licensing a mug, or a bear, or a line of boots. I mean, there were lines of boots; there were note cards, the posters. And we still do licensing.

Lage: So what were the problems with it, then?

R. Cellarius: Well, I think a lot of the licensing agreements didn’t pan out. One of the things was that they would negotiate a good advance, but somehow the goods didn’t sell and so, you know, nothing beyond the advance, and the folks who have the license just decided they weren’t going to renew it, and those sorts of things. Plus the fact, I think, that Peter was not also a good manager of the books business. It was not his business.

Lage: Must have made his staff a little uneasy.

R. Cellarius: Well, and the books program was not making money, and one of the issues with Jon continued to be, to the extent to which the calendars, which brought in a fair amount of money, quite a bit of money, were essentially covering up the losses in the books program because books, generally, unless you have a really good seller, do not make money in the first go around. It’s in the subsidiary rights and that sort of thing.

As soon as the financial gurus began to argue that, well, we ought to separate out the calendars from the rest of the books program and look at the books program independently, they said, “Well, it’s not making money and we ought to cut back on it a bit,” and so on, and so on, and so on. It did have a fair amount of capital involved because you had to pay for the books, the paper, the printing, and all that sort of fees, authors’ advances ahead of time. So there was a big capital investment that was essentially costing the club money because we often borrowed money to pay for this. So all of that resulted in cutting back on book staff, and sort of renegotiating how things work, and at a time when--

Lage: Was this during the nineties, basically?

R. Cellarius: It was probably began in the late eighties and through the early nineties, yes. It was a series of events in here that were just lots of stresses on the books program. Don't remember the year--it was probably about 1992, '93, '94. Peter left and the books staff was down to just a few editors. Jim Cohee was one of the folks who had been around and stayed on for a long time. Jim had cut back his time to virtually half time. I think he still is at half time or two-thirds time, something like that. Three-fifths time. Carl appointed Helen Sweetland as publisher. Jon brought Helen in to do the children's books, the young adult books. She did a marvelous job. She was an excellent person. She brought in good books. She had good relationships and good judgement and did very well.

I can remember one famous meeting of the Books Committee in New York. It was about the next to last meeting that I can recall of the committee. We were in New York because I think we wanted to get some of the publishers who were in New York there. One lady, one of the publishers--I'll remember her name in a minute [Esther Margolis]--good member of the Books Committee when she was there. She was one of the publishers, had her own business, and we never got in touch with her to get her to the meetings. But we met in the offices of one of the other publishers. I was there. Helen was there. There were a couple of publishers and a couple of volunteers. I don't remember who all was there. Again, I can dig it up probably in the minutes. Dave Brower--he was on the board at the time and got the board to appoint him ex officio to the Books Committee.

Lage: As sort of the representative of the board?

R. Cellarius: The board representative and this sort of thing. He happened to be in town to get an award, as usual. That's usually what he traveled around for those days. He and Anne [Brower] came. Anne was in a wheelchair and they walked in--they arrived in and said, "Well, the first problem was that Anne's purse has been left in the taxi." I still don't know whether they got it.

Well, Dave, early in the meeting, began to rant and rave about the fact that Carl had not appointed Danny Moses as the publisher, editor-in-chief. He was a big fan of Danny's. Danny had left--I think he left shortly after Jon, or maybe with Jon for a variety of reasons that I still don't understand.

Lage: But that was controversial. I remember that.

R. Cellarius: That was controversial, right. Yes, his departure was controversial and that was part of, I think, some of the stuff that went on with Peter Baren and Jon Beckmann, as well. I think it was just a matter of staff reduction, but I know Dave was not happy at losing Danny Moses.

Anyway, Helen Sweetland was there in the room, and Dave started ranting and raving about the fact that she had been appointed rather than Danny Moses and so on. Here I was trying to control it, and--

Lage: Were you chair at this point?

R. Cellarius: I was chairing the whole meeting. I'd gotten back as chair of the Books Committee. It was very embarrassing. Finally, somebody suggested that Helen should leave, and I think we finally shut Dave up, at which point he left because he had other things to do, find his wife's purse and that sort of thing. So he did not stick around for the meeting, he just came primarily to rant and rave!

Lage: Did he understand how awkward that was for Helen?

R. Cellarius: He didn't care. I don't know that he understood. He just didn't care. I don't think he particularly had any ax to grind about Helen Sweetland, I think it was just that he thought Danny should have been hired back to do the job.

The next meeting of the Books Committee was in San Francisco about six months later and I don't remember the circumstances, but it had a similar performance from Dave--not on that issue, but about how the books program was going down the drain, et cetera, et cetera, et cetera. We were still having financial troubles. There was no support from the board or from Carl that he saw for the books program.

Lage: He must have disagreed with the thought that the books should make money or at least break even.

R. Cellarius: Oh, absolutely. Well, his argument always was, and the argument still is, that the books bring money to the club and attention to the club in a whole variety of ways. Way back in the late 1970s, early 1980s, we wrote a publication policy statement. The Books Committee said that we believe that the books per se--it was appropriate for the club to subsidize them up to the point of about ten cents on the dollar because of the fact that they had other aspects of their message besides getting the message out. They were not necessarily a money-making thing. There were other values to them. And the same argument was with the calendars. It really was not legitimate to separate the calendars from the books because a lot of the calendar's pictures derived from the books. They carried things along, and they were very well connected.

Lage: So Dave wasn't the only one who thought that?

R. Cellarius: No, no, no. It was a common feeling on the Publications Committee, but when you get the financial folks in there, they look at things a little bit differently, particularly when the club is in financial straights, and see that the books program, overall, is part of the problem financially, strictly in terms of cash flow. We kept saying, year after year, we'd look at the calendar receipts and say, "Boy, we did pretty well with them this year. When's the bottom going to drop out?" And, in fact, it has in the last two or three years. They've really cut back on the number of calendars because there's so much competition and calendars are barely earning out--at least in some cases--were barely earning out their advance from Random House.

Calendars are very interesting. The Sierra Club is not the publisher of the calendars. Sierra Club Books, the books department, is the author of the calendars. They create them. Random House was the publisher of the calendars.

Lage: I see.

- R. Cellarius: A very interesting arrangement. And I know that Helen has just finally negotiated a new copublishing arrangement with UC Press. Harlan Kessel, is that right?
- Lage: Right.
- R. Cellarius: Harlan Kessel was very much involved in that. He was a member of the Books Committee many years ago. And I don't know the details, the extent of what's happening with the calendars, but I do know that they've--
- Lage: So they can do books and calendars?
- R. Cellarius: I don't know. I don't know who's going to handle the calendars. It may be that Random House will continue to do the calendars, although I think the relationship with Random House got strained and changed when Random House was bought out by the big German publishing house.
- Lage: Bertelsmann?
- R. Cellarius: Bertelsmann, right. We had some high powered publishers on the committee that were consulting with Helen and with Jon during all the various ramifications of--. And the children's book program is being copublished by Peregrine Smith Publishing, Gibbs Smith in Utah. Gibbs was a Sierra Club volunteer. He was, I think, chapter chair, or maybe counsel delegate as well, and a member of the Books Committee at one point, so--
- Lage: So he's doing the children's books.
- R. Cellarius: He's doing the children's books and I guess UC Press is going to start to do the copublishing. The copublishing is that the Sierra Club essentially creates the book. There's a mutual agreement between UC Press, or the copublisher and Sierra Club, as to whether the book is acceptable so that the Sierra Club does not have total independent authority about what gets published. The copublisher has to agree that they agree that this is something worthwhile, but in most of these copublisher arrangements, the press--UC Press, Random House--essentially are the ones that sustain the investment of the production. They actually have the production staff. They do the production.
- Lage: Do they do the editing also?
- R. Cellarius: I think that we do the editing. We acquire the books, so you have senior editors like Jim Cohee and Danny Moses, who's now back with us. I think Danny is senior editor now. But I think that both Danny and Jim Cohee are only working part time.
- Lage: So it's a much reduced program.
- R. Cellarius: Oh, absolutely. It's probably a third of what it was in the heyday of Jon Beckmann. We were putting out thirty to forty titles. Now I think they're doing about ten.
- Lage: Now it must cut the cash flow problems when you have these copublishing--
- R. Cellarius: Oh, absolutely, because the club does not have the investments, so that's one of the reasons why this makes good sense. If they're willing to do it.

Changes in Volunteer Oversight for Books

- Lage: So what is the role of the Books Committee now?
- R. Cellarius: It doesn't exist.
- Lage: Oh, it just doesn't exist, period?
- R. Cellarius: No. One of the things that happened was that in about 1993, maybe it was bit later, but about that time, the club reorganized its--I guess this was shortly after Carl came on as executive director--Robbie Cox was president, and it reorganized the volunteer committee structure.
- Lage: Yes.
- R. Cellarius: They essentially invented what they called a set of six governance committees and each of these committees was to have two to three directors on it. Those governance committees were to manage the overall volunteer committee structure. Before that virtually all the committees--volunteer committees, national volunteer committees--reported to the board. There was a Committee on Committees that sort of reviewed the budget and that sort of thing, but they were all reporting to the board. This was just too much of an unmanaged situation from the standpoint of the board. Committee on Committees was doing a good job of budget review and that sort of thing but, there were, what?, eighty committees. There were roughly--forty were conservation committees and forty were internal committees. So they did this restructuring and Books, *Sierra*, History, I think, and LeConte Lodge, and a couple of other things were put under the Communications and Education Governance Committee. The chair of the Books Committee was a liaison to that committee. I never could get appointed to it. I met with them once.
- Lage: Who appointed at this point, then?
- R. Cellarius: That would have been a board appointment. *Sierra* used to have a Bulletin Advisory Committee. They decided not to do that, and they had a couple of professional folks in the magazine business--Garth Hite, who at one point was also on the Books Committee. He was publisher of [*The Atlantic Monthly*] *Atlantic*, if I remember correctly. But he ended up being sort of a pocket advisor, kitchen cabinet advisor to *Sierra* magazine. But they got rid of the *Sierra* Bulletin Committee, the magazine committee of volunteers and, after, I was just frustrated by the whole bunch of stuff that went on. I just resigned as chair of the Books Committee and that was the end of the Books Committee [laughter].
- Lage: In other interviews, volunteers referred to themselves as "we." Who is the "they" in this case?
- R. Cellarius: I don't think it was done consciously; I think it was just neglect that the Communication and Education Governance Committee--just as they said, "We don't need *Sierra* Magazine Committee, we really don't need a Books Committee. Books is getting so small anyway," and so on. I think they just finally came to the conclusion that they didn't

want to bother. I resigned as chair of the Books Committee after that second meeting here when Dave came and ranted and raved about how bad the books--

Lage: Did you resign partly out of frustration with Brower?

R. Cellarius: Oh, I resigned out of total frustration because I was getting virtually no attention, no interest out of the governance committee.

Lage: I see.

R. Cellarius: And they didn't care what was going on.

Lage: I think that particular governance committee has floundered from the beginning.¹

R. Cellarius: Going back to the Books Committee and the governance committee, I think that it was that sort of lack of interest, lack of concern, lack of attention that just got me frustrated. The board finally gave me a plaque recognizing my twenty-five years of activity on the Books Committee. It wasn't a special board meeting, just in the middle of a board meeting they did this. It wasn't at the annual dinner or anything like that. It wasn't just a recognition of this, but in my opinion, that was the end of the Books Committee. To my knowledge, I go in and talk to Helen regularly. I don't think there's any volunteer oversight of what's going on in the books program. I would assume that, and I'm pretty sure that she does consult with some of the past members of the Books Committee on some of the arrangements. I know that there are folks involved in some of the arrangements that she was trying to set up with the publishers, the professional people in copublishing arrangements and that sort of thing.

Of course, Gibbs [Smith] is in between, and I presume that Gibbs and Helen talk periodically, and he wears those both hats. At one point, there was some discussion of Gibbs as a potential chair of the committee, but that really seemed like that would be a real conflict of interest situation so that didn't happen. I'm sure Carl is happier not to have the volunteers poking around at the Books Committee.

Lage: What do you think about Helen? Do you think she's done a good job?

R. Cellarius: Oh, she's done a wonderful job.

Lage: Would she have worked well with the volunteers had she been given the chance?

R. Cellarius: Oh, absolutely.

Lage: So it's not necessarily her doing.

R. Cellarius: Oh, no. No, no. And it wasn't her call. I mean, she could have pushed it, but she's not quite that kind of a pusher. I think she would still welcome a committee of the sort and the kind of interaction and really fellowship and good working relationships that we had between the volunteers and the publishers and the book staff.

1. Page 80a is sealed until 2025.

- Lage: I know Jim Cohee told me he really misses the meetings that you had, that they were stimulating and with great interaction.
- R. Cellarius: Oh, yes. But it was, I think, a combination of budgetary factors, transitions of leadership, of reduction in book staff, budget--[tape end]
- ##
- R. Cellarius: The one other thing besides reduction of book staff was the transition and reorganization of the volunteer structure where the Books Committee reported essentially third level, if anything, to the board, as opposed directly to the board. There are two or three committees for which the reorganization was a real disaster because it separated a major operational program committee, which had significant impacts on club budget, on club program and appearance, and by taking them down to that third level--and in fact, one of them is down at the fourth level--it really gets them out of the attention of the board. The Books Committee is one. The Books Committee oversaw a major piece of the club budget.
- Lage: And its outreach.
- R. Cellarius: And its outreach. And it disappeared. I'm particularly sensitive about the International Committee as well because we used to report directly to the board. We had directors who were international vice presidents. Now we report to the Sustainable Planet Strategy Team, which reports to the Conservation Governance Committee, which reports to the board.
- Lage: That's a lot of layers of bureaucracy.
- R. Cellarius: And there are a number of the governance committees that the directors don't want to be on, and they all want to be on the Conservation Governance Committee. They don't have the discipline to say there's a job for directors to manage the club. Part of that management responsibility is through these governance committees. Some of them just--. I think that the Communications and Education Governance Committee is one that is not very attractive to directors.
- Lage: Interesting. Another element of this is that the board oversaw all this change, so they must not have thought that it mattered that the Books Committee was being done away with and *Sierra Magazine* Committee. Was there a shift on the board as well?
- R. Cellarius: It was invisible to the board. The board paid no attention.
- Lage: But is that because the board didn't have as many long-term members on it?
- R. Cellarius: Well, it happened at the staff level, and it happened ostensibly at the governance committee level, but you had a couple of directors on the governance committee who--. They were there on the governance committee because that's where they had to be. They had no historic sense of what the books publishing program was.
- Lage: Was this during the time that Robbie Cox was president and then Adam Werbach, where the president didn't have as active a role perhaps?

R. Cellarius: Well, I think that Adam had some interesting ideas in terms of presenting the club image in different ways. He was into film and media and that sort of thing. In fact, the Books Committee, when it wrote its policy statement in roughly 1980, essentially--Esther Margolis was the lady I was trying to think of earlier, and she had her own publishing company--but one of the things she wanted to write into that, which we did, is that ultimately, the club's publishing program could really look also at presenting the message in other kinds of ways, media, videos, and so on. That was part of that publication statement. Adam certainly did that, but I think that the books program was so small and it was a books program, that they looked at other consultants in other arenas and didn't work through the books program. Who is the current chair of the governance committee?

Lage: Mike Soper.

R. Cellarius: Mike Soper. I'd worked with him. I'd been impressed with his knowledge of business, but he's not a Sierra Club activist and doesn't bring to the job of governance committee enough knowledge of the club to know what it should be doing in terms of interacting with the volunteers. It really is a committee that oversees, you know--has some advisory role to the staff, but the staff--. Carl would just as soon not have volunteers, I think. That's something else that--that's another story.

Lage: That might come up later.

R. Cellarius: So a lot of this is that, you know, the media staff, the communication staff go about it. There's little interest on the governance committee for keeping track of that.

I think that that's what's happened to that committee overall. I think it sort of started out that way, and that was some of my frustrations when I said, "I just can't put up with this any more, after twenty-five years, almost thirty years of being on the Books Committee."

Lage: Yes. Something very close to your heart.

R. Cellarius: Yes.

Lage: Okay, I think that's the end of the publications story. A sad end.

R. Cellarius: I will say that I still have good relationships with Helen, with Jim Cohee. A couple of times I've been asked to look at books and that sort of thing. I don't know that many other volunteers stop in and say "Hello." I may be the only one. You can find out from them, if any of the old folks--

Lage: Yes, but sometimes they call on you informally?

R. Cellarius: Yes. I wander in, or something like that. Jim had something he wanted me to look at two weeks ago. In fact, I'm pretty sure I reviewed a manuscript since we moved to Prescott.

Lage: It sounds like a natural role, even on an informal basis, to review a manuscript.

R. Cellarius: Yes.

Lage: Let's just stop for a minute.

R. Cellarius: I think I would like to get a drink of water.

Lage: Okay, that sounds good. [tape interruption]

Major Trends: Environmental Justice, International Issues, Biotechnology Concerns, the Political Program, Volunteer-Staff Relations

Lage: I'd like to ask you, without talking in great depth, to tell what you see as the major trends and turning points and important issues.

R. Cellarius: Well--

Lage: Over this whole thirty year period. [chuckles] That's a big question!

R. Cellarius: Well, certainly, the reading I've done of the club history was that when people came back from World War II, and Brower came in as executive director, it really revived the Sierra Club as an activist organization and really reinvented and redeveloped grassroots lobbying, mostly for natural places, wild places, and so on. The Diablo Canyon events and Earth Day overall in the late 1960s got us into energy, nuclear power issues, and a broader environmental agenda. That's where we got into toxics more. The club began to say things about population fairly early on, but certainly *The Population Bomb* and that sort of thing--. There were a number of resolutions on population again, in the late sixties, and the stuff we've talked about before, the Survival Committee, really helped get us into those other issues. That brought a lot of activists from around the country to the club, looking at this broader agenda. And I think that it was not just wild places that attracted these folks; it was the broader agenda, particularly in the East Coast, where there are still wild rivers issues and that sort of thing. But the broader agenda did bring a lot of folks and, of course, the whole Earth Day movement did. Clean air, clean water, Superfund--all those things were part of this broadened agenda.

When Michael Fischer was executive director, we got this letter from one of the social justice groups. It was minority groups and saying, "Where are the minorities? Where's the social justice in environmental organizations?" Michael was the one who began to get us into, in general, into the environmental justice arena, although--

Lage: Did he drag the club in, or was there a willingness?

R. Cellarius: Well, I think there was some question about Michael's sincerity. Of course, Michael was a very sincere person, but how much of it was a heart on his sleeve kind of approach saying, "This is something that needs to be done?"

I will point out that Bill Futrell and Vivien Li actually did a first urban environment conference in--I think it was Detroit--must have been the late 1980s, if I remember correctly.

Lage: That's late 1970s [City Care Conference on the Urban Environment, April 1979].

R. Cellarius: Was it that early? It's quite possible.

Lage: I think so.

R. Cellarius: Yes.

Lage: It was during the Carter--

R. Cellarius: So, again, that's getting into those urban issues. Certainly there was a tinge of environmental justice at that point, although environmental justice was not a term of art at that point.

Lage: Right.

R. Cellarius: But we had a black person who was working in the executive offices. He was essentially in the same sort of position that Gene Coan is in now. Michael took him to an environmental justice conference to show that the Sierra Club had black employees. There was some question about, well, was that really the right person and the right thing to do or was it just showmanship? Oh, the other person who has been a very strong proponent and Michael was very supportive of, and supported Michael, and is very active is Jim Price, the Southeast regional staff director. Jim has been involved in the club's work in this arena since Michael Fischer. Michael really saw--and there was a lot of interaction there. Jim advised Michael, but Michael supported what he was doing. Jim has continued in that and is the prime staff person affiliated with the Environmental Justice Committee.

Lage: Is he a person of color himself?

R. Cellarius: No, but he has hired organizers who are black, who actually have gone into these communities. I think there's one on staff now that we work with. The environmental justice folks have also been involved with the work that Steve Mills and Alejandro Queral are doing in the Human Rights and the Environment program in the international arena. They're developing a grants program called Beyond the Borders, a grants program to Mexican environmental groups, particularly from along the border, for all the environmental justice issues around in the maquiladoras and the like. And the--

Lage: Are these staff people?

R. Cellarius: These are staff, yes. The Human Rights and Environment program is a very interesting thing. Steve Mills joined the staff in Washington, D.C., as an assistant to Larry Williams, who was staff director of the International Program. Steve picked up on the fact that there were people in other countries who were being persecuted for standing up for what was going on environmentally. Two classic cases were Ken Saro-Wiwa in Nigeria and Alexander Nikitin in Russia. Ken Saro-Wiwa essentially was an activist protesting all the stuff that Shell Oil was doing in the oil fields--ultimately hanged. Nikitin was arrested and prosecuted and persecuted by the Russians for saying publicly that all of the Russian nuclear submarines were just decaying and creating a big problem. Everybody knew this, but because he was a former Russian military person and so on, he was persecuted. So out of this Steve developed the Human Rights and the Environment Program. He got grants from the Mott Foundation and it is a big piece now of the club's international work. It is

another example of the international aspect of environmental justice. There's not a lot of close interaction but some interaction between that and the Environmental Justice Committee which looks at issues in this country.

Lage: Is there interaction between Steve and Alejandro, and the International Committee?

R. Cellarius: The answer is yes. When Larry Williams resigned as director of the international program, Steve was promoted to replace him. Steve hired Alejandro Queral--I think it was actually his second hire; the first one didn't pan out--to essentially take over the Human Rights and the Environment program while Steve sort of manages the whole--two major grant-funded pieces of the international work in Washington, D.C. One is the Human Rights and the Environment program and the other--actually, there are three pieces to it. The other is the Responsible Trade Program, what we're doing with WTO [World Trade Organization] and that sort of thing. Then he oversees the international population program. There is a separate Population Committee.

Up to about three years ago, the Campaign Steering Committee that interacted with the staff on trade and human rights--sort of the strategic thinking for those programs--was a subcommittee of the International Committee. At some point they took the Campaign Steering Committee and called it a program committee and attached it to the Sustainable Planet Strategy team rather than the International Committee, so the International Committee and the folks who work with Steve and the staff on these grant-funded programs are now more parallel than they are sequential, which has also been frustrating for some of us.

Lage: So the International Committee is taken out of these three major areas?

R. Cellarius: Yes, Larry Williams was quite clear that the international program had nothing to do with the population program and because of the transition, we would get reports from the Human Rights and the Environment Program and Trade Programs, but they really are under separate committee, not under the International Committee. The global warming folks and Dan Becker's program has a separate committee.

Lage: That's strange.

R. Cellarius: One of the frustrations that the International Committee has is that we would like to see the club pay more attention to the international treaty aspects, like the Kyoto Protocol. This has had a hard time getting the attention of that program because they're focusing mostly on CAFE [Corporate Average Fuel Economy] standards, with some justification, but in some of the critical areas, the club is not active in the international arena. That's something else--

Lage: So this is the case of maybe too many committees on the volunteer side?

R. Cellarius: Well, I'm not sure that it's too many committees as much as not a clear set of oversight and responsibility. There's a lot of international work going on through these other committees where the International Committee may have a liaison if we're lucky but has very little say about what's going on, or setting policy, or anything like that.

The other area that essentially the club has gotten involved in and, again, this goes back for many years, is the whole issue of biotechnology and genetic engineering. This is the other area that has arisen since the Earth Day environmental decade of the seventies.

Lage: We're talking about new issues beyond the Earth Day issues.

R. Cellarius: Yes, yes. We actually were involved in this fairly early on as well. There was a committee set up by National Institutes of Health, I think, called the Recombinant DNA Advisory Committee when people first began to realize that there was a technological, biological engineering aspect in the modern work and what was going on in genetics, and an application. So we actually had quite a debate, quite a discussion, and the Hazardous Materials Committee presented a policy on recombinant DNA and how the club should deal with the release of organisms and that sort of thing. This must have been, again, back in the late seventies, as I recall. One of my colleagues at Evergreen was a molecular biologist working in this area, was on the national committee, and I consulted with her on some of this, and things were quiet for a while. We had this policy, but not much happened once we had a policy until probably what was about five years ago, I would guess, that these things really blossomed. People really began to develop these tomatoes, and the pollen--

Lage: The corn--

R. Cellarius: The corn and all that sort of thing. People have been looking at this and we now have a--there was a biotechnology task force for a while that sort of reviewed and developed new policy. They created a Genetic Engineering Committee that has been active in a variety of ways, virtually opposing almost any genetic engineering technology.

Lage: Even health-related, like insulin?

R. Cellarius: Well, not so much health-related, but, for example, the thing that I don't quite understand is their activities on recombinant bovine growth hormone, or engineered bovine growth hormone. They're giving cows this growth hormone which is engineered, comes out of the bacteria through this process and giving it to cows to get more milk. So the club has signed on to the campaign against Kraft Corporation because they are using this technology. They commented to Starbucks and part of the group is putting some pressure on Starbucks.

I've tried to say, "I don't think this is an environmental issue." What the argument is that these folks have is that--and this is probably the third area of it that we are really developing--is that to say that it's all part of the corporatization of virtually everything. They're afraid that corporations, even though the specific issue might not be an environmental issue, it's the whole corporate control of everything that concerns us. So we now have a Corporate Accountability Committee. There's some pressure for a--in fact, one of the things that we're in particular trying to promote this weekend is club support of an international corporate accountability convention saying corporations have responsibility to take better care and not just run the world's economies to their benefit.

Lage: That sounds like it interacts with many other things like the trade committees and--.

R. Cellarius: Oh, yes. Exactly. Jim Price is also very concerned about that, I think, partially from an environmental justice standpoint and just also from the fundamental issue of what is happening with corporations doing--. A sidelight on this, which is directly relevant--many years ago, Phil Berry, in his first term as president, wrote a little article maybe in some law review journal--I don't remember where it was published--arguing that corporations were out of control, and corporations were given their charters by the king for the good of the public, not for the good of the corporation, and we need to get back to that.

Lage: This was in the late sixties?

R. Cellarius: This was late sixties, right. I think he was club president at that point. I have a picture of him picketing Shell--

Lage: Standard Oil.

R. Cellarius: Standard Oil and handing the president a copy of the brochure, or something like that. But anyway, Phil would admit--I asked him about this about ten years ago, maybe a little bit more recently, and he said, "Yes, I wrote that. I was very sophomoric." It wasn't clear that he believed it anymore. He got more conservative, more Republican in his old age, I guess, but--.

Lage: Well, Ray Sherwin took that up also. I remember some editorial he wrote about corporate power.

R. Cellarius: Yes, well--.

Lage: --that caused quite a stir, which would have been in the early seventies.

R. Cellarius: Could have been that Phil had his hand in that because they, Phil and Ray, were very close.

Lage: So now we're coming back to that.

R. Cellarius: So a lot of the genetic engineering concerns are also overlapping with the corporate accountability and the corporatization of this whole genetic engineering business, and that it's for money and there is not much concern. There's a lot of evidence of some of the bizarre things that are going on with some of the genetic--like there was this farmer in Canada who got fined by Monsanto, if I remember correctly because his corn had been pollinated by the neighbor's genetically engineered corn and the farmer had not paid for the special seeds, but his corn still had this. There was a court decision, and I presume it's going to be appealed.

Lage: And who won the case?

R. Cellarius: The farmer lost! The farmer was fined, and it was a court decision. It was just outrageous. But those are the kinds of things that really are a full broadening of the agenda. There is a very strong environmental component because corporations have a much stronger pull now in the world markets and the corporatization of globalization. So there are a lot of things that are being done in terms of corporate development, and the like, that are not

environmentally conducive to protecting the environment, in the same way that we got into nuclear power because of Diablo Canyon, where the plant was being sited, then all of a sudden began to realize that there were fundamental problems with the nuclear power itself. I think that people are beginning to say, "Well, let's look at what these corporations are doing to the environment. What is the nature of the corporation, and what is their responsibility, and isn't it something we should get into generically beyond that?" just like the trade program. It's the same thing. So, it's an expansion of the agenda and we get grants for it, so people are working on it.

Lage: Earlier expansions of the agenda faced substantial opposition often or controversy. Does this one face controversy from the volunteer leadership? Or opposition?

R. Cellarius: Well, I'm not sure that I would agree totally that the initial expansion--there was some--?

Lage: There was a big fight over nuclear energy.

R. Cellarius: Well, that's because the club president at the time was a nuclear engineer, and there were other club leaders who were involved in radioactive research. Will Siri used radioactive isotopes in his research and thought of nuclear as benign. But nuclear was probably the one place where there was controversy. I think that the general broadening of the agenda--yes, there was always some, but I think as long as we kept the wild places, the natural areas at the forefront, people said, "Okay, this is what the folks want to do."

Lage: If you added, but didn't subtract?

R. Cellarius: Yes, yes. I think there's less resistance, at the moment, in principle. I probably am one of the folks around who's been most concerned about making sure there's a very clear environmental twist to it because I think that beyond that we lose our credibility. As I say, I've been real concerned about how much we jump into the recombinant bovine growth hormone issue. Michele [Perrault] was asked to sign a letter to the Congress on human cloning--

##

R. Cellarius: Michele [Perrault] was asked to [sign?]-if nothing else, for identification purposes only--by Rich Hayes who used to work for the club and is now involved in some of these issues--a letter to the Congress saying that there should be a ban on cloning human embryos for producing clones and that there should be a moratorium on actually producing any human embryos, even for research purposes. She asked if she could use the Sierra Club and her position as international vice president for identification purposes. I felt that it was inappropriate, but the Genetic Engineering Committee thought it was fine as long as it was just genetic engineering--for identification purposes. But here again, this is an issue that I think has absolutely no environmental connection at this point.

There's some argument that, well, if we clone humans, we can clone anything, and it's just going to be the end of wild things. I mean, that was a statement, not quite in those words, but essentially that effect, that if you start cloning humans, you're going to clone everything, and it's going to be the end of wild things, so we should be concerned about it. I think that that's the kind of statement that does not do justice to the environmental

cause, but Michele, I think, said she could do it and decided to do it. Then she said, "Well, maybe we'll have a discussion of this." You know, "Folks want to have a discussion of it." So, in my opinion, you really have to think, from the Sierra Club standpoint, you have to think what is the environmental connection? What's the broader implication? And it's got to be pretty clear. Maybe in fifty years that will be a big issue. We'll be there if we need to, and we shouldn't be there if we don't. [chuckling]

Lage: Well, that's a good statement.

R. Cellarius: So this little list you've got here is very helpful--[refers to interview outline]

Lage: Now this list is your list, I just want to say!

R. Cellarius: I understand that, but I'm glad that you put it this way.

Lage: Well, one of the reasons I'm asking you this is because I wanted the record to show that these are your trends, not something that I've brought up.

R. Cellarius: Yes, but it's helpful to remind me, too. Certainly, there are a variety of things that have happened over the years. There have always been--you know, sometimes within a good budget year, sometimes we've had budget crunches for all sorts of reasons. One of the crazy issues was we'll get a democratic president with a fairly reasonable environmental position. Membership doesn't necessarily go up as much as it does when you've got a president who has a very bad environmental agenda. So the money comes in when you have membership growth and folks say you can either be working on this and money doesn't come in as fast, then you have somebody that says, "Well, we don't need to work so hard, because he's on our side."

Lage: When you've worked so hard to elect the good guy, you suffer financially.

R. Cellarius: Well, I try to argue. I was not in a position to really argue in terms of putting it into the agenda. It just struck me that when Bill Clinton was first elected that was the time when the club really could have and should have developed an aggressive program to take advantage of what was going on. Then, of course, we had the war on the environment of the--or war on America, or the contract on America. I guess it was two years later, the Republicans took control of Congress and so on.

That helped a lot, but what happened was that with the budget ups and downs--and certainly this happened in the last go-round with Carl--Carl's policy was he wanted to do everything he could to retain staff, so two things happened. One is that volunteer budgets were at least held stable. In some cases there were cutbacks in overall volunteer allocations. The one way that he could retain staff was on grants, so the staff wrote grant proposals. They got projects and so they were doing good work, but they were doing work on project work, they were not--this is particularly through the regional staff--they were not doing the kind of leadership development with the volunteers in the regions that really provided a good sense of staff, a good sense of volunteer leader development and so on, really assisting the volunteers. In my opinion, what's happened is a much stronger staff development of the club and a much less strong staff-volunteer interaction in the regions. It's because the staff budgets are very much project budgets, as opposed to organizational development budgets. Certainly that's one of the things that's happened.

- Lage: You don't get grants for the ongoing work of the club but for special projects?
- R. Cellarius: Well, it's very hard to get money from the foundations who are giving the money for club development. Since the club is a (c) (4) organization and you're really strengthening the organization internally, most of those funds would have to be (c) (4) funds, not (c) (3) funds. Big donors are not going to give you (c) (4) funds for that purpose. If they're going to give you anything that's not deductible they're going to give it to you for political purposes.
- Lage: (c) (4) being not tax deductible?
- R. Cellarius: That's correct. And, actually, the political stuff is still even more careful as to how you deal with it. And the political program has grown, and I think it's been very successful. There was a debate as to whether we should get into the issues of congressional endorsements, political endorsements--.
- Lage: And this occurred in the eighties, didn't it?
- R. Cellarius: Yes, yes. It must have started in the late seventies, because I don't think we endorsed Jimmy Carter, but we endorsed Walter Mondale, and we were endorsing individual candidates before then, congressional candidates. So I would say it began at least in the late 1970s. That's a very sophisticated operation. They've had good staff leadership. That's one place where there's been a very clear, good, strong staff-volunteer interaction. They have learned the rules because the federal rules on what you can do are very strict. They've learned how to do it right. They have a--
- Lage: In terms of giving money?
- R. Cellarius: Well, in terms of getting money and how to do that, but also in terms of the endorsement process--
- Lage: Oh, I see.
- R. Cellarius: --and what kinds of things you can do, and how to regulate it. For example, any endorsement really needs two levels of review, and the votes have to be--of the executive committees and the political committees--have to be super-majorities, two-thirds, three-fourths, something like that.
- Lage: Yes.
- R. Cellarius: The board cannot endorse a presidential candidate without a three-fourths majority, something of that sort.
- Lage: These are the internal rules of the Sierra Club?
- R. Cellarius: These were the internal rules of the Sierra Club. This is the endorsement process. There had been times when the political committee wanted to endorse a congressional candidate and sort of strong-armed a chapter or executive committee, because the group is not as enthusiastic about the person because they didn't think they were paying that much attention to their issues.

- Lage: So you have a national, regional, local interface here?
- R. Cellarius: Right, but you do need two levels and a political committee has to approve, or can veto, also.
- Lage: Yes. Even a local candidate?
- R. Cellarius: Yes. And the other thing is that there are now, in the last few years they've had--and this may change when the new law goes in--I'm not sure how it will affect it--these independent campaigns where the Sierra Club will actually have a series of radio ads and will run a campaign supporting the candidate or raising an issue with a candidate without directly being involved with the candidate. These independent campaigns--these are sort of what some of the soft money stuff that I think is--
- Lage: That they're putting a stop to, or trying to?
- R. Cellarius: Trying to put a stop to. Because you can put more money into these independent campaigns than you can actually give to a candidate, because it's not going to the candidate.
- Lage: Do you have any discussion with the candidate?
- R. Cellarius: You can't.
- Lage: So he or she may not really want you to get into it?
- R. Cellarius: Well, what I don't know is the extent to which there are discussions. I know that when we were in Washington, they did run an independent campaign for Brian [Baird], who was my congressman, and I'd done some work with. I could, as an individual, certainly assist directly with the campaign, and they knew what my connections were. But the Sierra Club could not appear as participating. They would take regional staff people and essentially assign them to a campaign, so we had staff people working for political campaigns during the election cycle, but if you were running your independent campaign, you could not have that kind of direct contribution to the campaign itself.
- Lage: With the soft money?
- R. Cellarius: Yes.
- Lage: It's fascinating. This may change with new legislation.
- R. Cellarius: Yes, but the club has had very good leadership, very smart leadership and advice--what they can do, what they can't do in this regard. It's a very sophisticated operation.
- Lage: Now, the political committee, on the national level, must not reach down to the chapter level on endorsing local candidates like the water board and the state assembly person, or does it?

R. Cellarius: I don't know. I think that there is still two tier levels, so that if the East Bay group wants to endorse a water board candidate, my guess is that it also has to be approved by the Bay Chapter Executive Committee. So there's always two levels of approval.

Lage: I see, but not necessarily on the national level.

R. Cellarius: No, that's correct.

Lage: That would make it very complicated.

R. Cellarius: No, no. And I suspect that the Sierra Club California has a committee for dealing with statewide candidates, the governor and that sort of thing. There probably is an issue here. But the national political committee, I think, deals primarily with federal candidates.

Lage: Very interesting.

R. Cellarius: The other thing that's influenced this, and this relates to what I was talking earlier about--the budget ups and downs and the staff projects—is a much greater portion of the club's budget and funds are coming in as (c) (3) funds through donations to The Sierra Club Foundation.

Lage: Tax deductible.

R. Cellarius: That really began as a significant piece with the Centennial Campaign in--well, we began the discussions of the Centennial Campaign in the late 1980s. Larry Downing was--maybe I'll defer the story for a while.

Lage: We could cover it when we go along chronologically.

R. Cellarius: Yes. But, at any rate, I remember Dave Brower having very strong concerns about the Centennial Campaign as a major gifts campaign, because he said that will really put crimps on our lobbying and so on. It will change the nature of the program, and he wasn't sure what it was going to do. He was not totally in favor of a major gifts campaign that would raise lots of (c) (3) funds.

Lage: Why?

R. Cellarius: He saw it as distorting the traditional direct lobbying approach that he essentially saved by not challenging the club's loss of tax deductible status. You know, saying, "Well, we'll just have to accept the IRS ruling, and be a (c) (4) organization, and lobby." Of course, that also enabled us to have the political program, because if we were a (c) (3) organization, we could not do that politically. But what's happened is that because the (c) (3) funds are restricted--you can't lobby on stuff with (c) (3) funds--you could do the project work.

At this point, to make a much longer story short, what's happened is, as a result of a study that was done three years ago, we have gotten very smart about what you can do and can't do with (c) (3) funds in terms of voter education, public education, and so on. As long as an issue does not have a specific piece of legislation, you can talk about it. You can even talk to members of Congress about the issue. You can have announcements, "We really

need to save scenic Utah,” okay, as long as there’s not a Utah wilderness bill in the hopper.

Lage: But you know it’s coming up next year? Is it still okay?

R. Cellarius: It’s still okay. And we got a very intensive study by lawyers, tax accountants, all sorts of people to really look at what could be done and couldn’t be done. I’ll come back to some of those details later, but essentially, what’s happened is that the club has probably shifted from seventy-five percent (c) (4) funds, and lobbying, and twenty-five percent (c) (3) funds project work to virtually the other way around. We’re still very visible and the project work is--we’ve got folks out there educating the public on issues, raising issues, signing postcards to this. And the administrative lobbying and lawsuits, of course, can still be funded with (c) (3). The only restriction is on legislative lobbying.

Lage: Let’s be sure we’re saying (c) (3) at the right time. The administrative lobbying and the litigation--?

R. Cellarius: Is (c) (3).

Lage: Tax--

R. Cellarius: Tax deductible. The only restriction on (c) (3) funds is political work and legislative advocacy.

Lage: I see. And a lot of your work must be administrative lobbying?

R. Cellarius: Well, yes, and there’s a problem of overlap, but clearly most of the club’s work has been pushing on Congress, pushing on state legislators, and that sort of thing. At the state level, there’s a lot of state agencies that folks can lobby. At the state level, most of that’s done by volunteers, although a lot of the states now have chapter staff that do lobbying and work with legislatures, and that sort of thing.

Lage: So at the same time, this balance has shifted, the concept of what you can do with (c) (3) money has expanded.

R. Cellarius: Has expanded. And the education projects have really--probably in many parts of the country--increased the visibility of the issues, because instead of being just a direct assault on Congress, what you’ve got to do is activate the public, educate the public to push on the Congress. So there’s a much more sophisticated approach in that direction, and I think Carl is--. That’s one of the things that he has figured out.

I’ve often wondered, well, what’s the new Sierra Club technique that’s going to get us beyond where, you know--. We invented grass roots lobbying and in some ways reinvented grass roots lobbying, but we brought it to a high art in the fifties, and the sixties, and the seventies. What’s going to be the club’s next discovery? I think it’s these public education campaigns where you really try to educate a broader portion of the public to essentially take a stand, contact their congressman, and so on, in a generic way.

Lage: And is that one of Carl’s contributions?

R. Cellarius: I think that that's a significant piece of his--. He's been in charge when this is developing. That's all I can say. I think that he's the person who is one of the major conceivers of how this would work.

Lage: Yes. Interesting.

R. Cellarius: Another issue that's come out of this, as the project work has gotten more and more staff-oriented, there has been more staff development and less staff-volunteer interaction. One particular story relevant to this--when Doug Scott first came on as Northwest regional representative, replacing Brock Evans--this would have been in probably early 1970s--he said one of the things he was interested in doing is really--he saw his job as also trying to be a volunteer development person, sort of an organizer.

Lage: Which Brock had been.

R. Cellarius: Yes. But that was also certainly on Doug's agenda as well. He soon discovered that he could get more done himself, that the staff that he hired was much better doing project work. By the end of his tenure as regional rep, and going into Washington, he had essentially changed his mind. He said that he can be more effective doing this project work and that the volunteers were there to help and that he didn't see himself as a developer of volunteer talent. He worked well with volunteers and so on, but I think that he sort of developed that attitude. I think probably Carl brought that attitude, or maybe there was a fair amount of interaction between Doug and Carl.

I've gone on to the [Sierra Club] Foundation Board, and on the Grants Committee. Sierra Club president is a member of the Foundation Grants Committee. They review the grants, approve the grants.

Lage: The grants that the foundation makes to the club?

R. Cellarius: That's right. The foundation trustees know more about what's going on in the club's conservation program than the directors do because we see all the grant proposals about the work that the club is doing.

Lage: I see.

R. Cellarius: The directors, the CGC [Conservation Governance Committee], does not see this, the board does not see these.

Lage: So these are not things that are overseen by the volunteers.

R. Cellarius: That's correct. The foundation board volunteers see them, and I've argued for years without much success that there should be somebody on the volunteer club side then that should look at those and approve them, and they say "Well, we don't have time."

But, anyway, the thing that I noticed was that there was virtually no volunteer component to the grant proposals that had come through. If there was any volunteer component, it was, "Well, we will have a workshop for the volunteers to get them to write letters," or something like that. It was never a volunteer training where the volunteers were having a major hand in the work of the project. They don't even--maybe they're beginning to now-

-but, they don't even write funds into the grant proposal for the volunteer oversight committees, so they have to be funded out of the club. I mean, this is true for the Human Rights and Trade programs. They don't have funds in the grant budget for the oversight of the work of the project. That has to come from the club's volunteer side.

Lage: This is a major shift in your thirty years.

R. Cellarius: Yes, right, and I think that this is partially the nature of the executive directors. Michael was very much--

Lage: We have two Michaels.

R. Cellarius: Both Michael McCloskey and Michael Fischer, but I was thinking specifically about Fischer. Michael Fischer was very much interactive with the volunteers and the volunteer activity. In my opinion, there's lots of times when Carl would just as soon like to have the board of directors maybe that he could appoint, or self-appointing, and help get the money, but volunteers get in the way sometimes. That's the impression I get.

One of the interesting areas--and I don't know enough about it to know what's going on around the country--certainly some of the regional staff directors, what they call the regional reps, people like Jim Price, Rob Smith, what's-his-name up in the Northwest, and so on. Some of them are very good at interacting with volunteers, some of them could care less, and it really varies. There is no directive, in my opinion, from Washington, from Bob Bingaman, who is overseas regional staff, saying, "Part of your job is to interact with the Regional Conservation Committee, to guide it, to be a liaison, and to also pay attention to what's going on in the chapters."

Lage: It could be written into the job description, for instance.

R. Cellarius: It could be written into the job description. I don't know that it is; I don't know that it's not. But there's no push that really, that's an important thing to do, in my observation. I'm distanced, and I may be wrong, but I know that some--Jim Price is wonderful working with volunteers. Rob Smith--we're a hundred miles away, and we don't interact at all. Same was true in Olympia. We had very little action with the staff director up there whose name I forget at the moment [Bill Arthur].

So I think that there's always up and downs. At this particular point in time, I think the board is not a strong board from the standpoint of having a good sense of how to have good club development, and Carl is in control of the club, not the board. That's an up and down of who's in charge. Is it the board, or is it the executive director? Sometimes, there's good relationships, and sometimes the power shift is one way and the other shift is another. If you have an executive director who's very staff-oriented, you're going to have a strong staff and not a lot of volunteer development.

Lage: But then doesn't that leave a legacy that is hard to turn around? You don't have the volunteers brought up in the tradition of strong leadership.

R. Cellarius: That's exactly right. That's exactly right, and there's a fair amount of turnover on the board, particularly with the two-term limit and so on. There are still folks who go back on the board and bring that legacy. I've sort of kept track of who's on the board, and how

long, and that sort of thing. The current long-time directors, which I guess Phil Berry is the last of them, he's got so many other things on his mind, he does not bring that except at board meetings. Folks like Robbie Cox are still fairly recent and don't have those old connections.

Lage: Michele continues to come back.

R. Cellarius: Michele's not on the board at the moment. She decided not to run again this time. She could have run this year. She decided not to. So, I think we're losing some of the history as well, which is sad.

##

Lage: You talked a little bit about restructuring but not about the growth of chapters and groups.

R. Cellarius: Well, most of that was done by the mid to late seventies, the real growth.

Lage: The big growth.

R. Cellarius: The big growth of chapters. One thing that's related to this is that I think that the chapters have been left much more to their own devices.

Lage: Yes.

R. Cellarius: There was this big meeting in Albuquerque, I guess a year ago this past summer, a year and a half ago now, called the One-Club meeting where the issues were discussed of how the chapters and group could get better integrated into the overall program of the club. I don't know if anything's come out of that specifically, but there were some recommendations. I don't think that they've ever really been implemented.

I think a lot of it has to do with the size. You know, when you have six hundred thousand members in four hundred groups, and sixty chapters, and you don't have an integrated staff support system for them, you don't have circuit riders. The regional reps have projects and don't do that kind of job.

Lage: They don't oversee a group of chapters in any way.

R. Cellarius: Not in the same sense that probably McCloskey interacted with the leadership of the Pacific Northwest Chapter, Brock interacted with the leadership of the Northwest Chapter, Jonathan Ela interacted with the chapters in the Midwest. They have their own jobs and now there are offices all over the place. Instead of Rob Smith being the one staff person in Phoenix responsible for Arizona, New Mexico, Utah, Colorado--well, I'm not sure Colorado, because there's folks in Colorado—well, I guess Colorado is still part of his territory, but Lawson LeGate is in Utah, Maggie Fox is in Colorado. Now they supposedly report to Rob, but they probably operate mostly as independent entities.

Lage: That was something Michael Fischer addressed in his oral history, that he was actually responsible for every employee of the club, but he had almost no connection to the chapter employees.

R. Cellarius: That's right, yes. Well, the chapters have their own employees. Now, the folks I've mentioned, Lawson LeGate and Maggie Fox, are not chapter employees.

Lage: Yes.

R. Cellarius: And it's still true that human resources, Sue de la Rosa, still oversees and has the responsibility for even the chapter employees. Each chapter employee is supposed to have a local manager. Paula--what's her last name?

Lage: Paula Fox?

R. Cellarius: Paula Carrell, here in the office, is the contact for all the state lobbyists and does a wonderful job. Nobody knows about the job she does except my wife. Doris knows everything. And I'm sure you can prompt Doris about the state lobbyist situation.

Lage: Right.

R. Cellarius: But several times I told Paula, "Paula, you should send the board, and some of the other club leaders, national leaders, information. Send them a copy of the news of what you sent out when you sent it to the state lobbyists, so they know what you are doing." She says, "I don't have the money to do that." So she doesn't do it. I think it's a big mistake. But she has a wonderful network.

And the state lobbyists, through Paula, share issues with what's going on in New Hampshire, something going on in Georgia, they can share information about what legislation is pending in the two states. It's a wonderful system and that's one of the--you know, I don't know how that got set up, but it's wonderful. But it has no relationship to the regional staff, and the national staff. Paula is the only national staff person, in a sense, dealing with this, to my knowledge. Now there may be in some cases. Some of the regional reps may be paying attention. For example, I know that the lady who does the lobbying in Arizona works out of the regional office in Phoenix, so that there's connection there, so they communicate. But she doesn't report to him, to Rob Smith. That's probably just a circumstance of them being in the same place. I think there are places where there is some major regional office and there's a chance for a volunteer staff, but it's--there probably is some interaction--but I think it's more ad hoc and by chance than any intentional organization.

There's been a lot of fuss about the relationship of the RCC's [Regional Conservation Committees] to the chapters and the groups and, here again, I think that that deals with no circuit riding.

Lage: That's a good term for it.

R. Cellarius: I once remember seeing something that the--I think it was the Girl Scouts--had the best set of volunteer training materials around. So that the Girl Scout leaders knew what the job was, how to do it, and so on. We don't have that kind of thing. We have a variety of materials. They are not well put together. We have some good trainers, people who have done good training--

Lage: This would be training for staff?

R. Cellarius: For volunteers. Staff training for volunteers. There's a training academy and so on. They actually just created a Training Governance Committee.

Lage: It seems to me it's been talked about over the years. Didn't Sue Merrow do a lot of--

R. Cellarius: Sue Merrow did a lot. Marty Fluharty did a lot. But again, I think that this is an arena that Michael Fischer probably supported and, you know, put blessing on, and helped get going, but it's not on Carl's agenda. Carl's is an activist agenda. There is a training academy that goes around and it really does train folks to be active and the like. But it's a little spotty, and I don't think they have the ability to follow it up, in a way. I've been to one in Washington [state], and they do a pretty good job. They do it more aimed toward national programs in many ways, so it was national program oriented. But in my opinion, it's not a comprehensive, cohesive program that really brings folks up, continues to train folks, has the materials available, and there's very little sense of a chapter feeling in the trained groups and so on.

Lage: That was always the strength of the club, it seems to me.

R. Cellarius: We still are visible around the country. But in Prescott, there's a Yavapai group, and we're in contact with the group leadership, but they say, "We can't get anybody to do anything."

Lage: Is this a societal problem, do you think?

R. Cellarius: I think it's a societal problem. It's probably come out of economic transitions in the society. One of the interesting arguments that I've thought about is that, and I'd argue that the Sierra Club and a lot of the activist organizations are middle-class organizations, or middle-class white organizations, because these are the people who have the resources and the time and the willingness to do it. People who are poor just don't have the resources or are always working. People who are rich have got other things on their mind. They just don't pay atten--you know, they have their society events. They're not do-gooders, if they want to be do-gooders they give money to it. So I've argued, and in fact, my class lecture on American environmental movement really says it's a basically white, middle-class movement, and we should not be ashamed of that. We shouldn't feel that we need to drag in or do something different to attract folks. Maybe we should, but that's a different issue. We should not be ashamed of what we are.

I think that the transition in the economy, where you had more workers in a family--I would argue that it's not just the fact that women are going to work, because a lot of the volunteer work was done by men, too, but I think that people are spending more time, their jobs are more intensive. You know, nine-to-five jobs are not nine-to-five jobs in the middle class anymore. They're take your work, take your briefcase or backpack home and sit at the computer, and do things, and so on.

Lage: And if the woman is working, the man has more to do around the home, and--

R. Cellarius: That's correct. There's more family pressures. Look at all the organized sports. You don't send your kid off to the YMCA and have him do things at the YMCA. You've got to go to the soccer game with him, and you've got to buy all their soccer equipment. All of that, I think, has changed the demographic in the sense of the behavioral--the culture, what time

folks have for volunteer work of this sort. I think that that's been another factor, that people just don't have the time.

Lage: The culture of the very group that the club draws its strength from has shifted.

R. Cellarius: Yes. But, you have people doing things that--. It's interesting that the chair--and I don't remember whether Sid or Edna was the chair--but Sid and Edna Moglewer are the leaders of the Yavapai group. Sid was chair of the National Energy Committee twenty years ago, when they lived in Los Angeles. So, he--

Lage: I thought it was a familiar name!

R. Cellarius: Yes, Sid Moglewer.

R. Cellarius: But they're in Prescott, and they're trying to keep the group alive.

Lage: So they've retired to Prescott.

R. Cellarius: That's right. Yes.

Lage: Well, retired people might become the strength of the club.

R. Cellarius: And the students. The Sierra Student Coalition, certainly there's a lot of vitality there, and they do things. They are well organized. One of the dynamite activists in that group is a high school kid in Washington, D.C. He's been leading the charge on some of the international WTO stuff that--. In my opinion they aren't getting the counsel and are not as connected to the other issues. Well, they're connected to the issues. They sort of select their own issues, but they don't have the direct interaction with some of the volunteers that could really assist them from going too far out and that sort of thing. Although, Nathan Wyeth, this high school kid I'm talking about, is, I think, a good connection, has fairly good communications with D.C. staff working on these issues. But that's not always the case that the Student Coalition has a regular senior advisor to advise, an advisory counsel.

Lage: Because they're not supposed to take positions at the club in terms of endorsing issues, is that correct?

R. Cellarius: Well, they work fairly independently. I think they think they keep their nose pretty clean, but there were times when they wanted to go a little bit further than they need to. There's nobody really there--other than when you hear about something and then advise them. They've got wonderful folks. They interact with the right people, but it's by chance more than anything else, I think.

Lage: Well, it's nice to see young student-aged people still interested in the club.

R. Cellarius: Yes. They actually have one staff person that they pay as a coordinator. [Camilla Feibelman] She came and talked to the trustees a year ago in April, and she just wowed them. Took me some time to get her on the agenda, but once she finally got up to talk, wow, this lady's smart.

- Lage: Yes.
- R. Cellarius: And on top of things.
- Lage: Now was that a grant project?
- R. Cellarius: No. I think they do have grants, but they get a certain amount of funding directly from the club for their work. I think they do have some grant funding. And it's very fundable, but the funding came after we decided to do it, which is not necessarily always the case.
- Lage: Okay, we're at the end of this list that developed out of the e-mail that you sent me.
- R. Cellarius: Yes. Right.
- Lage: Do you have any other thoughts about trends? I know things will come up as we get started chronologically.
- R. Cellarius: Right. I frankly [think] that the issue is, what's going to happen with the organization? I mentioned, first of all, there's two pieces of the reorganization. One is what's happened at the volunteer level with the governance committees. I've talked about that.
- Lage: Yes.
- R. Cellarius: The one thing that's related to that is, I think, the creation of the governance committees and the getting the active program committees further away from the visibility of the board. The directors are on the governance committees, but, except for the Conservation Governance Committee and maybe some very few dedicated folks, what's going on at these national committees is not as visible, perhaps, to the board as it might have been in terms of when you had all of them reporting to the board. My guess is that if you look at the budgets for the volunteer committees, as the club budget has grown, they have been absolutely flat, absolutely flat, which means when you have project work, when you have meetings, you have the same amount of funds available for higher priced airplane tickets, higher priced phone costs, et cetera, et cetera, et cetera. So, in real dollars, volunteer budgets have, I believe, have been decreasing. International Committee, since I've been chair, has had a constant ten thousand dollars as its allocation.
- Lage: For the year?
- R. Cellarius: For the year.
- Lage: Wow.
- R. Cellarius: Last year, thanks to the efforts of our liaison from the Sustainable Planet [Strategy Team], we actually did get a little bit more. This year they're really cutting back in some ways because they want--the directive is that these committees need to have anywhere from forty percent to sixty to seventy-five percent of their budget be (c) (3) funds, and it's an art to create an agenda for a committee meeting where you say some of this is (c) (3) work.
- Lage: You mean the topic that the committee is meeting about has got to be a deductible topic.

R. Cellarius: If you arrange your agenda so that you're talking about things where maybe you have guests, and that sort of thing, talk about broad issues that are not club internal issues, organizational issues--

Lage: I see.

R. Cellarius: In other words, if we were to have a discussion of how the club might relate to the UN, what are the issues of the United Nations internationally, have a speaker from the UN and somebody like that coming, that could be (c) (3) funded.

Lage: But you can't talk about how to organize the staff, or oversee?

R. Cellarius: That's right, and virtually all the conservation committees have this directive from the CGC [Conservation Governance Committee]. That's the way the budget was put together.

Lage: So was David Brower right on this issue?

R. Cellarius: Yes and no. Yes, the club has changed as a result of the (c) (3) funding. This particular piece of it, the volunteer committees having to struggle with how to operate in this environment is a problem. As I've said earlier, I think Carl's development of these public education programs and so on has very smartly found ways to use (c) (3) funds in a way that continues to make the club an effective environmental organization. But I think that some of the internal workings are unworkable.

Lage: Fascinating.

R. Cellarius: Well, I would be happy to stop at this point.

Lage: Yes, I think this is a good place to stop, and next time we'll start in--next time being tomorrow morning--with looking over a period of time.

R. Cellarius: Right.

[tape interruption]

R. Cellarius: I was asked to read the Abram's centennial book [Tom Turner, *Sierra Club: 100 Years of Protecting Nature* (New York: Abrams in association with the Sierra Club, 1991)] page proof and that was probably after I had had this big fight with Brower, which I talked about before on his book, so I had some sense of what the history was. That was a wonderful experience, because I was to be one of the folks who read it for correctness, for factual correctness. It's a wonderful book, well written, and I picked up a few things. Tom Turner did a really fine job with that. Of course, you learn a lot when you read all that stuff.

Lage: Right.

R. Cellarius: So that was fun. I sometimes think about myself as, after Ed Wayburn, trying to be at least a little bit of a second order club historian from that memory in that sense.

Lage: We turned on the recorder really in the middle of a discussion, and this may not make sense, that little bit we added. But if it does, so be it. Okay. [laughter]

V **EXECUTIVE DIRECTORS MIKE McCLOSKEY, DOUG WHEELER,
AND MICHAEL FISCHER**

Mike McCloskey's Tenure as Executive Director, 1970-1985

[Interview 4: February 21, 2002] ##

Lage: Today is February 21, 2002, the fourth session with Richard Cellarius. Did you have any more thoughts from yesterday?

R. Cellarius: I think we can move on.

Lage: We've decided to go chronologically from this point and talk about the club, starting with Mike McCloskey's executive directorship.

R. Cellarius: I was, I don't know if I mentioned this, but I was present at the famous board meeting where Brower resigned. My good friend, junior high school classmate, Phil Berry, was elected president in his second year on the board. It was interesting that Mike was appointed chief of staff, not executive director, and not acting executive director, although I noticed that the most recent foundation biography of him says he was acting executive director, as opposed to just chief of staff. That was interesting. The board did not want to give Mike control, the executive director control, because of the lack of control that they had over Dave Brower.

Lage: Do you think it was a reflection on Mike?

R. Cellarius: No, it was circumstantial. Mike was, to a certain extent, certainly an unknown, in terms of taking over full authority. He was the most obvious person; he was a senior conservation person, with a lot of respect. But there was just the concern, the board wanted to be in charge. In fact, Phil Berry had a person in the club office as his right-hand person. I forget his name, but he ended up being mayor of San Diego and got thrown out for corruption or something like that a few years after that.

Lage: He reported to Phil?

R. Cellarius: He reported to Phil. He was Phil's eyes and ears in the club office. Actually, that continued while Ray Sherwin was president, and Jack Townsley was the person in here who was the president's right-hand person in the club office while Sherwin was president.

Lage: Do you have a sense of how that worked? You weren't quite as active then.

R. Cellarius: That's about the time I got active, when Phil appointed me, first of all to the Survival Committee, and then one of the, quote, ex-officio vice presidents, the first set of appointed vice presidents. So I interacted pretty well with them, and I think there were some tensions with the fellow who was Phil's overseer, Phil's person in the office, partially because they just didn't know how to operate that [relationship], and he may not have been the most diplomatic person. I think Jack Townsley had a very good relationship with Ray, and I would suspect with Mike. And that seemed to me to work pretty well.

But the board was clearly not willing to give free reign to the staff. Mike, I think, was a very good executive director; he was a very good people-person. He interacted well with folks. I can remember one time, I was in the office. I was in there talking to Susan Miller, and her desk was right across the, essentially, the alleyway, the corridor from Mike's office. Mike happened to come out, and I was, I guess at that point, either council delegate or one of the vice presidents, not a director. Mike came out and happened to see me and said, "Let's have a chat." That was his style. He was very communicative. He tended to work in his office with folks, instead of rushing around all the time. He didn't have a big office, as I recall, certainly not at 530 Bush Street.

Lage: And not a huge staff, comparatively.

R. Cellarius: And not a huge staff. And the club was, what?, twenty-one chapters in 1968, and they grew fairly rapidly. Well, I guess the regional group structure came even before the growth of chapters because the Michigan group was a group of the Great Lakes Chapter, before it became a separate chapter. But I think you didn't have the profusion of groups within chapters as much as you do now. So the club structure overall, the volunteer structure, we had, what, one hundred thousand members in roughly 1970, something like that.

So membership size, the number of volunteers, the complexity of the organization, the RCCs weren't formed-- Well, the Midwest RCC was formed while Phil was president, which would have been 1970, probably something like that. So the club structure, you're right, the club structure overall was smaller. The Washington office consisted primarily of Lloyd Tupling, in Washington, D.C. So, yes. We hired Jonathan Ela in the Midwest probably in 1971, 1972, something like that; so there was the beginning of a regional staff, but again, it was small, so that there was not a large staff to operate, obviously. Membership, and all that sort of thing, was small.

Books Department--when we hired Jon Beckmann, he had two or three folks working for him. That was small. Mike was very good, very smart, a very good analyst and really thought about a lot of things. Going forward a little bit, his transition to chairman and his role as chairman was just wonderful in terms of the kinds of analysis he brought to the conservation movement. I think Mike was probably not a top manager. That was not his training. He was trained much more as an analyst and an intellectual.

- Lage: A lawyer.
- R. Cellarius: A lawyer. I do remember hearing Jon Beckmann talking about his budget sessions with Mike. Jon would say, "Here's my budget. Here's what I think we can do this year in the books program." Mike would get him in, and I would just love to hear that conversation, because I know Mike pushed Jon to sort of shave the cost and increase the income, so that it would help make the budget right.
- Lage: You mean the figures?
- R. Cellarius: The figures, the numbers. Push the numbers to help the club's budget look the way it looks. I think that Mike was a wonderful executive director. I think he worked well with the board, and he worked well with club presidents. I was club secretary very often during part of that time. The executive office was very supportive of volunteers. Folks like Susan Miller, they were attentive to the volunteers as well as to what Mike's needs were, and there was a very good feeling in there. I forget, when did Mike go out?
- Lage: 1985.
- R. Cellarius: 1985, wow!
- Lage: That's fifteen years we're talking about here.
- R. Cellarius: Yes, and actually a bit longer if you think about it. There were some folks on the board who I guess felt that Mike was not doing the budgetary management job that needed to be done. They basically forced him out. It was not his choice, ultimately. I mean, it sounded like it was his choice to move from executive director to the chairmanship. The first move was to say, "We need to find something else for Mike to do, because we really think he's not doing a good job of being executive director."
- In my opinion, it was Denny Shaffer and Michele Perrault who orchestrated that transition. I wrote the resolution that essentially accepted Mike's resignation as executive director and appointed him chairman. I still have the foolscap of that, which I pulled out when Mike retired as chairman, and I incorporated it into the resolution that I wrote for the board, to recognize his retirement and appoint him an honorary vice president. But that was interesting.
- Lage: Does that mean that you agreed that this needed to be done?
- R. Cellarius: I think that a lot of that happened at the time when I had just had one of my periodic vacations, sabbaticals from the board, and came back to sort of find that in the-- I felt very uncomfortable about that, but the power structure in the board at that point was such that there was not that much you could do about it.
- Lage: Was there a particular issue that caused that?
- R. Cellarius: I think, well, it's hard to know. It's hard to know. I think both Michelle and Denny had had experiences as club presidents, and they may have felt that their interaction with Mike in those situations was not up to snuff. Mike could be very resistant to some of the new management ideas. Denny was the manager penultimately and that was his business

acumen. I think he just saw Mike not as the business manager that he saw was needed in the growing Sierra Club. I was not in a position of knowledge to really be able to defend it in the way that they wanted to, and the way that they felt things needed to be changed. That was the story there. I think that--I'm sure that Mike was not happy about it.

Lage: He seemed to put a pretty good face on about it.

R. Cellarius: Yes, and one of the reasons why he moved to Washington, D.C., shortly thereafter was to get out of the way of the new executive director. He did not want to be looking like he was in the position to look over his shoulder.

Lage: Was that his choice, do you think?

R. Cellarius: In terms of what, moving?

Lage: Yes.

R. Cellarius: I think so, absolutely. As I say, I'm quite sure he did it, well, for two reasons: one is, that's where the action was, and secondly, because he just wanted to be out of Doug Wheeler's way, the new executive director.

Lage: And carve out this new role.

R. Cellarius: That's right. The resolution I wrote officially appointed Mike as an ex-officio member of the board of directors, so he participated greatly in board meetings but was not privy to a lot of the closed sessions. He was excused for any of the detailed stuff, so it was not as full an ex-officio membership as one might expect under the circumstances. He certainly grew into the role of chairman and was clearly identified, not just in the club, but in the environmental community overall, as one of the senior statesmen of environmentalism. I know he's been working on pulling together his writings into a book and that sort of thing. I hope it comes out, because there's some wonderful stuff. I still have some of his writings about the international program. All sorts of things I discover now and then and put out some of his think pieces, because they're wonderful.

But as I say, I think that his departure was not one that he initiated. I can remember a board meeting where this happened, and Mike was not there. It was a very closed session of the board. I have no idea, no recollection of what the actual breakdown of the decision was. But I have very strong recollections that it was Michele and Denny that really, really pushed this. So that's Mike as executive director. And as chairman.

One of the things that was really good about Mike being in Washington was the transition of moving the International Program office from New York, where their main focus was on conferences, to a much more active program with [Larry] Williams as the director of the International Program really working on World Bank issues. Mike was there in Washington, and Mike was really part of the International Program office. That's where his office was, and he interacted with Larry quite a bit and was, again, almost a senior member of the international team while he was chairman. That was very good for Larry and for the club. Mike got more and more involved in some of the international aspects like IUCN [International Union for Conservation of Nature].

Lage: It sounds as if he got to write his own ticket.

R. Cellarius: Ultimately, I think it was a very good move for the club. But Mike and Maxine, they were happy to go back to the Northwest.

Changes in Volunteer Leadership and the Role of the Presidency

Lage: What about the volunteer leadership in the board during those years? There are so many changes that happened, including the rise of the South.

R. Cellarius: I think that the probably most significant piece of that was the institution of the bylaw that essentially did not mean you have a forever membership on the board of directors, incumbency. You were on for three years and possibly another three years, and then you had to go off for a year. That created a great deal of rotation on the board. One of the things that happened was that the new regional vice presidents, the ex-officio vice presidents, a group of six of us or so Phil [Berry] appointed just ad hoc, really ad hoc vice presidents. Also, one of the assignments we had was to be part of the Honors and Awards Committee with Ruth Bradley as chair.

I can actually remember that Ruth just did not like the idea of the new bylaw change and just was complaining about the fact that it just would bring instability to the board and so on and so on. Certainly, there was turnover, but if you look at the record, and I've actually probably got most of them in the computer there, about the number of directors with less than four years--there for three years, four to six, etc.--it's usually been a good amount. Sometimes, there's a few more young'uns, but there's usually been up to three or four, or more, who have had more than six years of experience on the board, so you've had a good balance of turnover. Certainly in the seventies and eighties, this essentially resulted in the de-Californication of the board. [laughter]

You began to get folks who were active from around the country. Most of the folks who were not Californians on the board, up through the sixties, were senior folks who were cronies and famous people. I can think of Paul Brooks and Larry Oakes, or John Oakes?

Lage: John Oakes.

R. Cellarius: John Oakes, Luna Leopold, Dave Sive--although Dave Sive actually had some club activities in the Atlantic Chapter besides being the lead attorney in those cases. But you began to get leaders coming in from around the country who were chapter leaders, so you really had a board who really began to understand the expanding nature of the club. And you had a board who were really from the grass roots, who understood how the club worked and saw their job as management, saw it as an overall overseeing of the board.

It was not really until probably the nineties that you began to see folks running and getting on the board with very specific conservation agendas. I think that the one time when there were significant petition folks who had an agenda was the time when we were having the battles about what we should do about nuclear disarmament. There were two

or three folks who ran for the board that time with that kind of agenda. They were not elected.

Most of this time, certainly, I believe, through the nineties, or through the 1980s, anyway, and up through probably the mid-nineties, you had a board that, for the most part, came out of the grass roots. You had people that had those connections and who understood that their job was the overall oversight of the club. You had club presidents who saw that.

The one thing that I saw was the change in the presidency, the job of the presidency. You think about the fact that up through, roughly, up to Ray Sherwin, and Kent Gill to some extent. Well, before Phil, the president was local, essentially stole time from something to sort of oversee the work of the club. Ed Wayburn had the longest recent term; he was actually president for five years, one three-year sequence and another two-year sequence. One of the reasons I think Phil was elected president was because they just didn't want to give Ed the sinecure of being president forever, which I think there was some fear of.

Then I remember some sense of having Phil and Mike and Ed having had long conversations, and Mike McCloskey and Ed Wayburn would have long conversations. Ed was a very hands-on president, as was, certainly, I think folks in the mid-sixties had to be with all the Brower stuff, but it was more direct interaction with the staff and with Brower. That was the problem that was going on then.

Phil traveled a lot, and Ed actually began traveling to the chapters. Phil traveled to the chapters. I don't know how much traveling Ray did to the chapters. I would imagine a judge's time is a little bit less his own than an attorney's, in some ways. Kent Gill was a school teacher and had been mayor of Davis, and that sort of thing, as well. I remember that my first board meeting was, it must have been 1974, we elected Kent Gill as president and agreed that the president could get some compensation for lost time that he would have to put in to the job.

I think that was the first time that was done, because Ray and Phil had the folks in-house here, so they had somebody watching the show for them. Kent, I don't know to what extent it was his decision, the board's decision, maybe there was a decision. Mike didn't need the kind of oversight that had been there before, he felt comfortable enough. The board did agree that it would be appropriate to have some lost time compensation for the president, and that's gone on ever since.

Lage: That's a standard feature?

R. Cellarius: It's varied a little bit, depending on who the president is. Some cases I think, for example, Robbie Cox, who, rather than wanting the compensation--and I think this was true for Larry Downing as well--instead of taking direct compensation for their lost time, they wanted somebody supported--a part-time assistant, paid for by the club, where they were.

What happened with me was that the club essentially compensated Evergreen State College for half of my time. The advantage of that was that I was still an employee of the college and essentially on a half-time researcher-consultant appointment. All my pay came directly from the college, not from the Sierra Club, and it maintained all my side benefits.

Lage: Was that something that the college had entered into at other times? Was it like a grant?

R. Cellarius: It was sort of like a grant. Well, Evergreen was very flexible about this. It was like a grant, and they had folks who were doing research, in spite of it being a relatively small teaching college. I guess they did have folks who were, in some situations--. Actually one summer, I think it was, summer or something like that, or on professional leave, I actually got some compensation from the Forest Service in the same way, under a research cooperation agreement. It was not unique.

I think the particular circumstances in which I was doing something else were not quite on-site research, it was a little bit different, but the college was very much supportive of the work I was doing with the club, so that was not a problem. And there was no problem with getting okay from the college, that this would be an acceptable thing to do, as opposed to, "I've got to keep teaching and do this on the side." So that was not a problem.

But in general, I know that since that time, the club has, for the most part, supported the president for part-time things. That allows the president to do some traveling, going around to chapters and groups and running off to Washington when necessary and so on. When I was president, I came down here [San Francisco] probably two to three times a month, would fly down first thing on a Thursday morning, go home Friday night, something like that.

I figured out, with the help of a travel agency, that if you flew down one weekend on a ticket and came back the next weekend on the same ticket, and you essentially had two tickets working at the same time, you always had a Saturday night stayover [laughs], and it worked pretty well. Somebody said the airlines had sort of picked up on that; I don't know if that's true or not. It worked well, and I still got that, and I got lots of frequent flier miles. It was very important to be here at that time. That's jumping ahead a little bit.

The Internal Organization Committee, and the Management Oversight Committee

Lage: Jumping a little. Is it important to talk about your participation in the Internal Organization Committee, and what you called the Cellarius committee, on management oversight?

R. Cellarius: Sure. The Internal Organization Committee was probably Mary--Mary--from Georgia.

Lage: Was she a board member?

R. Cellarius: She was not a board member. She actually became a trustee at one point. Her father was senior attorney for the Coca-Cola Company. I'll think of her [last] name. [Mary Jane Brock]

Lage: We can always fill these things in.

R. Cellarius: We had a good group of folks from the council who looked at a lot of the organizational stuff, planning stuff. I think Bob Howard was involved in some of the planning meetings.

That was a time when we had all these chapters and groups, and it was probably that committee that recommended that there be a limited number of committees on the council. The council was getting so large. When I first went on, there were twenty-one chapters, and there were about ten committees with membership on the council.

Lage: Oh, I see, club committees who had a representative to the council.

R. Cellarius: Right. And so outings, and international and--

##

R. Cellarius: The Outing Committee, International Committee, Insurance [Committee] and so on, Books [Publications Committee] had representatives on the Sierra Club Council. As the council got larger because of more and more chapters, people began to wonder, well, what's the reason for having these other committees, these national committees, because they were getting less importance in the overall organization of the club. I think it may have been that idea that sort of began to take them off the council.

The Cellarius committee [Management Oversight Committee] was one that the board put together because, I think again, there were some concerns about Mike's management skills. We had some discussions with Mike and consulted with some organizational psychologists, I guess, consultants, and we made some recommendations about Mike. I think this was the issue where Mike was probably spending more time managing the conservation program and was acting as almost conservation director, to a great extent, and not paying as much attention to the overall managing of the club.

Lage: He had someone on staff who was chief administrative officer?

R. Cellarius: He didn't have a lot of direct reports of that sort. I guess he had almost too large a span of control, and everybody reported to him. I don't think he had--

Lage: I remember Len Duel.

R. Cellarius: Well, Len--not Len Duel.

Lage: Did I say the wrong name?

R. Cellarius: Yes. It was Len Levitt, and he was probably brought in as a result of our discussions, saying, "Mike, you need to have somebody reporting to you that can oversee some of the business operations of the club." So that's probably what transpired out of those discussions, was the board saying, "Mike, you just have too large a span of control. You need somebody to help you with some of the more management-oriented operations," particularly as the club staff grew, particularly with membership growth. The books program went from, well, Jon Beckmann had one or two people working for him, just at the time when they were in the last few days in Mills Tower. I remember, they were in some little penthouse cubbyhole. Jon and Wendy somebody and one other person were the only ones there.

By 1980, I would say, the books staff was probably ten, fifteen people, because they were doing editing. There were three or four editors; there were production people; there were

sales people, and so on. It was almost a full-service books program. The only thing that the club didn't do was distribute. I think that that was the situation there, and I don't remember what was going on in '84 at that point. It may have been some of the stuff that precipitated the discussion, the thing with Mike. In some ways it was the predecessor of the way the club board dealt with the executive director and his evaluation, because my recollection is that it wasn't until after Mike became chairman that we had any sort of formal evaluation procedure for both the executive director and the chairman, by the Executive Committee of the board, or some subset of the Executive Committee of the board.

Lage: So that kind of formal procedure really wasn't there.

R. Cellarius: You know, I'm curious about overall management principles, to what extent a formalized evaluation process for staff--took a while for that to get instituted and to what extent that happened in the outside world, I don't know. Not being in the business world, I don't know how that operated on the whole. Evergreen started out with formal evaluations of faculty from the beginning, but certainly there was a much less formal evaluation process. Although Mike probably had more informal conversations. But now there's forms, you set goals, and that sort of thing. Sue de la Rosa has certainly managed that. She's been here for a long time! I don't know how long she's been here, but she's been here for a long time, really managed the human resources, and really, I guess, really developed the whole business of evaluation forms and procedure, which is a good thing.

Which reminds me of one other thing; I may have mentioned this in one of our earlier discussions. One of the other things that happened was, finally, the board began to recognize that the executive director ought to be the executive director and should be hiring the staff. Up to, well, Jon Beckmann was hired by the board of directors. He was interviewed by the board of directors in Brighton, Utah. Jonathan Ela was essentially interviewed by the staff. Paul Swatek was interviewed for his job as conservation director by the board of directors. Only slowly, and I would say Denny was one of the ones who was instrumental in this regard, said, "We ought to make the executive director really the chief of staff, in fact as well. We should not be making the hiring decisions, other than the executive director." We would evaluate the executive director, on the basis of his hiring decisions, of who he hired and fired and quality of his staff, but the executive director is in charge of the staff.

Lage: That is something that happened during Mike McCloskey's time?

R. Cellarius: Yes. That change probably happened in the mid to late 1970s, when the board began to recognize it was not their job to manage the staff. As I say, Jon Beckmann, Paul Swatek, Jonathan Ela, earlier, the board pretty much had its hand on those decisions. I think as the staff grew it just became clear that we couldn't do that. So, that was another change in the board, essentially, being willing to trust the executive director and recognize him as the senior employee who had that job. I think Denny was probably sort of bringing that business experience to the board, was one of those who said that that was what we should do.

Lage: Was it a controversy on the board? Was it hard for people like Phil Berry, say, who had been on this earlier--

R. Cellarius: I don't think so. I don't recall any real fussing about it. I think people just said, "Yeah, that makes a lot of sense." I think it probably had to do also with the fact that people who were very comfortable with Mike as executive director recognized his competence and said, "We can keep our hands off that situation." In fact, the affair of Doug Wheeler's departure really raised a crisis to the board in this very direct regard.

Lage: We haven't brought him on yet.

R. Cellarius: No.

National Conservation Committee, Lobbying, Role of Volunteers

Lage: Should we go to that now? Or do you want to continue with this?

R. Cellarius: I've talked about a lot of this. The one thing that's on this list [the interview plan] that I think about is choosing long-range priorities, et cetera. There was a time when, I think the volunteers around the country--there was a time when we didn't have a national conservation committee. Ed [Wayburn] sort of had a national conservation committee operating in San Francisco, which was really a California conservation committee, many years ago, in the fifties. There was the council, but in the transition of the club, of the board becoming a national board, all of a sudden, it began to realize that the club--the board was acting like a California conservation committee, and that there was no national conservation committee. I don't remember how or what any sort of national conservation committee structure got set up. We had a variety of committees dealing with issues, but there was really no oversight so the staff sort of took the task of developing a priorities poll.

I don't remember all the timing of this, but they would send out a questionnaire asking folks --it was a very elaborate process--and I would guess maybe the regional vice presidents played a role in that as well, through the RCC [Regional Conservation Committee] chairs, who consulted with the staff--of reviewing. It probably was the RCC chairs that really--the regional vice presidents became sort of more organized as the RVP Forum. They sort of worked with the staff to do the priorities poll, to get the results and so on, about what were the nature of the club's priorities, and these got built into the board's priority decision-making and the budget and that sort of thing.

But I think that, I'm trying to remember, but my guess is that before, in the eighties, and I may be wrong about this, but my recollection is that there was not a national conservation committee, other than the regional vice presidents sort of acting in consultation with the senior staff--the conservation director, folks in Washington, and so on. Somewhere along the line, the office of the vice president also had a conservation hat to it. That was more by chance, by interest of the folks that were doing it. But also now that I think about it, when the board had a summer retreat in Crested Butte [Colorado], and I was on the Executive Committee and this would have been in the early to mid-eighties--. The Executive Committee thought we ought to have a clearer indication of jobs for the Executive Committee and look at the Executive Committee and the board as sort of a volunteer management committee.

Each member of the Executive Committee sort of thought about having a particular portfolio. The vice president had a conservation portfolio. I think the fifth officer had a portfolio dealing with some subset of the operation internal committees. The secretary, I think, was to work with the council, and so on. I drafted that. We talked about it, and I put it on paper. I think the only thing that really has been retained over the years is the club vice president being the conservation person, and so on. That's had its ups and downs. Sometimes folks are elected vice president not necessarily for that reason. Sometimes they do, and sometimes they don't. The politics of what officers get elected is another--

Lage: Another topic.

R. Cellarius: Another topic, yes, and I don't want to get into that now. Anyway, we've talked about most of those other things on that list in one way or another. Well, there were certainly a number of outstanding folks who really drove the club. Brock Evans, as director of the Washington office, I think was and is a dynamic person. I think that his departure to the Audubon Society--I don't know this--I speculate that it might have been encouraged [laughter], for a variety of reasons. Brock has lots of benefits, but he probably was not a good manager of the Washington office, which was his title at the time. Certainly the Washington staff grew.

I don't remember much about the build-up of the Washington office, in terms of the lobbying efforts, the transition from Tupling and his little one-person operation as the commercial consultant to the club, to the big operation we have now. When they brought Brock to Washington, he was probably the person who really began the lobbying thing. Of course, the seventies was when everything blew up, in terms of growth. The club had enough resources that it could put resources in, and saw that much more strong lobbying efforts in Washington was what was necessary. Because what was going on? There was the Clean Air Act. There was all the energy stuff, et cetera, et cetera, et cetera.

Lage: It took a lot of expertise.

R. Cellarius: Absolutely. We saw that the only way we could combat the professional lobbyists of the industry was getting in there and doing our own lobbying. I remember a statement of Brock's, that the chief lobbyist for the Exxon Corporation's salary was larger than the total budget of the Sierra Club's Washington office. And it's probably still true. [laughter]

Lage: Probably!

R. Cellarius: The other most amazing event was Doug Scott and John McComb, their collaboration. John was, first of all, was the first Southwest representative, out in Tucson, either Tucson or Phoenix, and then went to Washington. He was the beginning of the computer age for the club. He got us into the Dialcom system, where you have e-mail communication. He and Doug really masterfully masterminded the club's effort and the Alaskan Coalition's effort on the Alaskan Native Lands legislation in the late seventies, just before Jimmy Carter disappeared. They knew how to operate. They were both operators. John was very smart in the technology area, how to communicate with folks. Doug was just an incredible tactician and knew everybody, knew how to make things work.

Lage: I was thinking what you said about Doug and his opinion about volunteers. He used a lot of volunteers in that campaign.

R. Cellarius: Yes, and you know, I think he worked very well with the volunteers. But he was not somebody who, in the long run, was an organizer. That is to say, he didn't see that it was his job to go out and do the training. He made good use of folks that came to him and worked well with them. Dick Fiddler would say lots of good things about Doug from the standpoint of--. Dick was a volunteer very often in Seattle and worked very well with Doug, and Doug made good use of him, and they worked well together. But Doug was not one to go out and promote all of this, with the different chapters and groups.

Lage: He didn't foster the volunteers?

R. Cellarius: Right. But I do remember that they managed to somehow get an office, get access, through the Speaker of the House's office in the Capital building. This was the story I heard; I never saw it directly. They were actually in the last stages of the Alaskan Native Lands debate. The Sierra Club was operating, this coalition was operating out of the Speaker's office in the Capital. It was amazing.

Denny Wilcher was an amazing person. He was the primary fund-raiser before we really began to get a development department and so on, worked with Nick Clinch. The foundation did not do a lot of fund-raising initially. We can probably get to the foundation sometime. [See Chapters VI and VII.]

I can remember Denny Wilcher had this old sofa, way back in the recesses of 530 Bush Street, and we would have conversations. Allen Smith was the financial person but also really began to get the Sierra Club computerized. I remember having big debates about how much money we should be spending on putting in a new computer system, and who we went with, and what kind of computer, and this sort of thing. This was all because it was budgetary. It was financial. The volunteer leadership, through the ExCom [Executive Committee] of the board were very much involved in those discussions.

It wasn't a matter of Allen and Mike saying, "We've done this analysis, and this is the recommendation we have, and this we'll just put into the budget." Now, virtually, the board pays no attention to--is not involved in this decision of what computer program do we want to go with, and so on. In those days, in the seventies and the early eighties, the board was really involved in that level of management, because that's where the expertise was, and there was not a high degree of organization of staff. The staff was still relatively small.

Lage: That's a good illustration of the kind of thing that the board was involved in and would never be today.

R. Cellarius: That's right. I mean, as I say, I remember having conversations with Allen Smith about, you know, "Should we go with Hewlett Packard?" "What's a nice computer?" "Should we make this change?" "What are the implications?" And so on. When the club went to its current computer system, it's joint between the club and the foundation, that discussion was all held at the staff level. I think the foundation board knew a bit more about it than the club board, because the foundation staff was smaller, and there were discussions, and it was a very much collaborative work between the foundation and the club staff. As I said, the volunteers were--

Lage: Now is that a loss, or is the staff perfectly capable of making this kind of decision?

R. Cellarius: You know, I'm just going to think. There's one area where the volunteers might be involved. I've not been on the Finance Committee, but these are financial management decisions in some ways, and the Finance Committee may have had a bit more of a role, or at least, had an opportunity to hear about the changes and comment upon them. If anywhere it happened, it would be there. I think that it's proper management. I mean, it's a major staff decision, a major decision for the club, but the staff are the ones that have the expertise to do that. Now, there are maybe volunteers who are knowledgeable about this, but ultimately it's a staff decision.

There may be a point at which Lou Barnes and his staff might go to the Finance Committee and say, "We've done this analysis. It has major budgetary implications. We've done this analysis. This is what we conclude. Here are the other options, and this is our recommendation for you to put this in the budget." It might happen at that level. There are people that still argue, that well, there are a lot of volunteers that are very knowledgeable in this, and they should be involved. There are pieces of what's going on where the volunteers are very much involved.

There's some discussion, for example, on the board, of setting up a club-sponsored mutual fund, investment fund. If not publicly available, certainly open to any club member to invest in. Just like the Ariel Funds or Vanguard Funds, or something like that. There are volunteers that are very much involved in those discussions because that's a major policy discussion in real life. There are certain areas where the volunteers are involved.

Certainly, Bob Howell used to be the primary insurance advisor for the club. I think John Edginton has still got his fingers in some of the insurance stuff, the liability stuff and stuff that deals with outings. But again, the insurance is basically managed by Lou Barnes and the financial folks on the staff. As you get more staff, as things get more complicated, as the club gets larger, as you have more and more regulations, administrative legislation to deal with, it's appropriate for there to be--you know, you have your staff that are paid to do this.

And I think there are people who feel that there are times when the volunteers ought to be more involved. The board does not have the time and the inclination to do as much as they did. It's a bit of a loss, but it's good management, in a sense, that you don't have too many fingers in the pie and second-guessing.

Doug Wheeler's Tenure as Executive Director and the Staff Revolt

R. Cellarius: Let's move on to Doug Wheeler, and then maybe we can take a break after that.

Lage: That sounds good.

R. Cellarius: I don't remember if I was on the search committee for Doug Wheeler's position or not. I do know that he came to us. I don't think we had an executive search consultant for Doug Wheeler's search.

- Lage: This was after Mike was promoted to chairman?
- R. Cellarius: Yes, Mike stayed on until Doug was hired. I frankly don't remember a lot about that search. It may be that Larry Downing was chair of that search. Doug came to us with good, strong, Republican credentials.
- Lage: This was 1985, so we're in the midst of the Reagan administration.
- R. Cellarius: Right.
- Lage: Now, when you say "good, strong, Republican credentials," one wouldn't really expect that in the Sierra Club.
- R. Cellarius: Well, but he came to us with good environmental credentials in the sense that I think he had been with the National Preservation Trust so he was in a position relating to the administration but still from a conservation standpoint. I think Nat [Nathaniel] Reed was somebody who the club really respected for a long time, and I think he came with good recommendations from that. I frankly don't remember at all what other finalists were involved in that discussion, whether we had more than one person presented to us for final decision, for review by the board. I don't remember, in our final vote, whether there was any opposition to hiring him. He didn't last very long.
- Lage: You were on the board during this period?
- R. Cellarius: Yes. I think his management style was more of that of a manager. I don't think he did a lot in terms of very close interaction with the board. Larry Downing was president at the time. He left, and I don't remember who was Larry's predecessor, off the top of my head, but it could have been Michele, I guess.
- Lage: It might have been Michele.
- ##
- R. Cellarius: Denny was president at probably the time that Mike left, is that right?, and was succeeded by Michele, and of course Michele would have been active on the board. Let's see, Michele was '84 to '86, and Mike left in '85. Denny was president just before her and that was the time, probably, when Denny felt that Mike was not doing the job of full executive manager, senior manager of the club, in the way that a business ought to be run, and that was probably a good piece of that pressure.
- Lage: Do you think when they hired Doug Wheeler they were looking for a manager rather than a conservationist?
- R. Cellarius: Oh, I think so. I think so. I think they were looking for somebody who had much more management skills, who came with that experience and came with being executive director of the National Farmlands Trust, as I recall. [senior executive for National Trust for Historic Preservation, American Farmland Trust, and the World Wildlife Fund], so he had credentials that were conservation, if not environmental, but he came with that kind of credentials. I don't remember much about his tenure other than his departure. Larry Downing was president, but Larry had a severe problem with one of his cervical

vertebrae. We had a board meeting in Alaska, and the Executive Committee did an evaluation--I remember this--had an evaluation session with Doug, and Larry ran it, flat on his back in this room in Anchorage, as I recall, because he could not stand up; he could not sit up.

Wheeler's departure was precipitated by a staff revolt, the conservation staff particularly, but I think it was the senior staff, here in Washington--

Lage: Here in Washington, or here in San Francisco?

R. Cellarius: Here in San Francisco, that essentially drafted the letter. They had a lunch-time meeting in some hotel room outside 730 Polk Street and wrote a letter saying they could not work for Doug Wheeler.

Lage: That's pretty strong.

R. Cellarius: Yes. I guess they presented this to him. Bob Howard was vice president, and Bob Howard had the conservation hat as vice president; that was one of the things he was doing. He was vice president, did happen to effectively have the conservation hat on. I think it happened just before a board budget meeting, and I think the senior staff just felt that Doug could not--was just making a mess of the budget. He was not developing the budget. He was not doing what needed to be done. They were just appalled.

Lage: So it was a budget issue?

R. Cellarius: I think it was a financial management, budget preparation issue.

Lage: Not an ideological issue.

R. Cellarius: No, I don't think so. It was a management issue, it was not an ideological issue. I think there were some concerns about some of the things he was saying ideologically and policy-wise, but that was not the issue. The issue was management. The issue was he was just incompetent at dealing with the budget, and the budget was a mess! It must have been just before a board meeting, because Bob Howard was here, and they must have been working on the conservation budget. I came in about the same time. I came in, and I remember I was told that Bob Howard had sent--Larry was not here. He was flat on his back, had just gone through surgery or something. Bob Howard had essentially sent Doug Wheeler home, saying, "There's a problem here. Your presence in the office is creating a problem. Go home." Didn't fire him, he just basically suspended him, arbitrarily.

Lage: Because of the staff.

R. Cellarius: Because of the staff's revolt. Bob Howard did this on his own as vice president acting as president, out of communication with Larry, or anybody else.

Lage: Were you on the ExCom?

R. Cellarius: I was on the ExCom. I was club secretary. [Bob did this] without having any communication with anybody, and that raised some real questions by the board: What

was his authority? Was it proper? Here the executive director is in charge and yet what we're doing is we're saying the staff are overriding the executive director.

Lage: And the vice president.

R. Cellarius: The vice president essentially made a stand on behalf of the staff, not the executive director. Rather than saying, "Executive director, you need to fire these people," he said, "Executive director, go home." Here's where you have this dilemma: Who's in charge? Is it the executive director, who's chief of staff, and you have a staff revolt? Is it his job to quell it, and say no? But I think the staff letter must have been to the board and to Doug Wheeler. I don't remember exactly. There's probably a copy floating around somewhere; somebody must have a copy. The final action was that Wheeler was forced out.

Lage: You are talking about staff who'd been here a long time?

R. Cellarius: Oh, absolutely. McComb, Scott. Most of the senior staff were involved. It was the senior conservation staff, Jon Beckmann. I forget who else.

Lage: Joanne Hurley.

R. Cellarius: Joanne Hurley. Yes, Joanne was very much involved in that.

Lage: Do you know if this senior level staff was involved in the hiring process at all? Or given a chance to give their opinions?

R. Cellarius: The answer is yes. I'm sure both with Doug Wheeler and with Michael Fischer that there was opportunity in the last interview processes, that the senior staff were given a chance to meet with him. Whether this was done individually, or as a group, I don't know, and the extent to which--I just don't remember how their input got communicated, if there was any that was communicated to the board. There was certainly, in both cases--I'm pretty sure that there was an opportunity for the staff to meet these folks, to get some sense of what was there.

I think, even in the case of Michael Fischer, we may actually have had a comment from some of the staff, as the board was doing its final decision-making, invited some of the staff in, to make comments. Or maybe it was the hiring, the search committee that heard from the staff and had that reported to the board. So there was input. But you know, you don't know the extent to which a person is competent or incompetent in some of these things until they're on board. To what extent there was any handwriting on the wall in the recommendations, or that sort of thing, I just don't remember. Larry was chair of the search committee. I don't remember being on that search committee. I might have been.

Lage: Did Wheeler work well with the board, with the ExCom? Do you remember? I remember the issue over changing the logo. Do you remember that?

R. Cellarius: Yes.

Lage: Changing the letterhead?

R. Cellarius: He did that arbitrarily. He did that arbitrarily, and that was not well-received.

Lage: It seems like a small matter.

R. Cellarius: Yes, well, the logo is, I could tell you long stories about the logo. [laughter] Including the current one. There's one going on now. It's been quiet for a while, but I'm in the middle of it. Yes, the logo.

An Aside on the Logo

Lage: Just tell a little bit about that, because I think it does tell something about the club.

R. Cellarius: It does. A quick aside. What Doug did to the logo was essentially get it redesigned. Usually, the redesign is to make it more manageable for printing and distribution, and that sort of thing. The original [Willis] Polk logo was wonderful, but it's very cluttered. Brower redid the logo--Brower or Francis Farquhar, one of the two. All of a sudden it appeared on the [*Sierra Club*] *Bulletin* in its more modernized form. I think it all had to do with how it could be reproduced more easily in appearance. But Doug virtually had this done, and it appeared without any review by anybody, and it was bad. [laughter] It did not look good. Just did not look good. So it was redone, and then Carl had it redone. There was some discussion, and I've been involved in a variety of discussions of the logo.

Lage: Did Carl have it redone with consultation?

R. Cellarius: It was very recent-- Well, I think there was some consultation with the media folks. There was some consultation with-- I remember at one point there was quite a discussion with Robbie Cox, and I looked a whole variety of different things and was very much involved in one-- when I was club president, in one iteration of it. They always wanted to have one that was easily reproduced, and then they wanted to go to one that had what's called a vector, as opposed to a digital image so you could expand it and contract it and still maintain its integrity, because the lines expand. It's actually simpler in some ways. If you blow a straight digital image up, you get all sorts of little squares. With a vector image, you always maintain the lines. The last one was done and the tree was not acceptable.

Lage: For what reason?

R. Cellarius: It was not a sequoia, according to Joe Fontaine.

Lage: The logo is a sequoia in front of Half Dome, basically.

R. Cellarius: Yes. So if you look at the current image of the logo--and I don't know if I have a copy here-- the tree looks like a Christmas tree. Joe and a number of other folks were just out of their gourds; the fact that it was not a sequoia. The foundation passed a resolution saying they really wanted to see the sequoia. The board was sort of a little less fuzzy about it. When we were in Sequoia National Park last summer for the retreat, Joe kept pointing out to the directors what a sequoia really looked like and that sort of thing. I said, "You know, I think it's relatively easy to make the tree look like a sequoia, and I have actually produced--"

- Lage: Oh, this is your own logo.
- R. Cellarius: This is, well, I'll show you. In fact, I do have a copy. If you look carefully at this design, compared to that design, see, this looks like a Christmas tree.
- Lage: It's more regular.
- R. Cellarius: Everything's the same. What I was able to do was I was actually able to take and put the right kind of tree in there.
- Lage: You made your own name-tag? We're looking at a name-tag.
- R. Cellarius: Yes, and I've actually got it on my business card as well. Essentially, what I've done is--. This is an illegal version of the logo, because it is not approved by the board.
- Lage: Oh my!
- R. Cellarius: I did this after the sequoia meeting and shared the results with Joe, and Mike McCloskey, who is now on the board of trustees and very supportive of having a real sequoia, as opposed to a Christmas tree on the logo. So I drafted a letter from the *Sequoiadendron gigantea* Advocacy Task Force, and sent it to the board saying, "It's very easy to make the logo and still have the vector integrity," et cetera, et cetera, et cetera. Sent this out to the board, copies to the trustees, and it turned out that [there was] no response other than noting that Carl actually had put this on the working section of the agenda for the September board meeting.
- Lage: Last September, [2001].
- R. Cellarius: Which was canceled. We'll have to push it again. But Joe and Mike really liked this. It was relatively easy.
- Lage: And you just did it playing on your computer, I'm assuming.
- R. Cellarius: Yes. Well, it took a little work. It's a vector image. Anyway. But you're right; there are certain historic things or connected to the club's history that the volunteers feel very strongly about. When the staff starts mucking around with them, they get up in arms. After the Doug Wheeler fiasco, Michael Fischer did some analysis, trying to get a logo that was more easily reproducible in various sizes and so on. I sort of consulted on the design with other folks. Robbie Cox was involved, and I remember that Phil Berry had some particularly caustic remarks about what finally came out about all the little diddies at the bottom of the diagram. There are certain of us, who have been around a while, who have opinions and do not hold back on them at times regarding some of these fundamental issues [laughter].
- Lage: Well, it's symbolic.
- R. Cellarius: Yes, it's symbolic of how the club presents itself. It's very funny.

Wheeler's Departure

R. Cellarius: Anyway, the board, after sort of recognizing that the staff--that maybe there were problems, finally, and I think the conclusion was, whether the staff was wrong in what it did--there was certainly some conclusion about that--it was very clear that it would not be possible for the staff to continue to work under Doug Wheeler's executive directorship. The board consulted with a labor attorney, negotiating a departure. Wheeler negotiated a golden parachute clause in his initial contract when he first joined the club. He had a golden parachute. Cost us, I have no recollection of the amount of money. But he did very well in his departure, which of course created financial problems for the club [laughs].

Lage: Was the board divided on that? Was anyone in favor of keeping Doug Wheeler?

R. Cellarius: I think the final vote was eight to seven.

Lage: So it was close.

R. Cellarius: I think the final vote was eight to seven, as to whether he should stay or not, or whether we should ask for his resignation.

Lage: That's very close.

R. Cellarius: It can't get any closer!

Lage: Very close, particularly if it meant that if he stayed Doug Scott and Jonathan Ela and other senior staff would have been out the door.

R. Cellarius: Well, it's not clear whether they would have been out the door, but there was certainly that kind of handwriting on the wall. A lot of it had to do with who's in charge as executive director of the staff, and is he really competent, and so on.

Lage: How did you vote? May I ask?

R. Cellarius: I'm pretty sure I voted to accept the resignation. I do not remember all of the vote. I think Brower was on the board at the time and voted to accept the resignation, which is interesting.

Lage: A little bit of irony.

R. Cellarius: That's the only other vote [I remember]. I'm sure Larry [Downing] voted too, to accept the resignation. I do not remember. In fact, I don't remember who all was on the board at the time.

So I was given the task of chairing the search committee. We hired an executive search firm. I'm pretty sure we didn't do that with Doug Wheeler. We did, and I forget her name, a very nice lady, who worked here in San Francisco, and she did a very good job, worked very closely to set up the job description, to review stuff. I don't remember who all was on the search committee, either. It was purely a board search committee, if I recall. I don't think there was any staff on it. We did survey, had the staff meet with--. I think they

presented two or three, at least two, maybe three people at the end, for final interviews with the board, and we had interviews with each of them.

Lage: Did anyone from the staff apply? Was anyone invited to apply?

R. Cellarius: I don't think we had a staff person. I'm pretty sure we didn't have a staff person make it into the final three. There may have been staff people that did apply but didn't make it through the search firm's process or through the preliminary screening. The search committee may have interviewed more candidates than the three they finally brought to the board, I don't recall that. It's been a while, and I just don't remember much of the process. I think I've got files on it in one of those boxes in my basement at home. I probably have a pretty good set of files on this stuff.

Going back to the Doug Wheeler situation, I was on the Executive Committee, and that was the time we were using Dialcom, the initial e-mail system. I have a huge stack of digital files still, records, of the conversations of the Executive Committee, between us. We had huge exchanges on Doug Wheeler, how we were going to deal with it and so on. It was probably--

Lage: Following the situation where Bob Howard more or less suspended him?

R. Cellarius: Yes, during all those negotiations of the Executive Committee. The Executive Committee worked very well, when Larry was president more so than when Michele was president. The Executive Committee was very cohesive, worked very well together and really did a lot of management. Of course, we were hiring Doug Wheeler, and so we had a major set of things. I remember, Larry invited us to his cabin up in northern Minnesota, and we had a wonderful retreat-meeting up there and just talked about all sorts of things. We were a very cohesive group. I think it was probably Bob Howard, myself, and I forget who else. Denny may have been there.

I've got a good record of the club leadership, all the members of the Executive Committee, going back to about 1965, all the directors and their terms, when they ran, in a little file. It was really started by Phil Hocker, but I managed to maintain it.

Lage: Did you do this as secretary or just as an interested board member?

R. Cellarius: As sort of an historian. Phil Hocker started it, this particular piece of it, with lots of data from George Shipway. This is another side, but Dick Leonard, for a number of years, put out about a ten-year record of the voting for directors, what their vote was and all that sort of thing, going back to about 1965 or so. I think it was that early. I have in my computer three separate spreadsheet files. One has all the directors, their terms, when they ran and so on, going back to roughly 1968 or so. I think I have record of all the Executive Committees going back to 1892, and what officers there were. Of course, there was a fair amount of confusion, and some thought that there were a number of vice presidents in the early years. I've got all that in a separate file, including notes on some of the transitions, for example when Paul Swatek resigned, and so on and so forth. Denny resigned. Then, I've got a record of the board elections, including the vote that each candidate got, whether they were incumbent and so on, going back to at least 1968. Every Sierra Club election since that, I've got the record.

- Lage: This should be printed out, because I don't know what kind of file it's in, what sort of software.
- R. Cellarius: It's a spreadsheet file, yes.
- Lage: It might be something that will not be able to be printed after a time.
- R. Cellarius: The board rotation file, Gene Coan maintains as well as me. Gene has a good record of maintaining these, and a lot of the information is on the club's Web site.
- Lage: Yes. This whole list I printed off the Web site, but this doesn't show you who was on the ExCom. You'd have to do some work to put the Executive Committees together.
- R. Cellarius: Yes. Gene has done a good job of putting that on. He's maintained these files. I've worked with him, and I find problems with his files, and he finds problems with mine, and we collaborate to get things done.

Michael Fischer's Tenure as Executive Director

So anyway, going back to hiring Michael Fischer. Michael Fischer was, to my recollection, was-- I think there were one or two directors that had some reservations about Michael when we hired him. But he came to us with better environmental credentials. He worked with the California Coastal Commission.

- Lage: Better than?
- R. Cellarius: Than Wheeler. He had equivalent, but they felt stronger, and the Californians knew him. He did not come from Washington, D.C., so people had known him. He was more visible to the club leadership. He had good management credentials, so I don't believe that there was-- Of course, Mike had come in as acting executive director, because Wheeler just left. So there was a time when Mike was back--
- Lage: Mike McCloskey.
- R. Cellarius: McCloskey. So he commuted back and forth, between San Francisco and Washington, because he didn't move, but he was here on a very regular basis for that time. The primary runner up to Michael was a young Turk that brought a very strong set of credentials. I think his environmental credentials were not as strong as Michael Fischer's. He was probably just a little bit more radical in terms of personality and that sort of thing, than Michael. I really think Michael did a fine job as executive director.
- Lage: Were you looking for something different? Did you write the requirements in a different way after the earlier upset?
- R. Cellarius: I can't remember. I'd have to go back and look at all the files. We certainly worked with the management consultant. You know, going back a little bit, you asked about the search committee. It may have been that the next go-round, when I was on the committee, we

were still having struggles with Wheeler, and that may have been a time when we actually consulted with another advisor.

Lage: On that Management Oversight Committee.

R. Cellarius: Yes, but the Wheeler stuff was really just a great precipitator. I really don't remember to what extent we totally rewrote the executive director's description. I don't think we did very much to it. I think that we were probably looking for somebody with--to the extent that we could--a better record of relationships with staff and that sort of thing, stronger, more mellow environmental credentials and so on. I was very pleased with Michael Fischer. We got along very well.

##

R. Cellarius: Michael was very mellow. He cared about people; he cares about people. I think he had a good set of personal relationships with his staff overall, with one exception, obviously, which we will get to. He ran a good office. I think he was very efficient. He recognized what an executive director needed to have, who he needed to have around him to function properly, and we can get to that. But I think he did a good job. I was not on the board at the time they fired him, essentially, or asked for his resignation. I think the basis was, ultimately, his ability to handle the financial, the budgetary relationships. I think that was the issue. He was not a financial manager, I guess. What else there was involved, I don't know. I'm not sure that he understood, except that maybe there were some personality issues.

Lage: Okay, let's take a break. [tape interruption, during which a conversation about environmental responsibility begins]

R. Cellarius: One of the things that I always puzzled about was flying around the country as Sierra Club president, and how environmental that was, and is it okay? I came to the conclusion that, well, you've got to live with the system. If you're going to participate in a system and try to change it, you've got to at least work within it. You can't just isolate yourself from it by not traveling around, flying, and whatnot. It's amazing.

Decisions about the Club Headquarters on Polk Street

R. Cellarius: Getting back to Michael Fischer. He sort of reorganized where staff were.

Lage: Were, or worked?

R. Cellarius: Where they were located.

Lage: I see.

R. Cellarius: And I don't remember where Doug Wheeler's staff worked. We were in 730 Polk Street. I don't even remember who was executive director at the time that [move] happened. Phil Hocker negotiated that whole business. An aside there: One of the things that the board

was asked to decide, and this was a board decision, when we bought the building at 730 Polk, should we put money into a ventilation air conditioning system, or into earthquake restructuring, putting in earthquake reinforcement? The decision was made to put in earthquake reinforcement. It was clearly the right decision, because we had the big earthquake, in what, 1989? I can talk about that; that's my presidency, as a matter of fact.

Lage: Do you have special insight into that choice of Polk Street as a place to go? Was that something you were involved in, to buy instead of to rent?

R. Cellarius: Certainly on the ExCom, and the person who ran that show was Phil Hocker. He was an architect, so he knew the building business. He consulted with a lot of the people in the business in San Francisco. There were three or four buildings that we looked at.

Lage: In different neighborhoods.

R. Cellarius: In different neighborhoods. There was one on Polk Street. There was one down on Howard Street. I think there was one closer to downtown. I think that the decision came down to location of Polk Street as an improving neighborhood, that we might even have some role in contributing to the reinvigoration of the neighborhood, which ultimately didn't happen, at least while we were there, and ultimately resulted in our getting out. That was one of the reasons why we got out of Polk Street, because the staff just did not want to work there.

Lage: It was not a good neighborhood.

R. Cellarius: What's amazing is that, particularly with the Centennial Campaign, even despite the size of the building, it was not big enough for us. Books moved down to the Shell building, the foot of Bush Street. The foundation finally moved out to Sansome Street. The foundation basically moved out when the Centennial Campaign moved in. I remember the debate about whether Books should move, because it isolated Books from the rest of the club. That may have been part of the problem with Beckmann's departure as well; he was just isolated. I think there was a sense on the club staff overall, that Books was sort of a higher-than-thou, university-elite, ivory-tower department, and they were happy to get out of Bush Street where the hoi polloi worked. I think there was not a good feeling with some of the lower staff, the operational staff, about Books. It could have been that isolation, part of that isolation of Books, that also had an impact on whether Jon stayed or left.

But the space patrol, that's what we called the stuff that Phil Hocker headed. I think John Holtsclaw was very much involved in that. I'm not positive, but I think that's right.

Lage: They did make the wrong guess, it seems, about what area of town was going to rise up, because this area is the one that did, the South of Market.

R. Cellarius: Yes. Well, and there was some creative financing, taking advantage of stuff. Some folks lost some money, lost their investment. We came out pretty clean overall. It just turned out that the neighborhood did not get any better. It was just a terrible place for the staff to work.

Lage: It's hard to predict those things.

R. Cellarius: It is.

Lage: And Dave Brower always felt money should not have been put into a building.

R. Cellarius: I guess that's true.

Lage: I can't remember if he was on the board at the time.

R. Cellarius: I don't remember that piece of it. I think that we did it at a time when we sort of had the resource, and we thought, oh why not? Buying to own is better than paying money just to lease to go to somebody else's pocket. We did buy the building in Washington, D.C., and we have that now, free and clear. It's not big enough. Now they have folks at a space in another building, across the square in Washington, D.C., and in fact, the Office of Advancement is across the street, here. Not everybody's in this building; we ran out of space in this building. Interesting.

Management Styles: Fischer Versus Wheeler

R. Cellarius: Anyhow, Michael Fischer. One of the things he did was, his office was right across the room from the president's office. The president had an office. Right across the space from his office, he had a secretary and an executive assistant, Ophelia Alayeto, and a secretary. He shared them with the president and with Joanne Hurley. Joanne Hurley was the communications director. Doug Scott was virtually right next door, as conservation director, right through a door, and his financial person, Andrea Bonnette. There may have been somebody before Andrea, but I don't remember who it was, right down the hall. So he had a management team right in his immediate vicinity, and they interacted very well.

Lage: And did the president's office stay there?

R. Cellarius: The president's office stayed there. I would come in, and I had essentially the same executive staff that Michael did.

Lage: Did that work?

R. Cellarius: I thought it was wonderful. It was wonderful. We worked very well together; we were in direct communication. We had the same person communicating with both of us, Ophelia, and the secretary, and we were right next door to Joanne. Joanne and Doug worked very well together, in terms of presenting the face of the Sierra Club. I got a lot of good training and advice about what we should do and shouldn't do, as club president.

Lage: In terms of the public face.

R. Cellarius: In terms of the public face, right, and how to interact. Ophelia managed my mail, the president's mail. There was really a management team, including the club president, working together. I would come down, as I said, two or three times a month, for a couple of days, working with the staff. When I came on as club president, one of the things I wanted to do, I stayed an extra day, even with my broken ankle, because I wanted to meet

with the senior staff, just say hello and get acquainted, as a meeting of the club president with the staff. I don't know if that happens anymore. In my opinion, we operated as a relatively cohesive management team. Of course, I'd known Doug for years and hired Michael. Joanne was a wonderful person. She had excellent credentials. She came out of the Democratic administration. She worked for Carter somewhere. She had some major role. I don't remember when she started working for us or where she came out of, but--. [long pause] Boy, even my presidential memories--. She came out of the Democratic administration. She had been in the White House.

Lage: And she was media?

R. Cellarius: She was communications. She managed the communications. One of the big issues, of course, during my presidency, was the Alaska oil spill. She managed all the communications, the newspaper ads, and all that sort of thing, for that. She and Michael, I think, were also involved in that particular logo development. She was there.

Lage: Do you remember who hired her? It was either Doug Wheeler or Mike McCloskey.

R. Cellarius: I do not remember. Probably Wheeler. As I say, she got along very well with Michael Fischer, with me. I think that the model that Larry Downing and I, and to a certain extent, Sue Mellow, as club president--

Lage: Who followed you.

R. Cellarius: --presented in terms of the way that we interacted with the executive director and the staff, was probably, if nothing else, a reflection of Michael Fischer and the way he interacted with the staff and with the board. Very much of a hands-on, but a people-person. Wheeler was very aloof, very formal. His reports to the board were canned, in a sense. They were perfunctory. Michael was much more active, involved, conversational. Wheeler was a manager. He was aloof. He was just straight.

Lage: Stiff?

R. Cellarius: Yes, stiff.

Lage: Did he understand how strong a role the volunteers had had over the years, do you think? Did he know the club culture, at all?

R. Cellarius: Probably not. If you think about his coming from [Nat] Reed, from that group where they were the higher echelon kind of conservationists, the old-line conservationists, where they kind of wheel and deal with the rich folks, as opposed to the activists. Michael, on the other hand, came out of activism. I have some recollection, but I might be confusing him with Bill Meadows, that he had some role in. He may have had some Sierra Club volunteer credentials as well. I just don't remember offhand. Certainly, the California Sierra Club interacted intensely with the Coastal Commission, so he knew what the Sierra Club was about, how it operated and that sort of thing, and that was probably very important to him. He really understood that kind of relationship.

VI PRESIDENT OF THE SIERRA CLUB, 1988-1990, AND CURRENT ISSUES

Role as Spokesperson, the Alaska Oil Spill

Lage: When you had these interchanges as president with the staff, what was your role? Were they looking to you for advice? Were they informing you about what was happening?

R. Cellarius: I think my interaction with the staff was cheerleader; that was my role. And to put a volunteer face on the club. I was never one to be directive, to direct what they were doing, that was not my job. Obviously, that was my job with Michael, and that was the conversations, and there were probably very few times when I said, "This is what's going to be done." It was to be an active volunteer. To say, "I'm club president. The board is behind you, et cetera." Try to indicate that the change in administration meant no change in direction, and so on. There were club presidents, like Bill Futrell, who had his own agenda and went at it with a full head of steam.

I learned early on, saw early on, even before I was club president, that the club president may have items on his or her agenda, but usually the agenda was not determined by what the club president's agenda was, as much as by circumstance, such as the Alaska oil spill, and things like that. One of the roles of the club president was as spokesman for the organization. I got lots of good help from Joanne [Hurley] and from Doug [Scott], in that regard.

The two events that were probably most significant in that regard, were the Alaska oil spill, where my name appeared, as club president, in the ad that got put together, a big, full-page ad in the *New York Times*, very shortly after. That was virtually given to us. That is, there was an advertising firm in Los Angeles that I think had done some of the early ads before and said, "We want to do this." Joanne had these contacts, and all of a sudden, the ad was there. They paid for--I think that the only thing we had to pay for was the space in the *New York Times*, that the preparation of the ad was all donated or at cost, at best.

Lage: What about the approach of how the club would respond to that disaster? How did that get decided? Not just putting the ad in, but what the ad would say.

R. Cellarius: I would guess that that was a decision that was probably made between Joanne and Doug, perhaps in consultation with the ad folks and Michael. I don't remember being a piece of what the nature of the ad was. The basic thrust of the ad was that it was a disaster, and that they needed help. The ad, essentially, had coupons on it, and the coupons were for donations to help in Alaska.

Lage: Help the clean-up.

R. Cellarius: Help the clean-up and help the state of Alaska deal with it. We got over \$100,000 in donations from that ad. I made two trips to Alaska. The first trip was in the summer. It was fairly shortly after [the spill]. In that trip, I took a check and presented the check to the governor of Alaska. It was a very sensitive thing, because the governor really wasn't sure how much publicity he wanted.

Lage: From the Sierra Club.

R. Cellarius: From the Sierra Club giving this check. We ultimately decided to not do it in his offices. I think he came over to the Sierra Club office, Jack Hession's office, in Anchorage, and he accepted the check there rather than being in a much more public place of his office. I think I met with him in his office. I met with the regional director of BLM [Bureau of Land Management], who was really a nice guy. I got the impression from my conversation with him that BLM was more concerned about protecting the Alaskan environment than the state of Alaska was, which was a quite different attitude than the BLM directors in the lower forty-eight. He was very much a protectionist. He invited me back, and I'll get back to that in a minute.

Jack and, I think, probably also the Alaska volunteer leadership had arranged for me to go down to where they were cleaning otters in Seward. I visited the otter-cleaning facility there. There had been a bunch of volunteers from Kauai, in Hawaii, who had gone to Seward to help work cleaning up otters. I met with them. I think I bought them dinner one night.

Lage: Were these Sierra Club people?

R. Cellarius: These were Sierra Club people, Sierra Club volunteers, a Kauai group. Joanne? No, what was her name? In other words, a lady there, from Kauai, the chair of the--Suzanne, who I think was the chair of the Kauai group, and they had all come to Seward and were working in the otter clean-up facility. So I got a tour of that. I met with the director of the Kenai Fjords National Park and learned from her, her problems with the National Park Service in Alaska, the regional office up in Anchorage. She had just completed an oil spill contingency plan, just written it up, how to deal with it. It was apparently on the desk in Anchorage to be approved, but when the oil spill came, she implemented it without it having been approved in Anchorage. She really did a good job. She had all the booms out and everything and really kept the oil out of the Kenai Fjords, in wonderful ways, and still took heat because she had done it without authorization.

Lage: Amazing.

R. Cellarius: So we got a good tour of the Kenai Fjords. Doris went with me. We met with the folks in the Seward otter-cleaning facility and the folks from Kauai. They actually produced a

little tape called “Oiled Otter Odyssey” about their experiences going up and working on this. I still have a couple copies of this. It should be in the club archives. If nothing else, I can donate my copy to them.

Lage: That would be good, because I bet it isn’t.

R. Cellarius: To the Bancroft Library. Then we went around to the other side of that big peninsula, the Kenai peninsula, to Homer. In Homer, we got a helicopter ride from, I think, the Alaska Department of Natural Resources, or something, some Alaska agency, down to look at what was going on, cleaning up way down from Prince William Sound. Hundreds of miles of ocean, sea front. Seeing the cleaning, what had happened, oil on the booms and what they had cleaned up. They flew us something called Barren Islands, and I think one of the articles I sent you talks about my experience in that. We had this helicopter ride, landed on the beach, and it looked pretty clean, except you start walking on the beach, and it’s just like walking on Jell-O, or oiled ball-bearings or something. It was an amazing experience.

So we had had this. I came back and wrote this up. Certainly, there was an article in *The Planet*, I think, or in some club publication. I think we sent it as an op-ed to the *New York Times*, but I don’t remember whether it ever got printed in the *New York Times*. There was a fellow, Brian somebody who worked with Joanne, who really funneled stuff out. He was, in a sense, the press person. He was also very good. These folks worked very well. We’d exchange stuff and edit.

So to finish the Alaska story, anyway. I came back with this invitation from the director of the BLM in Alaska to come back again, to go up and see the pipe, go along the pipe line, and ultimately, to go canoeing on the Little Squirrel River. The BLM was proposing, for a while, scenic river status. Essentially, they were trying to get Sierra Club support for this proposal.

Doris and I flew up to Anchorage, took the train, bus, whatever, through the tunnel. There’s this little port on the Prince William Sound that you only get to by a tunnel [Whittier]. I think the Wayburns were with us. Ed and Peggy and Doris and I got on a little charter boat, and we pattered around Prince William Sound looking at clean-up that was going on on Prince William Sound. We actually spent one night on the water, or actually, I think we anchored. I think we slept on the boat, but we did some stuff on shore as well. Then we went up to Valdez, got off the boat in Valdez and got on a plane, I guess, a BLM plane. We flew up along the pipeline, spent one night in a pipeline camp run by the BLM. It was a tent camp. This was in July. The next morning, we got up and flew up even more of the pipeline, across the Brooks Range, sort of looked at the Arctic plain, didn’t go all the way to the end to Prudhoe Bay, flew along the Brooks Range, to Kotzebue. In Kotzebue, there was a reception for us, a dinner potluck for Sierra Club folks in Kotzebue.

Lage: It’s amazing, wherever you go!

R. Cellarius: Yes. Then we got on a little puddle-jumper plane, and at one point, we had just a very small plane that actually landed on the beach of the river. This was a little propeller plane. Then we got in canoes and spent two days canoeing down this river.

- Lage: The Squirrel River?
- R. Cellarius: The Squirrel River.
- Lage: With the BLM people?
- R. Cellarius: With the BLM people, right.
- Lage: What fun!
- R. Cellarius: And with Ed and Peggy, and Doris and me. I remember, Ed and Peggy had a canoe, and Ed was in the back of the canoe, supposedly steering, and Peggy was up there paddling. Every once in a while, Ed would just put his paddle down and let Peggy paddle alone-- [laughter]. Peggy didn't know that he was not doing anything.
- Lage: I've always thought that was a great test of a marriage, riding in a canoe together. [laughter]
- ##
- R. Cellarius: It was 1999, my fifty-second birthday, camping in a tent under the arctic midnight sun. It doesn't get dark, because my birthday is in July, and we've always been in strange places on my birthday.
- Lage: Had you been to Alaska before the oil spill?
- R. Cellarius: I think I had been up once to Juneau. Yes, and the board had met in Anchorage, and we tried to get to Denali; I remember we tried to get to Denali. This was during Larry Downing's presidency.
- Lage: You mentioned this.
- R. Cellarius: That would have been '86 or '87, I forget which one. So I had been there before. This would have been my second and third trips to Alaska.
- Lage: Did you and Ed agree that the Squirrel River should be supported?
- R. Cellarius: Oh, I think there was no problem with that. It was very pristine and everything. There was no reason to say no. I remember, at one point, we had to go in and out by air in Kotzebue. I think we ended up in a wing-plane, sort of landing on the beach, and I think to get out of there, they had to get us out with a helicopter. This was all BLM-provided. We got back to Kotzebue and flew home. The only other thing I remember was that the plane was late getting to Kotzebue because in Nome, there were moose out there on the runway, and the plane couldn't land for a while, couldn't take off or something. So it was late getting to Kotzebue.
- One of the other things that you just mentioned, the fact that the folks in Kotzebue, the Sierra Club folks had this potluck, that was the other thing that really struck me as club president. I traveled around and by having half-time appointment, essentially, half-time as club president, I was able to travel around, visit club chapters and groups, and, in fact, I

got to Kauai. Doris and I spent exactly twenty-four hours on Kauai and met with the Kauai Group. They had another potluck on Kauai, with the same folks we had met in Seward, Alaska. That was wonderful. That was my first trip to Hawaii, to Kauai. I think we did it in connection with a board of trustees meeting in Hawaii. As club president, I was on the board of trustees. The board of trustees did a fair amount of traveling to strange places. We'll come back to that in a minute. You go to a group, and they put you up and do things.

The Casual Sierra Club Culture

Lage: What were Sierra Club people like in all these different places? Was there a familiarity, right away? Were they the same kind of folks wherever you went?

R. Cellarius: Oh, absolutely. Well, for a number of years, probably beginning in the late seventies, each director, more or less, was a liaison to an RCC, so we would be funded to go to RCC meetings outside our region. Even though I was living in Olympia and had close connections with the Northwest RCC, I was board liaison to the Southern Plains, to the Gulf Coast. Those are the two that I remember specifically. I think I actually attended a New England [Northeast] RCC meeting along the line, when I was in New York. So even before that, I got to know folks who were at RCC meetings, and they were ordinary folks just like all the folks at the council meeting.

When I first got on the board, I got to the board from having been on the council, and the council was twenty-five folks that I got to know. My early years on the board I knew most of the volunteers that would come to the meetings. The council met three or four times a year. So it was only in the last, virtually my last term on the board, that I just didn't know anybody. I knew very few folks, because there was a lot of turnover. But certainly, during the seventies and eighties while I was on the board, I knew and was acquainted with--and I would go around the country meeting these people. Spent a couple of times in Kentucky, I remember, and they would invite the president to talk to their annual dinner or something like that. Some folks had more of a canned speech than I did. Denny said, "Yes, what you do is you have your canned speech. You give it here. You give it there." But usually it was the same sort of thing. You have the meeting, a very informal meeting, in some library conference room, or sometimes in somebody's home. As inexpensive a meeting place as you could find. [laughter]

Lage: And how did people dress? I'm trying to give the outside world a sense of what these things were like.

R. Cellarius: Comfortable. There were no coats and ties. No coats and ties. Very often, there was an outing associated with it; you'd go on a hike in the afternoon, or something of this sort. Sometimes, you know, I think I usually wore a tie when I was chairing the board. The board meetings were informal. Certainly, our working sessions were very informal. We'd take hikes or walk along the beach or wherever we were. We always tried to build in some kind of a relaxation time. Usually, that got shorter and shorter as the meeting went on. We've got to talk about this, got to talk about that, and so on. But very often, there would be an outing, or we used the time to walk somewhere during this.

Running for Club President

R. Cellarius: I don't remember the occasion that I was in Idaho--Friday, I think it must have been the Friday before I was to come down to the board meeting to be elected club president, because I was pretty sure I was going to be elected. It's not always the case that you know what the results of the election were going to be, but I--. Denny was a wonderful politician. He said, "You've got to count your votes. You've got to do it beforehand." And Larry told me that, too. Actually, in the pieces of paper I gave you, in fact, two of them have a letter that I sent out to the directors before the May board meeting, saying that I want to be president, and here's why, and I really like to know, because I really need to be able to not just surprise the college when this happened.

Lage: Those would be good appendices, those letters, because it just outlines so much, if you don't object.

R. Cellarius: Well, you know what's appropriate to put in.

So I knew pretty well that I was going to be the president. The skids were pretty well greased, and I don't even remember what competition I had at that point.

The Friday before, I was bicycling on the campus at Evergreen, and managed to--by some virtue of the fact that my bicycle slid out from under me, and the crank of the pedals landed on my ankle. It dislocated my ankle, and I ended up in the hospital.

Lage: The Friday before the board meeting where you were supposed to be elected? [laughter]

R. Cellarius: That's correct. I was rushing to a meeting with a student, and the wet bricks, and I sort of twisted in a way that I was looking--just the rotation, the slippery bricks, [claps hands], down! By five o'clock that afternoon, I was in surgery, getting my broken ankle repaired. I still have pins in it. Then, they delayed surgery as long as possible, because you should not have surgery on a full stomach, but I'd eaten breakfast. I actually did regurgitate and it got into the lungs, so I had some chemical pneumonia, is what they called it. Actually, that is what kept me in the hospital longer than the broken ankle.

I ended up flying down [to the board meeting]. The doctor was not sure that he was going to let me go. I think Doris just told him, "There's no choice. He's got to go!" [laughter] So, we had our board retreat. The board always has a retreat meeting before the formal meeting, where the new directors get acquainted, and we talked about issues, and we elected officers. That's when the officer election takes place. By the time you get to the board meeting on Saturday, it's all decided, most of the time. There was one time, it was not decided. I don't think there's ever been a time, well, there was a time when there was a bit of shenanigans at the board meeting, but the vote is basically done. The decision is made.

Lage: For all the officers, at the board retreat.

R. Cellarius: For all the officers, at the board retreat. That's right.

So we did this at a Catholic retreat center, right next to Ed and Peggy's house, in Bolinas, at Bolinas Lagoon. Usually they had dormitory-type facilities, that sort of thing, a few rooms. I know that Doris and I spent that particular retreat, we slept at Peggy's house. I went back and forth on crutches. I was in pretty good pain, as I recall. I was elected president and chaired the meeting. I stayed around the next day and met with the staff, all getting around on crutches. Not in great comfort, I remember. They had a box underneath the table where the president sat, and my leg was always up on this box, most of the time I was chairing the meetings. Sometimes it was a bit awkward.

Then I got on a plane and came home, and I just collapsed. I was just running on pure adrenaline that whole time.

Lage: Just as a follow-up to the letter, which we decided we would put in the appendix. Did you get responses to the letter? Were there also phone calls? How does one get elected president? Or at least, how did you? Did you have a rival?

R. Cellarius: The first time, I don't think I had any serious rivals. I think there were people who put their hat in the ring. The first time, I think I was pretty well set. I'm sure that I talked to folks on the phone, talked with folks and counted noses. I think Larry probably helped count noses and so on.

It was not the first time I ran for president. I ran for president at least once before.

Lage: Very many years before?

R. Cellarius: I was the major contender, compared to Ted Snyder.

Lage: Oh, way back.

R. Cellarius: When Ted Snyder was elected president.

Lage: In the seventies.

R. Cellarius: In the seventies. Ted and I got along very well. I decided I was going to run for president; I let him know this. I don't know that I did a lot of vote-counting at that point. Didn't do a lot of politicking. I think I let people know. I didn't do this. [indicating letter]

Lage: This letter.

R. Cellarius: We came down to, there may have been one or two other folks. What happens is the board does closed ballots, so in principle, you don't know who's voted for whom. But it's usually done by the folks--if there's more than two, then at each intermediate ballot, somebody gets scratched off. So there's two. Unless somebody gets eight votes before then. At least eight votes. Well, Ted and I came down, and we were the last two. The count came seven to seven, and there were fifteen people. Phil Berry could not make up his mind.

Lage: Oh my goodness! Your old junior high school classmate.

R. Cellarius: Yes. He could not make up his mind.

- Lage: You were both relatively new on the board. You'd come on in '74.
- R. Cellarius: Well, yes. Well, we were both in our second terms and both had Executive Committee experience and were leaders on the board.
- Lage: This was 1978.
- R. Cellarius: Yes. We were leaders on the board, so there was no question--. I mean, I got seven votes, and he got seven votes.
- Lage: So tell me more about Phil Berry!
- R. Cellarius: So Phil said, "I need to think about this." We took a break, and Phil went out, and I don't remember all the circumstances. I know I had a chat with him, and I guess he had a chat with Ted. He came back, and he voted for Ted.
- Lage: So is there deal-making in that kind of a situation? Did Phil say--
- R. Cellarius: In this particular situation, I don't think so. Ted and I--. I said, "We want--" I'd seen some less-than-nice events in electing club presidents. I said, "I don't want any part of that. I don't want to do backbiting. We'll put ourselves up, and Ted and I--" I talked to Ted about this. I actually nominated, in the formal meeting, I nominated Ted. He and Doris and Ann and I had dinner together in San Francisco that evening, so there was never any hard feelings in that particular situation.
- Lage: Did you have different agendas that you were putting forth?
- R. Cellarius: I think the issue was different styles. That's probably what was frustrating for Phil. Ted was an attorney. He was a prosecutor. No, he was a courtroom attorney. He had defended criminals and was very good at it. He was an excellent speaker.
- Lage: And had such a wonderful accent.
- R. Cellarius: In fact, I probably have my notes, my script of what I said, that talked about his accent or something [laughter]. When I first heard Ted at the Wilderness Conference in Washington, D.C., in 1969, here was this strange, foreign accent that we kept trying to understand [laughs]. So there are people who had some problems with the way Ted ran things. I think, I've never regretted that. Never regretted running and never regretted not winning. I think it was just fine. I think I probably would not have been ready, as I was later.
- Lage: So it was ten years later.
- R. Cellarius: Yes, but I frankly don't remember the extent to which all the conversations that went on--. I know I talked to some folks, and I felt pretty comfortable from conversations and exchanges that I had, that I was going to be it. There wasn't any real tension in that decision.
- Lage: What about the second time around?

Banning Technical Climbing on Club Outings, an Unpopular Decision

R. Cellarius: The second time around, I wasn't sure that I wanted another term.

Lage: Oh, I see.

R. Cellarius: That was part of the problem, that I was uncertain. Because, well, I'd had the oil spill. Oh, I want to talk about the clean air medals. But I'd had some good times. I'd also had one very trying experience that I just found it very difficult to deal with. That was the fact that the board, as a result of having the insurance premiums virtually stop, or go out of the sky, said, "We can't afford to carry the insurance on mountain climbing, on technical climbing stuff, so no outing activities can involve technical climbing, rope and pitons, any of that stuff." The mail just opened up. The climbing community just let me have it.

Lage: And was that your choice or a board decision or Michael Fischer's decision?

R. Cellarius: It was a board decision. A board decision. It was probably a recommendation of Michael's, but it was a budgetary decision. Either it would essentially add a million dollars to our insurance premium, something of that order of magnitude, or else they just wouldn't get covered at all, so we'd be wide open.

Lage: What does this say about the club? Was this another symbol, like the logo?

R. Cellarius: Absolutely. Oh, absolutely. I ended up, I probably got two hundred, or three hundred letters overall.

Lage: On this issue?

R. Cellarius: On this issue alone. I mean, the rock-climbing, there was a rock-climbing section. They just were blown out of their mind. We can no longer do our activity in the name of the Sierra Club? We just shut them down.

Lage: But these are chapter groups.

R. Cellarius: Yes, these were mostly chapter outings folks. Mostly California. "But this is a Sierra Club tradition. We are the climbing group; how can you tell us we can't do this anymore?" Some of it was pretty vituperative. A big stack came into San Francisco, but a big stack ended up in my personal letter box in Washington state. That was in the second year of my presidency and continued into the year after, into the spring, before the board meeting.

Lage: It was in the first year of your presidency?

R. Cellarius: You're right; it was the first year of my presidency. It was in September, because that's when we did the budget. This stuff kept coming. There may have been a couple of other things that were just wearing me out. I was just not convinced that I wanted to go through this again. So even though I wrote that letter, I certainly approached the second board retreat meeting with less enthusiasm and less optimism than I had the first time. Sally

Reid put her name in as candidate for president. I think I had been a little more confident that, well, I was going to get my second term.

Lage: Because it's the tradition. More or less.

R. Cellarius: Yes. Generally, you don't know who does what and what the votes were. But afterward, whoever counted the votes, and I think it might have been Doctor Ed who told me that I was elected by a seven to eight vote by the board for my second term. I'm sure it was much stronger the first time. I barely made it my second year. That would have been a real shock.

Lage: Yes, I'll say. That must have been a real shock to hear that from Ed.

R. Cellarius: Yes. It was either Ed or Larry that did the counting. I don't remember whether I heard immediately, or whether I heard later. I don't think I heard right away.

Lage: Why do you think this happened?

R. Cellarius: I think it happened because even in my election presentation to the board in the retreat, I probably talked about some of the difficulties and the reservations I had. I was not as enthusiastic and Sally had been around a long time and was committed, talked with enthusiasm, talked what things she would do. She did a good job. It was a little bit of contrast. I was less than fully energetic about it. Sally got herself elected vice president, replacing Bob Howard in a surprise vote. That must have been in the second Downing term. Bob Howard was vice president, yes.

Lage: Under Downing?

R. Cellarius: Yes, under Downing. Actually, Downing's second year of presidency was the year that we couldn't elect officers in May, because we didn't have a valid election. We put the ballot in *Sierra*, and only got 3 percent return, and we needed 5 percent for a quorum. We thought about going to court in San Francisco. Maybe we did, saying, "Can we get the court to declare the election valid anyway?" The court said, "No, we're not going to get involved in that at all." If we got that far. I'm not sure if we got that far. We actually had to put out a second ballot, by mail, so we did not have new directors until the board retreat meeting in July. We did that in North Carolina. Larry's first term as president was a year and a quarter long, a year and something months.

Brower was on the board at that point. Sally and Bob Howard were the candidates for vice president. Sally put up a real good show and got herself elected. I think no one was more surprised that she had been elected than Dave Brower, who voted for her. Brower voted for her because he felt that she needed a vote or two. He was probably the deciding vote, getting her elected vice president. Which is all very amusing. Sally did a very good job. I think Bob was devastated. Part of it probably was some carry-over from the way he handled the Doug Wheeler affair, but I don't think that was it, because he was very much involved with leading and designing--. He worked very well with Doug Scott and the conservation staff when he was vice president, to really design the priority process, because that was his business, was planning. He did a good job on that. Sally did okay, but it was just a surprise. As I say, Brower told me he voted for her because he wanted to be sure she got a vote or two. He didn't want her to go without any votes. It's amazing.

Choosing the Executive Committee

Lage: Does the president get to say who he would like on his ExCom? Or is that not the way it worked?

R. Cellarius: You know, I've always puzzled about the way the other officers get elected. The president and the treasurer are critical, functional positions from the club's standpoint. The treasurer is--it hasn't been this way quite so much recently--but the treasurer is pretty much not a competitive position. You really need to find somebody who can deal with the budget and financial staff and so on. So it really comes down to--. There's some controversy, but it's pretty clear-cut.

I've always argued that the board should spend as much time thinking about what's appropriate in the other positions, as they do for the presidency. My experience has been that they don't. I've not been on the board now for about five or six years, I guess, and I think situations change, particularly given the role of the vice president and conservation program. I think the board thinks about these positions as sort of popularity contests, being on the Executive Committee and a little bit higher leadership position, rather than the board, than thinking about the make-up, what the position involved and so on. I pride myself on having been a good secretary for the club.

Lage: For many years.

R. Cellarius: For many years. My mentor in that, my model for that, was Dick Leonard. I knew that there were, and I learned early on, that there were some specific legal responsibilities of the secretary, and corporate responsibilities. I paid attention to some of those things.

##

R. Cellarius: That probably is one of the reasons it ended up being in the bylaws, which is another story. But my feeling is that it was a political and popularity contest, and who was the right person, who did they vote for.

Lage: Was it a leadership training position? Were they thinking of who might be president?

R. Cellarius: Well, sometimes, it looked that way. Most of the time, the president came out of the Executive Committee. I haven't gone back and looked at that, but I'll bet you that if you looked, historically, in most cases the president has had some leadership experience. The only position on the Executive Committee that I have not held is treasurer. The only person who has held all five positions on the Executive Committee is Lewis Clark. You know, I've often said that it's my goal to go back on the board and be treasurer, at least once [laughter]. I was treasurer for the foundation for two years, so maybe that's about as close as I'm going to get.

Lage: I don't want to distract you, but what is the responsibility of the secretary? You're not actually taking the minutes, anymore, are you? At one time, I think Dick Leonard really took the minutes.

R. Cellarius: The primary responsibility of the secretary, besides being responsible for the minutes-- secretary does not take minutes. We have Lois Mack. She's wonderful; she's been doing it for years.

Lage: They get more and more abbreviated, it seems.

R. Cellarius: Well, a lot of that has to do with who the secretary is, and what the secretary wants out of Lois, and that sort of thing, and to the extent that the secretary pays any attention to it. I would edit the minutes quite a bit, and Gene does a certain amount of it now. I don't know to what extent.

Lage: Gene Coan.

R. Cellarius: Gene Coan. I don't know to what extent the current secretary, Jan O'Connell, pays much attention. Charlie Ogle, he was secretary and paid little attention.

Lage: Is that one of the things that you considered a major responsibility?

R. Cellarius: I think, well, it's a corporate record. It's the way the information gets out to the club and the world, about what the decisions are, the policy decisions and so on, so I think it needs to be accurate. But there, the other major function of the secretary is, at one level, the keeper of the bylaws. There is a Bylaws [and Standing Rules] Committee, but the secretary is still--I mean, this is part of a corporate body of law, body of corporate law, of the club. The secretary is responsible for the elections. Basically, the bylaws say the nominating committee delivers the nominees to the secretary. The secretary is ultimately responsible for what goes into the ballot, the decisions on the ballot.

Lage: The wording on the ballot measures, which is another controversial issue often?

R. Cellarius: Well, the secretary ultimately has a control, officially has a control. Now there's a lot of standing rules that deal with this, a lot of mechanical stuff. The cover letter of the ballot is signed by the inspector of elections, the secretary, and the chair of the nominating committee. When I was secretary, I particularly wanted to be sure that there was a statement about what the responsibilities of the directors were, and what the nominating committee was looking for, and these should be important parts of the basic information that the electors have, saying, "This is what the directors do. This is what the issues are at the moment according to the nominating committee," and so on.

So, in that sense, the secretary--that's another important role of the secretary--their corporate functions, by law, in terms of signing certain documents and that sort of thing. It's a minor thing, but it still is a corporate function, formal function. I think that there are very few secretaries that understand that they have that kind of official responsibility. Anyway, that's what I always felt, that that was important. I think that the board, in selecting its secretaries, has not always paid much attention to that particular piece of responsibility, or thought about what's the role of the fifth officer of the Executive Committee, and what, overall, is the role of the Executive Committee, what sort of authority do we have, and so on.

In my experience, as the board went through the retreat discussions, it didn't pay adequate attention to thinking about the roles of each of the positions. It was sort of, well,

who do we want in that leadership position? As I say, the vice president now has a very strong conservation hat. I frankly am very surprised that Charlie Ogle is vice president because anybody with any-- I shouldn't say as much. I think there are people that think he's not doing a good job as vice president, in the governance committee.

Lage: It's conservation leadership?

R. Cellarius: Yes.

Lage: The vice president chairs the Conservation Governance Committee?

R. Cellarius: Yes. The treasurer chairs the Finance Committee, is responsible for the budget. The treasurer does not always chair the Finance Committee. It depends a little bit on the extent to which the person who is treasurer really has those financial credentials. Anne Ehrlich, when she was treasurer, she was there just as a place-holder, and I think she would admit to that, because there was nobody on the board who was in the position to really do that kind of stuff. I think that Nick Aumen has really let Chuck McGrady, who was treasurer last year, didn't get reelected, Nick Aumen has left a lot of that to Chuck as well, as assistant treasurer, chair of the Finance Committee. There have been times-- Jim Dodson, I think, was chair of the Finance Committee when he was not treasurer.

Lage: This all grew out of the question of whether or not the president gets to say who he wants for the ExCom.

R. Cellarius: The answer is that the president can do some arm-twisting and sort of ask folks to run. There have been times when we've talked about having a slate. I think that in some cases, it's more organized than in others. There's lots of ego involved. "I want to be on the Executive Committee because I've been around for a while, and I want that kind of leadership responsibility, authority," and so on. I've rarely seen a canned slate of that sort that just is-- There's discussion about who's the best treasurer. The secretary is a popularity contest, the fifth officer is a popularity contest, without always thinking about the responsibilities of each one.

Lage: Now, [during your presidency], Denny Shaffer was elected treasurer, and you also had Freeman Allen as fifth officer?

R. Cellarius: Freeman Allen as fifth officer.

Lage: And Ruth Frear as secretary.

R. Cellarius: Secretary, right.

Lage: And then your vice president ended up being Bob Howard? I have three vice presidents that seem to be vice president during your term: Bob Howard, Sally Reid, and Sue Merrow. Maybe I didn't read these lists right.

R. Cellarius: Let me [look].

Lage: Now, we're looking on your computer at the files about your Executive Committee.

R. Cellarius: This is the officer file. At the bottom, I've got an analysis of how many years different folks served on the Executive Committee. John Muir was president for twenty-three years. That was the only office he held. Dick Leonard was on the Executive Committee for sixteen years, only two as president, and nine as secretary. Lewis Clark was on the Executive Committee for twenty-three years, according to this, and held all five positions. Dick Leonard held four of the five positions. Will Colby was on the Executive Committee for forty-three years, including thirty-nine as secretary.

Lage: Oh yes, he was the secretary par excellence.

R. Cellarius: Phil Berry was on the Executive Committee for five years. Ed Wayburn was on it for thirteen years, including five as president. Longest term as president other than John Muir. Seven years as vice president. Denny Shaffer was on the Executive Committee for ten years, including eight as treasurer. Probably the longest term as treasurer. Two years as president. I was on the Executive Committee for a total of eleven years, holding four of the five positions, including six years as secretary.

Now, in terms of who was on the Executive Committee when I was president, what happened was when I was elected president in 1988, Bob Howard was vice president, Ruth Frear was secretary, Denny Shaffer was treasurer, and Sue Merrow was fifth officer, fifth member of the Executive Committee. In November of 1988, Denny Shaffer resigned as treasurer but not as director. He was replaced in January of 1989 by Bob Howard as treasurer, who was vice president at the time. The board elected Bob treasurer, and then elected Sally Reid as vice president. Dick Fiddler served as acting treasurer from November '88 to January '89. He was, I guess, on the board at the time. He was a placeholder. Dick later ran for president, as I recall, or treasurer, or was active on the--yes, Fiddler was treasurer in 1990, 1991, when Sue Merrow was president. I had some real concerns about Fiddler being treasurer because he had done virtually nothing when he was in that interim time. I think he was just a place-holder, but that's a different-- I think he did a good job, a very active job, in his full term as treasurer.

So, then, in my second year Bob Howard continued as treasurer. Ruth Frear continued as secretary. Sue Merrow became vice president and dealt with the conservation issues, and Freeman Allen became fifth officer.

Lage: I see.

R. Cellarius: But the confusion is the Bob Howard going from vice president to treasurer.

Lage: And I also have Anne Pogue as fifth officer. Did she come on during that time, or is that a mistake?

R. Cellarius: According to this, Anne Pogue was treasurer in 1991, 1992, 1993. Oh wait, she was fifth officer. She was fifth officer under Sue Merrow.

Lage: That was later.

R. Cellarius: Yes. This was a year or two when I was off the board. Sue Merrow was president. Freeman Allen was vice president. Tony Ruckle was secretary. Dick Fiddler was treasurer. Anne Pogue was fifth officer.

Denny Shaffer's Resignation from the Board and His Role in the Club

- Lage: Should we talk a little about the Denny Shaffer upset? Or do you want to save that for after lunch?
- R. Cellarius: We can talk about that, because I'm not sure I can say much about it.
- Lage: Something must have precipitated it.
- R. Cellarius: Other than there was something that went on with Denny. Denny was not happy about something that went on. We had a board meeting in November. It may have had to do with the budget; it may have had to do with how the board was dealing with the budget.
- Lage: Would it have had to do with the staff?
- R. Cellarius: May have had [to do with] the staff. I do remember that at one point--the vague recollection I have is that Denny was upset about something, and I was running the meeting and made probably almost a procedural decision about where we were going with the meeting that Denny felt was a little arbitrary. It may not have been anything that I had done other than saying, "Well, this is the way it's going to be. This seems to be the way the board--" And rather than trying to continue the discussion, or go in another direction--. This is my recollection. It's very vague, and I don't remember the issues, but I have a strong feeling that it was a closed session of the board, and we'd come to a point where some sort of decision had to be made about where we were going to go from here in terms of how was this session going to go.
- Lage: Just where the meeting was going to go? Not where the club was going.
- R. Cellarius: Where the meeting was going, how we were going to deal with this particular decision, and I have a vague recollection that what it must have been was that I said, "Well, this appears to be the decision. This is the way it's going to be." Denny, I think, did not like the conclusion and, perhaps, the firmness with which I said, "We've got to move on, folks. That's the way it is." He just, all of a sudden, just up and resigned.
- Lage: Right there?
- R. Cellarius: Right in the middle of this closed session.
- Lage: But you don't remember it as being a crucial issue?
- R. Cellarius: I really don't remember what the issue was. He'd been treasurer for a long time, on and off, and there may have been lots of other things involved. I just don't remember what the issue was. I know we were all surprised. Oh, and the other thing. Afterward, he was very upset with me because I did not consult with him about the appointment of an acting treasurer. I have a--
- Lage: You have the letter you wrote to him.

- R. Cellarius: Yes, but there's another e-mail I sent. I'm not sure; maybe it's in that letter. He was very upset about the fact--. I think he did not like the idea of Fiddler taking over as acting treasurer. He didn't think he was the person to do it. He was particularly upset that I didn't consult with him about doing it. Well, I had to make the decision, and he was not available, and why would I consult with somebody who just resigned about who his successor would be? Or replacement, just interim.
- Lage: Did this surprise you? You must have worked with Denny, because you were both on the Executive Committee so much. Was he used to making things go his way?
- R. Cellarius: Oh, absolutely. He was a business man. He was used to running his own business and making the decisions. He wasn't that absolute, but--
- Lage: Had previous presidents catered to this?
- R. Cellarius: I don't know whether that's the case or not. We all dealt with Denny, and he could be as sweet, and as gentle, and supportive, or even be just a little bit aggressive. In this particular case, there was something about it that just did not sit well with him. But as I said, I frankly don't remember the issue. I have a feeling, now that I try to scratch the back recesses of the back of my mind, that it had to do that the decision I made was not substantive as much as procedural at the time of the meeting, but it had substantive implications, and that he didn't like it.
- Lage: But you don't think that it had to do with his relationship with Michael Fischer and Michael Fischer's financial person?
- R. Cellarius: I don't think so. It was really too early in Michael's tenure as executive director for it to be an issue of Michael's incompetence.
- Lage: But could it have been an issue of Michael's willingness, the way he would relate to Denny as a volunteer?
- R. Cellarius: I don't think it had to do with Michael Fischer. It may have been a budget issue. But I don't think it was a Michael Fischer issue. I think, actually, it was a November meeting. It was at a time when we were in the fiscal year where we were actually into the first quarter of the fiscal year. The September meeting would have been the budget meeting. This was a November meeting. Probably it was not a budgetary issue. I just don't remember. Maybe I've suppressed it from memory. [laughter]
- Lage: Do you have any comments at this point on Denny Shaffer's role in the club over the years? You mentioned that he brought a strong business perspective.
- R. Cellarius: Denny brought a very strong management perspective and an incredible dedication to the Sierra Club. He really developed membership recruitment. He was the one that took the club from the kind of--the sequence was, of course, requiring two sponsors, and the committee that reviewed the applications. In Los Angeles, there was apparently blackballing of members going on. I don't know much about that, that was before my time. I do know--
- Lage: Blackballing on the basis of race [in the late 1940s].

R. Cellarius: Yes. I had two signatures on my membership application, Lewis Clark and Oliver Kehrlein, and I'm very proud of that. By the late 1960s, the folks in the membership department--we had one signature required, and the folks in the membership department were signing their names if an application came without a signature. I remember we had sponsor-signing parties where we would sign membership applications just blindly and hand them out. I think it [sponsor signatures for membership] was in the bylaws, and I don't remember when it got taken out of the bylaws. Denny came from North Carolina, and showed us his brochure that he had about being a Sierra Club member. He had a little folder for the brochures that he was taking around, left around, that sort of thing.

He was the one who, he really began a good membership committee, active membership recruitment committee. Before that, Brower would have these newspaper ads or in the backs of books, on the paper covers of books: "Join the Sierra Club!" But that was virtually the only effort the club made to attract members. Denny said, "We need to do more," and really got us in--and he's a salesman--and he said, "We need to sell the Sierra Club. You sell it by going out and recruiting members." The other thing Denny used to look at was, the members were our customers. We needed to pay attention to them as customers, and I always resisted that kind of concept of our members. There's some validity to it, but it's that business orientation about members being customers as opposed to being participating members.

Lage: It's a little different cultural twist.

R. Cellarius: Yes. But the one thing that Denny did was to really bring this up into the membership recruitment. The whole development program, starting with membership and fund-raising and that sort of thing, is, in my opinion, his creation in many ways. He deserves great credit for that. He's a dynamic promoter of the club, because he believes in what we're doing. He has had one problem with the club's policies and that has to do with toxins. When Doris starts talking about getting dry cleaners to clean up their act, he sort of gets a little troubled with that.

Lage: Because he's in the dry cleaning business?

R. Cellarius: Dry cleaning, that's his major business. I think he was a good leader as president. I think his management style is, in a sense, absolute, and he can get very upset about folks who do things in ways that he does not think are the right way to do them. He'll let you know. He gets very frustrated about it, but generally he's a team player and expects folks to be team players. He was very good through most of the eighties. Certainly, he has folks who are his detractors, and there are problems, but I think he has made a significant contribution overall to the growth, development, and presentation of the Sierra Club, with lots of enthusiasm.

Lage: Should we break for lunch and come back and finish up with your presidency?

R. Cellarius: Yes, see how far we get.

[tape interruption]

Objectives as President: Conservation Summit, Centennial Campaign

Lage: We were in the middle of talking about your presidency. We didn't talk about the letter you wrote to your fellow directors as a candidate for president. You didn't come with a specific agenda, necessarily, but you did have an idea of your objectives.

R. Cellarius: Well, I was thinking about this after I read that and thought about it. One of the things that Phil Berry did when he first became president, that Ray Sherwin did with the assistance of Jack Townsley, was to have sort of what I would call a "conservation summit." In one case, it was a board meeting; in another case, it was a special meeting. It was up in the Blue Ridge in Virginia, with Ray Sherwin and Jack Townsley. In the Jack Townsley/Sherwin case, they brought together folks who were overall interested in participating in the conservation program to sort of review where the club was in its conservation agenda.

One of the things that I wanted to do, and never was able to carry it out because of circumstances, was to have a similar conservation summit. It would have been sort of like what they did with the one club meeting in Albuquerque, bringing the folks in like the conservation chairs, the regional vice presidents. Can we get an overview of the club's conservation program? What are the fundamental issues? What should we be thinking about in terms of where we want to go, in an overview sort of way? That's one of the major things I had in mind.

Lage: Did it grow out of a sense on your part that it was too scattered or that the direction wasn't clear?

R. Cellarius: It wasn't a cohesive program. Things grew from this side and from this side. There was a lot of stuff going on. There wasn't a sense of how do things tie together, what is our major thrust, so on. At one point, you look at some of the early materials in the Centennial Campaign, the major projects, the global priorities, the Institute for Environmental Innovation and so on. There was something that I think began once more, took a comprehensive look at, how can we think about the club's overall conservation program in a more overarching view? It's interesting that the thrust for that came out of the Centennial Campaign, and the Centennial Campaign said, "We want to raise some money. Tell us what you want us to raise money for." Not, "We have this program. We have these needs. Let's go raise money for them." The Centennial Campaign came out of the club's centennial. It was a great opportunity to do some major fund-raising. "Let's find the handles that we can use to raise some money."

And Carl [Pope] was very much involved in the design of that. He was conservation director at the time, as I recall. He was the one who really put the big perspective on that. That was actually towards the end of my presidency, because we began the Centennial Campaign, and we were working on the case statement. It was really towards the end of my presidency that that happened. There was no comprehensive club discussion about it. It was really a presentation that came out of needing to have a case statement for the Centennial Campaign.

The one piece that probably had the closest connection to the volunteers and the kind of broader club constituency was the ecoregion program because they developed the ecoregions--

##

R. Cellarius: --piece of the Centennial Campaign, that had the most comprehensive, in terms of thinking about the club nationally. The Institute for Environmental Innovation was an interesting idea that Carl cooked up, and I was involved with Mike McCloskey in thinking about that design.

Lage: Was that a new program? Or did it kind of recast the existing programs?

R. Cellarius: Well, it really was a new concept. I saw it as a reinvigoration of a potential research program that was much more tied to strengthening the volunteers, and the information volunteers got, for their programs. It was, "What kinds of new approaches can we bring? What kinds of new things can we be thinking about in terms of how we do our jobs?" Research programs had never quite come to pass because we just haven't had the resources to do the research. It seemed to me that this was a way of really taking the club's strength, which was, "How do you go about implementing your priorities doing the job? How do we take a more comprehensive and a more integrated and sort of global look at that, from that perspective?"

It's never come to fruition in the way that it was anticipated for most folks, for a variety of reasons. It's much neglected. There are too many other things on the docket.

Lage: Was money raised for that aspect of the program?

R. Cellarius: Well, the answer is, there's a \$50,000 endowment in the foundation for that. All of which has come from Doris and me.

Lage: Oh, really?

R. Cellarius: I think there were one or two grant proposals that went out with that as a handle, for specific projects. But there is now money in the foundation for some sort of project of that. There have been some suggestions of what to do with that, but it's never really come to fruition.

That was the one thing that I felt very strongly about, but events happen that keep your attention elsewhere. One final reflection on this. Earlier this week Steve Mills sent a reflection to a few of us that Carl had written regarding a sort of campaign plan for the Human Rights and the Environment campaign, essentially thinking about what some of the global issues were that the club was dealing with and how that might relate to the campaign. It was a really remarkable piece of thinking, in terms of a comprehensive looking at how the world was working and what our role might be in that sort of thing.

That just, again, made me think about what kind of global--oh, there was one other thing I'll get back to in just a microsecond--to think about the club's overall program in a more comprehensive way, because the priority process generally looks at specific issues, and the board sort of says, this is a long-term priority; that's a long-term priority. There's not always a thought of, well, how do things fit together? What are the big issues that we should be thinking about? Bob Howard was trying to do that, and Mike McCloskey with some of their planning documents in the eighties. It had not been that kind of thinking.

Issues of Environmental Security Since September 11, 2001

R. Cellarius: I've been--as a result of September 11 events, the International Committee, in response to what I believe was a request from the board to think about these issues, set up a task force called "Global Environment Security and Survival Task Force". The task from the board was initially to look at club policy statements, but the task force ended up taking a much more comprehensive look at some of the global issues that are environmental, that the club should be concerned about.

Lage: Putting another twist on the word "security"? Or did you tie it into terrorism?

R. Cellarius: Well, environmental security. Putting the twist that the board has--the club has a policy statement written in roughly 1990 regarding environmental security. They also wrote one on environmental survival in 1968, 1969, which was the beginning of the Survival Committee. So there has been this overarching, what are the issues? But this task force, really to me--and I appointed it and watched it but was not on the task force, per se; it was a task force of the International Committee--really, to me, it took a broad, overarching perspective on what are the kinds of issues the club should be thinking about in this time when the environment and environmental activism is under attack in a whole variety of ways. Subtle and not-so-subtle kinds of approaches.

It was interesting to see Carl's approach to this. But I would point out that while the task force was kind of a small, think-tank kind of a group, part of the International Committee, and Carl's work was very much his own thinking, there's not been a club kind of conference discussion of this in a long time. That's still something I think that is appropriate to do. My colleague and friend, Dick Fiddler, who was on the board at various times with me, and is now, in a sense, my boss, as chair of the Sustainable Planet Strategy Team, to which the International Committee reports, has a much more pragmatic approach in saying he doesn't think this kind of overarching perspective, this global view, is really functional from the standpoint of the club. We really need to look at the issues, at what our specific strategy is on specific issues. That's a different perspective. I remember, many years ago, Brock Evans saying something like, "We don't have time to do this broad-range thinking, when there are all these fires out there that we need to fight."

Lage: Well, that happened in your presidency. This environmental security, it sounds much broader than what somebody might think. It could be securing nuclear waste or--

R. Cellarius: The concept is environmental security; that is, the security of the whole environment.

Lage: Okay, it's very broad-based.

R. Cellarius: Right, it's very broad-based. The environmental issues that arise around many of the security problems that folks think about--. There's a big debate as to what extent at least some of the underlying causes of overall unrest in the Middle East, and the antagonisms toward the U.S. in general, has to do with our oil policy, which is an environmental issue. We'll see more about that. The board is going to be discussing this report tomorrow and Saturday. It will be interesting to see what finally happens. Anyway, that was one of the things that I had in mind, particularly the first time around.

The Importance of Club Cohesiveness

R. Cellarius: The other thing that I think was important to me, and I saw this in the kind of leadership that Larry Downing provided, and many of the presidents, in a sense, beginning with Ed and Phil, of developing cohesiveness in the club. Now, they had a smaller club to work with, particularly Ed, and Phil in his first term. But there's a very major role the president has of being a glue that holds the club together, because it's one organization. It's unique in that regard, as a national organization. I think that as we've grown, there's less and less glue that holds us together. I don't think Carl has that as a piece of his agenda. I think it's got to be a part of the president's agenda. It may be that the current presidents don't have that kind of perspective. Certainly, as Sue Merrow and I and Larry Downing and Ed Wayburn and folks of the club went around visiting chapters, part of the goal was to maintain a picture of what the Sierra Club was. It's very interesting.

The council meeting today is another piece of that glue. The council members get together, chapter delegates get together, talk about their issues, talk about how things operate. That is probably the biggest glue that we've got now.

Lage: Are there big differences sociologically between chapters?

R. Cellarius: Oh, I think so. I think so, and I think it has to do with the fact that there are big differences sociologically between states. Originally, the club grew by having people who knew the club in California, moving to other places and beginning to develop Sierra Club groups and chapters and making contacts there. In the seventies, there was less of that, and more folks heard about the club and began to get interested, and so they did it on their own. And clearly, as times have grown, there's much less of that historical cohesion. California still has so many folks around for so long, chapters around for so long, that there's probably a good sense, to a certain extent, of what the Sierra Club was like. Although young folks come in, and new folks come in, and they--Sierra Club California has evolved in a whole variety of ways, so there's probably even loss of some of that history.

But nationally--I mean, does Alabama know anything about the way the world works in San Francisco anymore than--probably very little. We do have a director from Alabama now, although he actually lives now in Washington, D.C.; that's David Wells. People got attracted, Denny Shaffer got attracted, all the folks in North Carolina probably got attracted because of what the club was doing, not because they had direct contacts in San Francisco.

Lage: The "one club" idea is really pretty radical.

R. Cellarius: Well, no, it's not. It just needs to be reinvigorated. I've always argued that the most significant thing about the Sierra Club's success is that it has a common set of principles that derive from the top. Two major things that happen are, there's one board of directors, the chapters set policy only under the guidance of the board of directors, and the board is elected by the membership. There's no other national conservation organization that has that kind of structure. Audubon, for example, the Audubon chapters are totally independent. The National Wildlife Federation chapters are totally independent, and so on. The boards are self-perpetuating.

I guess the National Wildlife Federation board might come out of the chapters or something like that, but there's no national vote. I think Audubon is changing that a little bit. I think the Wilderness Society might be changing a little bit, but I'm not sure. Their board may still be self-perpetuating. I can talk about what Bill Meadows is doing there a little bit.

Rally During the Clean Air Campaign

R. Cellarius: Before we do that, I want to talk about the one other instance of really an exciting event that I participated in as president and where the collaboration of Joanne Hurley, Doug Scott, the communications and conservation staff was really great and substantial and important.

This was a time--I don't remember the date. It was probably in my second term, could have been in the spring. It was the spring, I guess. It was a sunny winter day or early spring day in Washington, D.C. There was a big campaign to get members of Congress, particularly in the House of Representatives, to sign a letter in support of the Clean Air Act. There were two members who were instrumental in getting that letter circulated to their colleagues. One was a Republican congressman from New York, I believe, and one was a Democratic congressman. I don't remember the names off-hand, maybe later on.

There was this letter that was circulating. We, probably Doug and Joanne cooked up the idea. It was after the Watt petition. Then we had a big rally on the Capitol steps, where we presented the million signatures against James Watt on the steps of the Capitol. Joe Fontaine was president at the time. This time they cooked up having a rally on the steps of the Capitol, recognizing all these members of Congress for their championing the Clean Air Act. We gave them clean air medals. I was present at the time, and we had Bob Seagren, Olympic champion, pole-vaulting champion. We had this big ceremony on the steps, and we had tons of members of Congress. We had tons of volunteers from various states, supporting them from their states.

We had these medals. I gave medals to the two congressmen that had promoted the letter and then various folks from various states were supposed to give their congressmen their medals and so on. We had several of these the rest of the day, where we gave medals.

Lage: Was this after a successful passage of the act?

R. Cellarius: No, this was essentially forcing the legislation out of committee. We were promoting getting the legislation onto the floor of the House. Because the majority of the Congress was in support of it, but it was the leadership that was just sitting on it. The idea was to get it out and get the vote to make it happen. As president, I was supposed to make this speech. I think I drafted the speech, or they gave me a draft of the speech, and it went back and forth. I remember being coached, more than I've ever been before, giving a speech. I did a good job, I must say. I heard one of the congressmen say, after I was done, "Boy, I'd like to meet his speechwriter."

Lage: Wonderful!

R. Cellarius: It was a wonderful and celebrative day. I think I actually gave a medal to one of the Kennedy clan that was in Congress at the time. I think it was young Joe, or something like that. I got pictures of all this. But I got a terrible sunburn that day; I remember that, too. But the point I want to make on this is that it is again a situation where the staff got together, worked with the volunteers to really make something happen in a very collaborative way. I was well prepared by the staff, and my own personal feeling is that there is much less of that kind of support interaction going on between the kind of leadership guidance that the club president could be getting. It was part of the culture, in a sense, that Doug and Joanne and Michael Fischer really promoted, I think, in terms of how the club should act.

Lage: It must be effective to have the volunteers from various districts there.

R. Cellarius: Oh, absolutely. That, the Clean Air campaign, the Alaska events, and the mountaineering events are the three primary things that I remember about my presidency.

Lage: On the Clean Air Act you were successful, weren't you? The legislation was strengthened.

R. Cellarius: Yes. Sue Merrow came in as president after me. I went off the board. Sue Merrow came in, and I think that she also did perhaps even more of a remarkable job, more of an intensive job than I could. She knew she had a one-year presidency. She took, as a challenge, really helping to make the glue. She was very effective, she would spend lots of time going around talking to chapters and really building the system. Well, since then, I don't think we've had the same sort of intention to what the nature of the presidency was in the same ways, since Sue.

There have been individuals. Adam Werbach, certainly, had his own style and effectiveness. Adam was good in many ways. He was not a very good chairman of the board, and that created all sorts of problems.

Lage: Just running the meeting?

R. Cellarius: Running the meetings, that sort of thing.

Lage: That takes experience.

R. Cellarius: That's right, and as I say, he really didn't have the guidance he should have. One of the things that I learned early on, that I picked up on early on--this was when Brant Calkin was president. I was secretary to Brant Calkin; it might have been my first term as secretary. Brant and I had many conversations, interactive. One of the jobs of the secretary is sitting next to the president at meetings and helping to keep track of things and that sort of thing. That was always my job.

Lage: Parliamentary role?

R. Cellarius: To a certain extent, but more, keeping track, who came into the room, what the timing was, what needed to be done, where we were on the agenda, and so on. I did this with Larry. I did it with Brant. I did it with Joe [Fontaine]. I don't think I did it with Michele, because I don't think I ever had quite the same relationship with Michele. I think I did it

when I went back on the board. I think I was secretary for a couple of years, my final tenure on the board.

Lage: Did other secretaries do it?

R. Cellarius: Not so much. I saw this as an important piece. I think Jan does it. I think Jan helps a lot, Jan O'Connell, the current secretary. I don't think Charlie Ogle paid any attention when he was secretary. It's a style thing. The president does need somebody to help him or her keep track of what's going on at the meeting.

Lage: What about Robert's Rules? Are they followed?

R. Cellarius: I have a pretty good grasp of them. The board correctly uses them when they need to. Not everything is done under Robert's Rules; some things are done more informally, when they need to be. I think the club does a very good job. Once in a while, they get into a very sticky situation, with multiple amendments and that sort of thing, and they work through it. There is not an official parliamentarian. If anybody, the secretary sort of can play that role. In general, we don't normally get into that detail. Once in a while, I'd say the board, maybe once or twice a year, at most, gets into something where somebody has to make a reference to Robert's Rules or really pull parliamentary maneuver. Sometimes they don't pay enough attention, and they get into a real mess.

Lage: If things aren't going well.

R. Cellarius: Yes, and frankly, Charlie Ogle was one of the folks that could really make a mess of things. He tried several different things all at once, all under the guise of the same amendment or something. The board was always trying to do wordsmithing, to rewrite a resolution, that sort of thing. When they're smart, they recognize what's going on, and say, "Okay, we're not going to do this right now. We're going to send a few folks off to really get the words right."

The Centennial Campaign: Developing a Major-Gift Fundraising Program

Lage: In terms of your presidency, should we talk about the Centennial Campaign and planning the celebration? Was that part of your presidency?

R. Cellarius: Sure. Yes it was.

Lage: Did the Centennial Campaign get under way under your presidency or before?

R. Cellarius: Before. I was involved from the beginning. It was before I became president; I was club secretary. I frankly don't remember what the original nature of my relationship to the foundation was, but the idea for the Centennial Campaign was essentially broached by a couple of trustees, Allan Brown, in particular, who said that we should have a Centennial Campaign to celebrate the club's one-hundredth year anniversary. He and several other trustees had been trustees of various colleges and universities and knew the importance of fund-raising campaigns at various times for these institutions.

So Allan proposed that there would be what's called a feasibility study, and you hire a fund-raiser that does these campaigns. First of all, you do a feasibility study to find out whether there are resources there, whether the capability is there, what the potential funding might be, how much funds might be available and so on. What's the feasibility of doing such a campaign? He was willing--I think Allan and maybe a couple of other trustees, but primarily Allan--was essentially willing to fund that feasibility study. It was a proposal for all three institutions: the club, the foundation, and the legal defense fund, which at that point still had the Sierra Club name, to fund the Centennial Campaign.

At least in part, I got involved because the Sierra Club Legal Defense Fund Board of the trustees was meeting at Crescent Lake Lodge, up on the Olympic Peninsula. I thought that since that was the backyard of the club secretary, it would be useful for me to go and help represent the club and also tell them about the possibility of this campaign, and if they wanted to join. That began a several-year discussion that continued into my presidency, of our relationship to the Sierra Club Legal Defense Fund.

Lage: So that was the beginning of it.

R. Cellarius: It was sort of the beginning of it. There had been tensions, fund-raising tensions, between the legal defense fund, and Rick Sutherland, and our development folks, because they were competing for the same donors and confusing folks with the Sierra Club name and that sort of thing. We thought, well, the Sierra Club family should all be involved in the Centennial Campaign, so part of my job was to go up and invite them to join in the feasibility study. I presented the idea to the board of trustees, and they politely invited me out, told me, "Go take a walk while we discuss this." I went to several meetings of the legal defense fund, and if at any time, it got to any discussion, the Sierra Club representatives were invited out.

Lage: So it was not uncommon for someone from the Sierra Club to go to one of those meetings?

R. Cellarius: Well, Phil Berry, of course, was on the board of trustees and the founders of the legal defense fund were Phil Berry, along with Fred Fischer and Don Harris, chairs of the club's Legal Committee. But normally, I think the executive director did not go, and certainly there were not directors other than Phil Berry. I don't think that we had folks in my position as a club officer, per se, speaking for the club before the legal defense fund, in the same way that I was there at Crescent Lake.

One of the interesting side stories on that is that the lodge manager at Crescent Lake Lodge was one of Dave Sive's sons [former Sierra Club director from New York]. That's probably one of the reasons why they met there, was because of the Sive connection. I looked at him and said, "You look like Dave Sive," and it was Dave Sive's son.

So the legal defense fund decided that they would participate in the feasibility study. While Allan had decided that he would fund the whole feasibility study, in fact, the legal defense fund said, "We feel that we should pay our share," so they essentially paid for a third of the cost of the feasibility study. They hired a fund-raising firm that does this sort of fund-raising, called Brakeley, John Price Jones, Inc., to do this study. A year later at Red Fish Lake in Idaho, the next meeting, they, Brakeley, John Price Jones, presented the results of their study to the legal defense fund board of trustees, and it was an absolute

disaster. They did not do a good job. They named names of folks who they thought would be capable of making large, million-dollar donations, by name. Specifically, he mentioned Ed Wayburn. Cynthia [Wayburn] was there on the board of trustees at the legal defense fund and knew that their parents were probably not likely in a position to be able to do this. So the crux of that was the legal defense fund said, "We don't want anything to do with this." They were just offended.

##

R. Cellarius: I think the timing--this is very strange. That's probably right, Larry Downing was president. Michael Fischer must have just come on as executive director. I'm just a little confused as to the timing. I know that Michael, Larry, and I were at this meeting.

Lage: '87.

R. Cellarius: It may be. Brakeley, John Price Jones did make the presentation to the board of directors in July in the board meeting that we had in North Carolina when we had that delayed election. I don't think they made a particularly good impression on the club board at that point. The real disaster was the presentation to the legal defense fund board. They said, "No, we don't want to have any part of it. They just felt like these folks were incompetent, and that sort of thing."

So that could have been the summer of '88. Probably it was the summer of '88, because that's when--I have this picture of me on crutches. Larry and I are walking in the wilderness with--oh, what's his name? [Jonathan Stoke] He got this picture of me, walking on crutches, up to the edge of the wilderness on this trail. That must have been the summer of '88. I was president, and Larry had continued association with the Centennial Campaign as chair of the Campaign Planning Committee.

That October we had a meeting at Steve Stevick's house at Lake Tahoe. We had a presentation from Charlie Howland of Martz and Lundy, which was the fund-raising firm. Oh, the other thing that Brakeley, John Price Jones wanted to do was to move their staff into the Sierra Club to run the campaign. Clearly, one of the objectives that the club had, and certainly Allan Brown had, was for the club to develop its own major gift fund-raising potential. We did not want to have them just run the campaign. We were going to run it. They would give lots of advice, but that was the other thing that just did not work for us.

Charlie Howland was a good friend of Rosemary Carroll, who was the director of development at the time. We had a meeting at Lake Tahoe. I think Allan and Marilyn Brown were there. Maurice Holloway may have been there. The Wayburns may have been there, but I'm not sure. I don't think so, when I think about it. Doris and I were there, Rosemary Carroll, the Downings, at least Larry Downing. We had a presentation from Charlie Howland about how Martz and Lundy would essentially manage the Centennial Campaign. It was not a hard decision, that we would just dump Brakeley, John Price Jones, thank them for their work, pay them their fee, and goodbye. So we hired Charlie as the advisor and Martz and Lundy as sort of the support for the Centennial Campaign. We hired a lady, whose name is going to come back to me, to really be the fund-raising campaign director. [Marianne Briscoe]

- Lage: In the club?
- R. Cellarius: In the club, hired by the club. I did some fund-raising with her.
- Lage: This wasn't Audrey Berkowitz Rust?
- R. Cellarius: No. She was before Rosemary. It'll come to me. She really got the campaign off in the beginning. Michael Fischer and she solicited Doris and me for the first Centennial contribution pledge, because I was club president. My job then was, with this lady, to solicit Allan Brown as the second contributor. Our solicitation was at an infamous trustees meeting in Wales, Florida, where the major event was a boat ride down the channelized Kissimmee River. We went on and on down, and on and on back. It just got to be a laugh, a joke. It was really pretty sad, because we were two hours late for dinner because the boat never turned around. It was a very slow boat. It was very crowded and blazing sun, and we all tried to figure out, how do we get out of the sun--
- Lage: Were you having a meeting on the boat?
- R. Cellarius: Well, this was part of the recreation. We wanted to see what the Corps [Army Corps of Engineers] had been doing to the Kissimmee River and what the issues were about undoing it. That was pretty amusing. Anyway, I was the first solicitation, and Allan Brown was the next. We actually pledged a bit more than they expected us to, and we pushed Allan Brown to essentially double what he expected to give [laughs].
- Lage: Good practice!
- R. Cellarius: Yes, and my task also was to solicit the directors. I went and actually visited with several here, just meetings, talked to some here in San Francisco. We visited Bob Howard, and I think Sue Merrow, both of them in Connecticut. I think I also did Vivien Li in Boston, not always successfully, and I still don't know to what extent the board at that time, what the record of their contributions was.
- Lage: Was that new for the club? Many boards of directors are expected to contribute.
- R. Cellarius: Absolutely.
- Lage: But it wasn't the Sierra Club way, I would guess.
- R. Cellarius: That's exactly right. Part of the issue was, of course, that when you have a fund-raising campaign, even if they only give \$100, you expect full participation from your board. We still have that. We've gotten a lot more sophisticated and a lot more organized than that. But they still pick on the board a little bit. There's still the atmosphere, the board of directors is not a giving board and should not be expected to be. But there is the message that they should give something, if you want to convince your donors. As for the foundation board--
- Lage: And is the expectation there that it is a giving board?

R. Cellarius: Oh, absolutely. Yes. It's difficult for those of us who come to the foundation board with a Sierra Club hat on, and they do like to have some folks with Sierra Club experience. They have a good fraction of Sierra Club experience on the board.

Lage: It may not come with some wealth.

R. Cellarius: It may not come with some wealth, that's right. I mean, there's Fontaine, McCloskey, me, Carolyn [Carr]. Carolyn has some money. It was never quite clear how much of it's family money, and how much of it's accessible. But we come with a variety of experience, and it really is important to the foundation to have that kind of experience on the board. I'll come back to the foundation at a different time.

So this lady got the campaign off to a start, developed a staff and had some personality problems. She did not get along well with Michael and with some of the leadership and maybe with her staff. There was some speculation that there were some psychological issues involved, and that's about all I can say. She, essentially, was asked to leave, I believe. I don't think it was as mutual a decision as it could have been.

One of the things that took a long time was to develop a regional fund-raising staff and to think about how you develop a cadre of fund-raising volunteers of the sort that one would have in the university situation, without having the alumni, so to speak, to build from? Over the years, thanks to a number of trustees, there's been a strong effort to make the trustees more and more the base of that volunteer fund-raising cadre. We have a number of fund-raising training sessions at trustee meetings and so on. We now have a network of regional gift groups in New York and here in San Francisco and a growing group in Chicago. Then they hired a young guy who didn't last very long at all. It just turned out that he was not the right person for the job. Then they hired Bill Meadows. I think he had been an advancement director at Sweet Briar College but also had been group chair and come out of a Sierra Club volunteer position as well. He did a wonderful job, in my opinion. He really got things going, got together a good staff of folks and really managed the campaign very well, worked very well with folks. Wonderful person. I was certainly excited. It was wonderful that he got the job as president of the Wilderness Society, and I think he's doing a wonderful job there. He made the campaign work. I think most folks would say it was a success.

Lage: Is that what they're called officially, regional gift groups?

R. Cellarius: Well, what are they called? I don't know what they're called but they're regional committees, and there are trustees on them and other folks. They're looking at building the National Advisory Committee into having that as a potential function. The National Advisory Committee, at this point, has been more a recognition group than an action group. We recognize them for their giving, but we don't necessarily expect them to raise the funds. Now there's some discussion, "Well, that should be another criterion for full participation in the National Advisory Council."

Lage: This is all the foundation that we're talking about?

R. Cellarius: Well, it's very interesting, because when Ted Snyder was president, we got into a flap with the foundation about fund-raising, who was doing the fund-raising, because they were going to the same donors the club was, and so on. I lost many points with Gary

Torre by being with Ted Snyder as club secretary while he was club president, sort of supporting the club side of the argument against the foundation side of the argument. The foundation was saying, "We've got the money. We've got the resources. We're raising money for the foundation. You, the club, should not be telling us how to do it and shouldn't be competing."

Well, out of that discussion, ultimately--and it left a bad taste in Gary Torre's mouth--came the decision that the foundation would contract with the club to do its fund-raising. So you had, essentially, one group, one body, doing the fund-raising for both organizations. The foundation would compensate the club for the expenses it had in raising (c) (3) funds; that exists to this day.

Lage: Complicated arrangement.

R. Cellarius: Well, but it gets rid of the competition. That was the major issue of course, in our debate, our dispute with the legal defense fund. Well, there was another piece of the dispute with the legal defense fund and that was that all of a sudden we found the legal defense fund lobbying on environmental issues in the Congress as the Sierra Club Legal Defense Fund not always, at least, in concert with the Sierra Club. So you had the Sierra Club Legal Defense Fund lobbyists going into congressional offices, and the Sierra Club--"What is this? What is going on here?" which is one of the reasons why we really pressured the legal defense fund to change their name, and they changed their name.

One of the side issues on that was there was never any formal license agreement with either the Sierra Club Foundation or the legal defense fund to use the Sierra Club name. There is now a license agreement with the foundation, and there was, ultimately, a license agreement with the legal defense fund, which I think includes a provision about eventually, their changing their name. But all that came after the fact and was a lot of legal struggle, because they argued, "Well, we've been using it for years. We had verbal permission. We had passive permission. We've never had legal licensing permission." That was an interesting issue. The legal defense fund stuff all happened while I was club president, and I was involved in those discussions.

So anyway, the club has been raising the funds. The Office of Advancement is now the fund-raising arm for the Sierra Club. The director is hired by and reports to the executive director of the Sierra Club. The Sierra Club has a contract with the foundation to do its fund-raising for it. We just went through--Roger Hershey and John DeCock, from the foundation side, and Lou Barnes, particularly, from the club side--spent an exchange of many drafts to review and revise the fund-raising contract, which was an old document that really had not been reviewed for a long time. That was a fairly amicable discussion, but I think Lou was very sticky about some of it, as he can be, about some of these provisions. That's now behind us, and we have a clearer, cleaner fund-raising contract.

Lage: So the club raises money for the foundation, which gives it back to the club?

R. Cellarius: That's correct. Correct. And it raises money for the foundation based on project proposals that are written by the club, approved by the foundation, and so the grant proposals go out to other foundations under the Sierra Club Foundation name but essentially the work the Sierra Club [wants to do] is tax-deductible. The foundation probably gives ninety to ninety-five percent of its grants to the club, either directly to the club for its national

projects, or through the Office of Environmental Programs to chapters. Chapters do have individual accounts, and for a long time the foundation was giving its grants directly to the chapters from the funds that were in the chapter accounts with the foundation.

The club felt that it could manage the (c) (3), (c) (4) division a little bit more comprehensibly if they managed how the chapter grants were working. So we now get a proposal for the chapter activities, and every six months we get a report of the chapter group project of the Sierra Club, which essentially funds the (c) (3) portion of the chapter activities. So, again, the club sort of helps manage that division and does a lot of the review work. Let me finish the Centennial Campaign before I get into more detail on that.

So anyway, the Centennial Campaign took longer to get started because of our inexperience, and the need to build up a staff, and some of these transitions, and the fact that the Centennial Campaign had to invent what it was going to raise money for. The ideas for the ecoregion projects, the global priorities, the Institute for Environmental Innovation, they came out of discussions with the club, but they were driven by the foundation's need to have a case statement.

Lage: The foundation or the Centennial Campaign?

R. Cellarius: The Centennial Campaign's need to have one. That was clearly a joint campaign between the club and the foundation, but the foundation was always the driving force; Allan Brown, Harry Dalton were the driving forces of that campaign, to make it work. At the end of the campaign, we had a fund-raising staff. I forget all the transitions, but Rochelle McReynolds is a true professional, coming in with that kind of experience. She said, "Well, let's call this the Advancement Department, not the Development Department anymore." Of course, there's always been a tension between--there began to be a tension between membership and development, particularly the small-donor fund-raising, the member-donor fund-raising, and what they called the Major Gifts. There's one group of donors of the level of about \$1000 that was managed by, and is still managed by the development department. It was Rosemary Carroll's operation. Now Debbie Serrando is director of development.

Lage: So you have the development office and the Office of Advancement?

R. Cellarius: Yes, and it's membership and development, which handles renewals, small donations, member donations, the \$1000 donations. Then we have the major gifts department, which is the advancement. Advancement works very closely with the foundation. There's an Advancement Committee, which is made up of directors and trustees. They helped set up the regional groups and so on. They do the donor research. They do the donor cultivation events, foundation contacts. They do the planned giving, getting folks to--either endowment-type donations, where they get an annuity, and then the rest goes to the club, and so on, or working on wills and that sort of thing. That happens in advancement. It's all done under contract with the foundation, so they're all Sierra Club staff too. They work very closely with the foundation, close in a variety of ways. As a result, the foundation has had, for years, a relatively small staff.

So, that's basically--the result of the Centennial Campaign--essentially the building-up of this major donor capability and a professional major donor capability in the Sierra Club, and in the Sierra Club family. In this region, the club and the foundation work very

closely, because the foundation trustees are the volunteers for the Office of Advancement, which is interesting.

Lage: Yes, it's very interrelated. As you're talking here, I'm reminded of a series of articles that came out in the *Sacramento Bee* [April 21-26, 2001]. I don't know if you saw it, by Tom Knudsen.

R. Cellarius: I saw it, yes.

Lage: About how the environmental movement is becoming like a big business, or at least, that was one of his messages. As you describe it, it is more like a big business.

R. Cellarius: Well, I have not studied those articles, but there was a lot of misinformation in those articles.

Lage: But what's your thinking, in general?

R. Cellarius: The comparison, and this was the model that the Centennial Campaign was created on, is university fund-raising, and museum fund-raising. Non-profit fund-raising. There's major money out there, and the environmental organizations generally have not had--with the possible exception of Audubon and Nature Conservancy--have not had the sophistication and the capabilities and the machinery to do that kind of fund-raising that brings in lots of big bucks.

Lage: It takes the machinery, which then leaves the club open to the type of analysis this fellow did about the number of staff and--

R. Cellarius: There is a tension in the club, about, for example, donor cultivation. Here we have club leaders and directors who are struggling to make ends meet. They don't get compensated. Well, they actually do get a little bit of per diem, these days, but you know, we're on very strict financial regimes, and that sort of thing and yet we'll have a meeting of the National Advisory Council in Washington. We do this every year now. We feed folks well; they stay in fancy hotels. What they don't realize is that these people pay their costs.

There's a certain donor development cost of meeting space and food and that sort of thing. They pay their hotel bills, and so on. The trustees pay their way to the meetings. I think that a few trustees get compensated for their meeting expenses, traveling and that sort of thing, same as club volunteers, people who they really want to have on the board. At times I got reimbursed by the foundation for--but I don't take too much from the foundation these days. I don't charge my plane tickets or anything like that; I either eat them, or find a way for the club to pay for them, or something like that, if I'm here for some other reasons. But it's a different culture.

You need, if you're going to impress donors, you need to make them feel comfortable that the culture is there, and actually, most of the donors that we have, the big donors, like the National Advisory Committee, both appreciate and understand the need for that, but also are not embarrassed by things being a little more economic and reasonable. The volunteers don't understand that--the folks in the council meetings don't quite understand why we're out wining and dining all these big folks, but that's where the money comes from.

- Lage: That's right.
- R. Cellarius: And so there is that tension. I'd have to go back and look at those articles and there was plenty of critique, but there was a bit of muckraking, not necessarily a benevolent intent in mind.
- Lage: It didn't sound benevolent at all. And it wasn't the Sierra Club that was necessarily the target, it was after any number of big organizations.
- R. Cellarius: But the Sierra Club was mentioned, and in Sacramento, it was the most visible. It took a fair amount of heat. Carl reacted quite a bit [laughs], as Carl will, to some of these things. But we're moving along. We're still not major league in many ways, and we have a long way to go. I think we've been successful with a few individual donors that have really made a big difference, but in my opinion, we don't yet have a comprehensive set of donors that keep giving regularly. I think that there's always the danger that if one of the two of our big donors really says, "No," we're going to be in hot water.
- Lage: So these are donors that you go back to? It's not necessarily a huge endowment.
- R. Cellarius: Yes. There was also a big debate in the Centennial Campaign development, as to whether we wanted an endowment at all. There were some folks who want money to be spent now because that's when you have to spend it, and other folks said, "Well, we want an endowment, because you need to have those funds go on for quite a while." The foundation has a fairly good pocket of permanent funds. At the same time, most of the fund-raising is for current projects, because that's what we need the money for. Of course, the club's proposals are primarily for current projects. We actually have one group of donors who have made an advance contribution. We've got the money in hand, and we use it up over a number of years. It's not even a quasi-endowment, it's a pseudo-endowment, in a sense. It's a time-limited contribution. We have the money now, but the donors, or the group of donors, anticipate that it will be spent over a five-year period, instead of on a year-to-year basis.
- Lage: Now, does having a couple of large donors that are terribly important to the club affect programs?
- R. Cellarius: Yes.
- Lage: How?
- ##
- R. Cellarius: It does affect programs. It affects program because the donors have specific projects and goals that they're interested in. There are presentations made to them about things the club would like to do. Sometimes they say, "Yes, that's something I'm interested in. It fits in with this area of my interest. Can we work together to design a program that satisfies both of us--the donors and the club?" Sometimes the donor says, "This is something I'd like to do. I'd like to have the Sierra Club do this with my money." If the club says, "This is something we'd be happy to do," we will do it, if we have the resources.

The famous line that came up through the Centennial Campaign, Charlie Howard says, “Well, what do you do about the guy who wants to fund the protection of pigeons on Maui?” At what point would you say, “Well, that’s very nice, but that’s not on our agenda. We don’t have the resources. We don’t want to do it.”

Lage: He helped you think about this.

R. Cellarius: That’s right. When you have a donor, a set of donors, that have been good to us over a period of time, done quite well for us, that say, “We have a project that we would really like to put on the agenda,” you try not to offend them by saying, “This is a new direction, and do we want to do it now?”

Lage: Does that come to the board, that kind of question?

R. Cellarius: No.

Lage: Because it’s a project.

R. Cellarius: A lot of this is done through Carl and advancement. There have been times when some of the directors are asking Carl, in a closed session, “Tell us a bit more about your conversations with these donors. Who’s making the decisions?” So there are directors who are asking these questions, but it’s certainly not in an open session. Some folks have more concern than others.

I think a good example is, well, I’ve been involved a certain amount in something called a “Beyond the Borders” project. This was a project that I believe one of the donors said, “We would like to contribute through the Sierra Club to environmental work in Mexico.” Actually, also in South Africa. “How would this work?” Carl approached Steve Mills, and they designed several aspects of the project that would essentially promote, in a sense, a lot of environmental justice work and environmental work in Mexico, across the border because there is a lot of mess across the border.

It was originally set up that the International Committee was not involved, and there was no volunteer oversight and I fussed a bit about it because I saw this coming. That’s one of the things, as a trustee, I see a lot of this stuff that the board doesn’t see and the volunteer leadership doesn’t see. It’s a tension in my mind, because my job as a trustee is to ask, “Does this meet the (c) (3) standards for the foundation?” Not, “Is it appropriate for the club to be doing this. Every once in a while, I’ll just say, “Well, I’ve seen this, and I’m going to talk to the club about it.” I don’t mean to bother foundation staff with it, but I need to go over the line. I’ve done that in a few cases. In the case of the Beyond the Borders Project, I really felt that there needed to be a little more connection with what was going on with the international program, and I think it’s worked pretty well.

But the donors come with goals, and there’s a conversation to see how that fits into what the club wants to do. Carl and the advancement people are the ones who are talking primarily to these major donors. I think that that’s one of the things that Carl’s been very good at is that he says, “Well,”--I’m sure they bring proposals, and Carl has ideas--“This is something we’re interested in doing.” Sometimes, the donor says, “This is something we’re interested in doing,” and they sort of negotiate.

Lage: To your knowledge has a donor brought something that's controversial within the club, like population, or no-cut in the forest, that kind of thing?

R. Cellarius: Well, the no-cut is clearly the club. There have been some population issues where we have had some problems. Alan Weeden, who was a president of the foundation, has very strong population feelings about how we should operate a population program and particularly the immigration issue. That was an issue that was in the club already. The most controversial issue goes back to Brower and the sixties and the Atlantic Richfield grants for the caribou study and the pipeline. That was where the donor came in and gave money, and the source of the money and the purpose of the money was all really suspect. That was the biggest controversy.

One of the things that we've done is, and this was a piece of the Centennial Campaign, was that we set up a policy and some screens, that there were certain kinds of donors that we would not accept money from. If they were major polluters, if they had significant violations, if they were being prosecuted for pollution violations and so on, if they were doing this, that, or the other thing, or had bad reputations. We would not take money from Waste Management, Inc, for example. There's a committee that reviews these. Even chapters are supposed to submit, if they are asking anyone, or getting a grant of more than \$1000, the chapters have to get approval to accept that money from a national committee.

Lage: Even from an individual? Or just from a corporation?

R. Cellarius: Most, well, you look at the source. Individuals get to be more difficult. Most of the time, you're talking about businesses, foundations and so on. That's the issue. Some of these business-related foundations that have money--there are some major corporations that have money that are interested in funding things. Dow [Chemical] wanted to fund something related to a study to protect some swamp near where its plant was, if I remember correctly. I don't know that the club was involved in that, but I know there was a big fuss about Dow Chemical Corporation giving money to protect a swamp near its polluting plant.

I've just seen an exchange of correspondence where there's a former trustee that owns a plant in Ohio that is under attack; the plant is under attack from the Ohio environmentalists because it's got all sorts of workplace health violations and that sort of thing. This person is claiming that he has good environmental connections and credentials; he was a trustee in the foundation and so on. He's trying to use that to say, "Well, I'm a good guy, and you shouldn't be picking on me." That's just a reason--I don't know what's going to come up, but apparently there have been a lot of concerns about this particular plant for a long time. The club has made a number of strides in saying, there are certain organizations, certain foundations, certain groups that we will not take money from. It gets to be more problematic when you're dealing with an individual member of a corporation, the leader of a corporation, and it's his or her money that you're receiving, and is making the donation. Are you taking corporate funds? Is this guy greasy? Or is it the corporation that's greasy?

But when you're dealing with individuals, another person to talk about is a trustee who looks pretty clean but may have some plants in Mexico that may not be as clean and so on.

- Lage: I can see when you're picking someone to be trustee, but to review every donation over \$1000, the source and the connections, must be quite an effort.
- R. Cellarius: Well, and you do it mostly from the businesses and the corporations, not so much with individuals.
- Lage: It would take a detective.
- R. Cellarius: Well, and in fact, Doris was on that committee; you might want to talk to her more about this. She was chair of that committee for a while. It just got to be harassment, in some ways, just in dealing with the issues.
- Lage: What's the name of the committee?
- R. Cellarius: I think it's the Corporate Relations Committee.
- Lage: Oh, you mentioned that.
- R. Cellarius: In the days of the Centennial Campaign, it was the Gift Acceptance Committee. Who do we accept gifts from? And because we were looking at large donors and looking at foundations and corporations and that sort of thing--. The club does not get much money from corporations. We get a fair amount of money from foundations and from individuals. There is a concern about some of these folks that are major donors, because they are giving their contributions anonymously and very few folks know who they are. There's some concern about who they are; people want to know. And the foundation actually just adopted a policy on how it would deal with anonymous donations. Somebody has to know that it would not give embarrassment to the organization if it became known that this person was giving money to the Sierra Club. So you have to trust the people who know. But there are some guidelines as to the conditions, and that's about the best you can do.
- So anyway, that's the Centennial Campaign and, in a sense, the development into the whole advancement arena. We're getting more and more sophisticated, and I think it's just going to get bigger, and it's a necessary part of the operation.
- Lage: More complicated than I had dreamed.
- R. Cellarius: Well, it's probably more complicated than people dreamed ten, twenty years ago. It was the kind of thing that I think that the people who thought about--you know, Allan Brown, people who thought about the Centennial Campaign and folks who were knowledgeable as fund-raisers with the trustees, said, "This is what you have to do if you're going to--" and the money's there. When I was this ad hoc vice president, I was living in Michigan at the time, which was early 1970s, and I was invited as a Sierra Club person to sit in, to attend a luncheon of the Economics Club of Detroit. This is one of these high-class business organizations and I think they may have had Ruckelhaus come in and speak, somebody like that.
- I was invited. I sat at the head table with a hundred other people, or fifty other people, but I was there. The person I sat next to said--we were talking about the club and he said-- "There's a lot of money out there. You folks should be out there getting money from

where the money is, because there's a lot of money for the environment. People do care." This was the beginning of the environmental decade and everything, and he knew that there were people who were interested in promoting the environment, and that all we had to do was just go out there and get it. I think that's correct. There's more competition for the money. There's more competition for people's time and so on. But you have to have the sophistication; you have to know how to go about doing it. You can't just walk in to the president of Levi Strauss and say, "Give me your money! [laughter]" You have to begin to know whether or not they're interested, what they're interested in, what they might give money for.

Lage: That's one [donor] that the university has!

R. Cellarius: That's right. "Oh, I went to school with him. I'm going to give him a call!" [laughter] Actually, I heard a story of an instance of this. One of our trustees happened to be talking to an old high school classmate of his, or somebody whose daughter or family lives three blocks from where they do. He turns out to be a big executive in the hundred and fiftieth floor of the Sears Tower, something like that. This guy got wind that the trustee was involved in the Sierra Club and the environment, and he says, "Come on, let's talk about this. Well," he says, "my wife and I, we've got a family, but we're not sure we want our family to get all this money we've got and we've been talking about the environment, and let's talk some more." I could see that the foundation could get a fair gift out of all this. It's that kind of connection that you have to build up. You have to know where the money is. You have to be able to talk to the folks, and you have to have those connections. And that's, of course, what universities have.

Lage: Right.

R. Cellarius: That's what we're trying to do in building up the trustees, building up the National Advisory Committee, and so on.

Immigration and Population: Race and Class Implications

Lage: I'm shifting here. I don't know if you want to talk about this next. We brought up population and immigration and that seems like an issue that would be of great interest to scholars, how the club has dealt with this and all the racial and class implications.

R. Cellarius: I'm not in the position to say too much about the recent stuff.

Lage: But you were one of the signators--

R. Cellarius: The club got into the population issue in the late 1960s. The resolutions--Fred Eissler, I think, was one of the first people that recognized that population growth was a significant environmental problem. Dave Brower and Ian Ballantine convinced Paul Ehrlich to write *The Population Bomb*. That's my understanding. That's sort of what I heard from Denny Wilcher. Ian Ballantine--the first edition, the first printing of *Population Bomb* was a Ballantine paperback. I have the whole series of editions of *Population Bomb*, including a

little hard-bound version that was sort of a library binding of the paperback and various things.

What's interesting--one of my favorite stories is Paul Ehrlich on the Johnny Carson show. After he wrote that book, he got a reputation, must have been the right time; Johnny Carson invited him to be a guest on the Johnny Carson show. He got so much response that Ehrlich had two or three additional times on the Johnny Carson show; at least one of those was where he was the only guest for the whole show. I have some tapes of that, and apparently the Carson--they're not extant tapes of the whole thing. I actually got from Anne a few years ago, excerpts from a number of Paul's performances on TV, some of these interview shows, that sort of thing. But I remember watching some of those, and it was just fascinating.

The population issue was mostly population growth. There's always been an issue of population in this country, because of the immigration issue and the fact that population growth in this country is mostly immigration. If you would not have immigration, you virtually would have zero population growth or very close to it. It's the Third World where the population growth is. The club's population program at the moment is really international population, working to promote population education in various countries and the rights of women and so on, to essentially reduce the population.

The big issue that happened a few years ago was the club--there were a bunch of folks that said that the club needs to take a stand on immigration on the basis of population. For some folks, the issue was a population growth issue. For other folks, it was ostensibly a racism issue, an immigration issue that had nothing to do with population. It was saying, "We don't need all these foreigners in the country."

Lage: You think some of the impetus for it was a racist impetus?

R. Cellarius: Yes.

Lage: You've heard that?

R. Cellarius: Yes. The opposition to the club taking a stand on the issue is at one level, I would argue, anti-racist, and has nothing to do with population. Again, they say it's racial discrimination not to let these folks into the country. So, the issue that the club had to deal with with these petitions was an absolute, flat political issue. That was the nature of the issue. It was so much beyond the issue of how do we deal with population growth, that it would have been a mistake. It would have been a disaster if we had passed that resolution, or the membership had, because it would have put us in an impossible position with folks that we need to work with.

Lage: It would have been perceived as what you think it was, maybe in part, but not in total.

R. Cellarius: That's correct, and not what it was intended. Not what it was, supposedly, on its face value. There's been that tension in the club's population for a long time.

Lage: I noticed the pros and cons on the ballot statement. It divided a lot of folks.

R. Cellarius: Oh, absolutely.

Lage: Brock Evans signed pro.

R. Cellarius: Oh, yes. Personally, I think that immigration is a problem from a standpoint of population growth in this country. I think it's an absolute mistake to tie any regulation or restrictions on immigration to the population issue. For me, the issue is, what's important is if population growth in this country is a problem because of immigration, it's because folks are trying to get in from places where life is miserable. What we need to do are two things: make life more miserable here--

Lage: Please, let's not do that!

R. Cellarius: Make life more miserable here, less elite, less demanding of resources--

Lage: I see.

R. Cellarius: --and make the living situation more equitable around the world. That's, of course, one of the issues for sustainable development. The problem is that sustainable development tends to focus on the term "development" rather than sustainability. It's going to be a big issue in the world summit on sustainability in Johannesburg later this summer. We're still trying to figure out how we're going to participate in that. Development seems to be and sustainability seems to be more and more getting tied to the whole issue of globalization. The way to do globalization is to get everybody up to US standards. The environment can't sustain that. [Short interruption when someone comes into the room.]

So that's the struggle the club has had with population. It's had it for a long time. John Tanton--who was one of the architects, one of the writers of the club's five-year population plan when he was a member of our Survival Committee, and really trying to say, how do we approach the population issue--has become one of the pariahs for the more rational, I would say, population groups, because of his anti-immigration--. He was head of an organization, FAIR, Federation for American Immigration Reform, and become very radical about shutting down immigration.

Lage: Is he one who perhaps has some racist--

R. Cellarius: Well, I don't know. I knew John very well. I would find it hard to believe that he was really wanting to curb immigration for anything but population reasons. But at the same time, there may be a purity issue there, a racist issue. That movement certainly attracted a lot of folks who were saying, "We don't want all these strange races here." It's very difficult.

Lage: How strong is that group in the Sierra Club, do you think?

R. Cellarius: It's probably a small group, but small groups can be very vocal. Alan Weeden was one of those, who was president of the foundation; he has had his ups and downs in his relationship with the club for that reason. I don't know where he stands at the moment. There was some discussion that we might be able to bring him back into the fold a little bit, maybe get some contributions from him. Frankly, Allan Brown was more sympathetic to the idea. I think primarily from a population standpoint, not from a racist standpoint. But there's such a taint in that, that it's difficult. You can't get rid of that. That's where

your problem--the folks in southern California were just adamant, this was not the thing to do, very strong.

Lage: It's a very prickly issue.

R. Cellarius: Yes, it sure is.

John Muir Sierrans

Lage: What should we do with our remaining fifteen minutes? I want you to comment a bit on John Muir Sierrans; perhaps this is a place to do this. We don't have time to do the International Committee.

R. Cellarius: I don't know much about John Muir Sierrans except for what I've seen from the sidelines, in a sense. I've had some interaction with them.

Lage: Well, they have members on the board, who were on the board when you were, I think.

R. Cellarius: I'm not sure that they ever got anybody on the board before I went off the board.

Lage: Chad Hanson?

R. Cellarius: Chad Hanson, I don't think I was on the board with Chad. Michael Dorsey. A couple of interesting things. First of all, they are the ultimate conservation conservatives and issue liberals, in a sense. They're really conservatives because they have a very clear agenda. They want to go back to the time of Muir and argue everything they do is John Muir. They had Dave Brower as their mentor and guide and guru and everything else. I think they used Dave more than anything, because I think they've lost much of their momentum, now that Dave is gone. They came to the board with a very specific agenda. It was a very powerful agenda of just shutting down logging.

There is not a significant difference in terms of the strength of their emotions, compared to the folks who are saying, "We need the club to take a much stronger stand on nuclear disarmament," in the eighties. We were picketed by those folks. The Sierra Club committee came in and picketed the board to take a stronger stand on nuclear disarmament. They ran for the board, and they did not make it to the board. Their argument was not strong enough. Now, they [the John Muir Sierrans] have been able to get folks on the board.

Lage: Is it the same group?

R. Cellarius: No, totally different group. Brower, I think, was probably involved, or a tool, maybe, of the nuclear folks, but I'm not sure. I think he was--. Anne Ehrlich got involved in that, and that's when she began--. Michele got Anne involved as the chair of the Military Impacts on the Environment Committee, because she thought that Anne, who she knew, would be a good, moderating force. So, that's how Anne Ehrlich got involved. The strength of their emotions is fine; it's about the same. From what I understand, there may

be more money behind the John Muir Sierrans. Dave may have put some of his award money into it, I don't know.

They have donors, apparently, who are supporting their work. Rene Voss and Chad Hanson are both supported by somebody, who donates money to the John Muir Institute, to their work. There's been a conflict of interest raised about that. What's interesting is that all of a sudden, people who got elected under the John Muir umbrella, a number of them discovered that they really didn't like the total atmosphere that these folks were creating on the board and did not get the support in, say, board elections. They wouldn't select or support them--particularly the women that were on the board.

Lage: Wouldn't support them for office?

R. Cellarius: Wouldn't support them for officers and that sort of thing, so they never have gotten into a leadership position. I guess, Kim Mowery came as a student. Laura Hoehn was very torn and became much more moderate.

Lage: Because of a lack of civility? Is that what I'm given to understand?

R. Cellarius: I think that had a lot to do with it. There have been some very bad behaviors in that group. I know that Chuck McGrady, when he was president, had a real task of trying to control some of those behaviors. There was a terrible board meeting in San Diego—

##

R. Cellarius: Terrible board meeting in San Diego. We had the trustees meeting and the board meeting on the same weekend in the same place in San Diego, La Jolla. There was just battle after battle, and Chad, particularly, apparently just behaved very badly. Fortunately, I was at the trustees meeting and missed most of that, but it was not a good scene.

Lage: Were these ad hominem attacks? That sort of thing?

R. Cellarius: Yes. My most intensive encounter with them, at one point--. There came a time in the board elections when people were making claims on their ballot statements that it wasn't at all clear if they were correct or not. The secretary ostensibly had the job to review whether or not statements were correct. It began to feel that the secretary might have some conflict of interest, even if the secretary was not one of the candidates. A couple of times when I was secretary and a candidate, they had somebody else managing the election. Brock Evans managed the election the year I was a candidate and secretary. So, they instituted a ballot review committee. That committee was essentially to review and recommend to the secretary if there were errors and that sort of thing. They were sort of to review and say, "Does this look okay? Are they meeting the guidelines?"

I was on that committee one year and one of the candidates made some outrageous statements that were incorrect. I challenged the statements and also I pointed out that the candidates had put in tons of bullets so his statement was about twice as long as would fit on a page. The word count was right, but every bullet was a single word, practically, something like that. I said, "Here's some problems with your statement," and he just challenged me in a very personal attack. He was saying that I had no right to do this; there was nothing wrong with his statement, and so on. I just couldn't take it. I resigned from

the committee. One person who was running for director a couple of years ago was personally attacked in some of the other statements.

Lage: Are there rules against that you could call on?

R. Cellarius: Well, there's the free speech problem, but there is also a libel problem which can go in either direction. This person was interviewed again for being a candidate for the board. She said, "Well, if that same kind of attack happens, I just don't want to run. I'll take my name off the ballot." On the nominating committee, we tried to write into the guidance about personal attacks, not mentioning folks by name. There was a lot of challenge to that: Does that mean you can't mention Carl Pope as the executive director in your ballot statement without his permission?

I don't know what's finally transpired because I haven't seen the statement. There was concern about what kinds of attacks, what kinds of things were said in ballot statements about other directors, and so on. But they do not hold back. Some of them can be as sweet as pie in person, and when they get away from you, they can be real nasty. Sometimes in closed sessions, they can be nasty. I'm always amazed when Chad Hanson says anything to me, because many times, he's walked by me just glaring and not looking at me at all. We howdy and conversed a couple of times, and we accept each other, I think, but that's about it. Maybe he accepts me, but I'm not sure how much I accept him at this point.
[laughs]

Lage: Their issue, the no-cut logging, has the environmental justice component in that--

R. Cellarius: Well, that's what they say. They also say--also the grazing, they've also gotten into the grazing issue. They had a big fight about grazing with the same absolute--. They are absolute.

Lage: What I'm saying is that the environmental justice proponents oppose no-cut logging.

R. Cellarius: Oh, absolutely. They see, well, they think they see it from a variety of standpoints. There are environmental justice issues of employment and that sort of thing, and where people live. I think they see it--the grazing issue probably has a stronger environmental justice component than the logging, because there are minorities, particularly in the Southwest, who use grazing to survive. An example of the problems is that they, essentially, held up final development of an agreement with Sierra Club of Canada to essentially spin off Sierra Club of Canada as a totally independent licensee of the club, because they weren't comfortable with club policy that said that we need to have absolute protection of forests in British Columbia, and folks in British Columbia say, "This is unrealistic; we're doing our best to protect our forest. We're trying to get certification and good certification standards and that sort of thing but we could not function, we would be totally out of the picture if we have to shut down all logging in British Columbia." That issue is still going on. I think they're close to a negotiating stance but not to the full satisfaction of folks who say that the absolute goal is this, and that should be there, if not instantaneously, at least sometime in the foreseeable future.

Lage: Am I wrong that the ballot measure did pass, the no cutting in the national forests measure?

R. Cellarius: It did. The club policy is to work for no cutting on federal public lands in the United States. At one point, they were saying, "This policy is so absolute that you cannot comment favorably on any alternative of the Forest Service that involves any logging at all. If they have seven alternatives, and one is a minimal logging alternative, you cannot support that, in contrast to the others, because it involves logging." Then those folks in New Mexico got lectured about this. I think that that's finally relaxed a little bit. That was in the early days of this. They're just absolutists. They do not trouble with folks who disagree with them; that's the other piece of it.

Lage: Do they have a majority on the board now?

R. Cellarius: No, and they're losing power. Brower--. We may see two or three folks on the ballot this year who claim to be John Muir Sierrans. The other thing is that there's no organization. You can't find out who they are.

Lage: Who the John Muir Sierrans are?

R. Cellarius: Or who authorizes them, somebody to claim that they're John Muir Sierrans. It's amazing. Then there was a big fuss about, well, can they legitimately use the word "Sierran" in their name? The club, I think, has finally gotten control of the name "Sierran" and registered it. The John Muir Sierrans are grandfathered in and the population Sierrans are grandfathered in, unfortunately. Now, no group can all of a sudden start claiming they're Sierrans, without approval of the board.

Lage: It's interesting that the club can get title to that name since the Sierras are mountains and Sierrans could be the name of the people who live there.

R. Cellarius: I'm not sure what they were able to do. It's really a bizarre period in our history, and I've seen it more from the outside than from the inside. I'm seen it from the standpoint of elections, and I've seen it from watching the board. I've seen it from some of the encounters I've had, but I've not seen it from being on the board.

Lage: Do you think we should wind up for today?

R. Cellarius: Yes. We need to figure out when we're going to do this again, but I will have some time in May.

Lage: Well, let's plan on that.

**VII MAJOR CONTRIBUTIONS: THE INTERNATIONAL PROGRAM,
BYLAWS, AND THE SIERRA CLUB FOUNDATION**

Evolution of the International Program

[Interview 5: May 15, 2002] ##

Lage: We're going to start talking about the International Committee after having a few off-tape--

R. Cellarius: Conversations--

Lage: --about the current situation, but we'll go back and start with history.

R. Cellarius: Okay.

Lage: Just start with your understanding of a little bit of the history of the International Program, as you know it.

R. Cellarius: Yes, I've been looking into it a little bit. The International Program began around 1972. It may have actually begun before that. No, probably about that time, and I'm not sure that I can tell you much about it other than Nick Robinson was very much involved, and I suspect Mike McCloskey. Now that I think about it, I have a document which is undated, but I think its date is about 1970, '71, that Gene Coan wrote to the board doing an analysis of what the Sierra Club might be doing internationally. I suspect that it's in the Bancroft Library because I just got a note the other day from Gene saying all his international files had been sent over to Bancroft, so--.

But the first, I guess, incidence and organization for the International Program was having some access to what was going on in the United Nations and also the [United Nations] Stockholm Conference on the Environment in 1972. I know Ed Wayburn and Sandy Tepfer apparently were there, probably, possibly Nick Robinson. It may have been when he started getting involved, and I don't know whether Mike McCloskey was there or not. I just don't know. I wasn't there. [chuckles] Out of that probably began a--and I'm not sure, again, not sure of the timing--an office in New York, relating to the United

Nations, staffed by Pat Scharlin and Gary Taylor. They were married. Pat was essentially the International Program director--and I don't remember her exact title--but they tended to interact with the UN, held conferences and that sort of thing. It was mostly information exchange, perhaps interacting with the major international organizations, like the United Nations, maybe UNEP [United Nations Environment Programme], and so on. It did not have any sort of legislative lobbying component. I guess to some extent, it would have been (c) (3) funded, although I'm not--it probably was. I think they probably were working off grants, for the most part.

In roughly 1973, it may have been essentially the establishment of the International Committee. It could have been Ray Sherwin or Nick Robinson who was the first chair. Ray was, at one point, the international vice president for the club, which gave him the title to go and participate in international meetings and so on. They also wrote up what were the guidelines for the International Committee, which was a long set of not just how the committee would operate, but how the Sierra Club would operate internationally. I think that's about the first place where we said explicitly the Sierra Club would not have Sierra Club entities outside of North America but would have letters of understanding with nongovernmental organizations in other countries as an alternative. It did say North America because of Canada, and I presume that there was some--I think it's ambiguous whether North American includes Mexico or not. In some folks' minds it does, and in some folks' minds it doesn't.

Lage: I wonder if it does in the Mexicans' minds?

R. Cellarius: I have no idea. [chuckling] The International Committee actually did, I think, establish--they also had corresponding members--I'm not sure that's the exact term--corresponding Sierra Club members in other countries, who, if they were to come to an International Committee meeting, would have a vote. But they would not be expected to be there and would not be part of the quorum. The International Committee primarily oversaw the work of the New York office, relationships with the United Nations, and was involved in such things as going to IUCN [International Union for the Conservation of Nature] meetings. Thanks to Nick Robinson there was a--and this is an interesting little bit--there was an exchange set up with the All-Russia Society for the Protection of Nature. Professor Nick Robinson is a professor of law at Pace University in New York and has done a lot of international work. He was very much involved in setting up our relationships with the United Nations at one point. He is currently chair of the IUCN's, the International Union for the Conservation of Nature's Environmental Law Commission [ELC].

Lage: Is he related to Bestor Robinson?

R. Cellarius: No, no. No relationship. He was a director in the seventies.

Lage: Yes. I've heard his name a lot, but something in my mind put--

R. Cellarius: He was also the basic organizer of the Earthcare Conference. Don't remember when the Earthcare Conference was, but that was about that time. I don't think it was as early as 1969. It could have been. I'd be very surprised if it was that early. But he was the major organizer of that and for a while the New York international office was known as the International Earthcare Center, or something like that. A few years later the Sierra Club

actually incorporated an organization known as the Earthcare Network. Again, I'm not familiar with the timing of that, but it must have been--well, if I was director and secretary in 1981 et cetera, it would have been just about that time, late seventies, early eighties.

Lage: And what was that?

R. Cellarius: And the reason for that, it's a very interesting little reason. Pat and Gary had a contract with the National Park Service to do a newsletter on international parks-related issues, parks-management issues, that sort of thing. The Park Service did not feel comfortable paying money, contracting with the Sierra Club for this newsletter, so we set up the Earthcare Network Incorporated as a wholly owned corporation. [chuckling]

Lage: These were the Reagan years?

R. Cellarius: Yes--wholly owned non-profit corporation of the Sierra Club. Directors were appointed by the president of the Sierra Club, as I recall. It's the Earthcare Network that had the grant from the National Park Service to produce this newsletter.

I don't really remember much about my work on the International Committee in those years. One of the reasons I was interested in it and involved was because of work that I think I probably talked about early on in this interview with John Platt and the Club of Rome. What came out of that was, of course, the U.S. Association for the Club of Rome and the Global Tomorrow Coalition, of which I was a member, and of which the Sierra Club was a member, I had interest overall in just the sustainability issues and the whole issue of global environmental protection.

Lage: That wasn't true of the club as a whole, it seems to me. It [the International Program] wasn't an easy sell, I've heard other people say.

R. Cellarius: It was not an easy sell, and in fact, in roughly 1980--we went through--first of all, going back to the guidelines for the International Committee and program, they went through about three or four renditions of amendments by the board. They were always adopted, approved by the board of directors and the International Committee reported directly to the board of directors. The president appointed the chair of the International Committee. There were various folks who at various times were international vice presidents, who had that title either as chair of the International Committee, but more importantly as something that would be available to--as a title when you're going to international meetings. Sort of a way of a little bit more--as opposed to just committee chair, or something like that.

Oh, the other thing the International Committee did was there were two or three folks who had projects that were sponsored by the International Committee, part of the International Program. I frankly don't know the nature of the funding of those, whether they had independent funding, or if the funding came through the [Sierra Club] Foundation. Of course, the foundation was not a major funding source, at that point, for these little projects. It probably had some, but, you know, it wasn't until, oh, I guess the early to mid-eighties, when the foundation really became much more important in funding the Sierra Club base program. So I don't know the funding, but amongst the folks that had projects that were part of the club's International Program were Larry Hamilton,

Bruce Hamilton's father, who had a project on mangrove swamps in various places, and another member of the committee who had a project was a guy by the name of Kenneth Dahlberg, who was a professor of political science at Western Michigan University. I think it's Western Michigan University.

Lage: Was Larry Hamilton an employee?

R. Cellarius: No.

Lage: A member of the committee?

R. Cellarius: He was a member of the committee. He was director of the East-West Center, but his project also had Sierra Club sponsorship in some ways as part of the club's International Program.

Lage: I see.

R. Cellarius: As you've said, there was very little connection to the membership and the other activities going on. So, in again about 1983, we had a major retreat in Georgia, as I recall. Bill Mankin was one of the folks who set that up.

Lage: Was this a retreat of the committee?

R. Cellarius: This was of the committee. I'm not sure if it was the International Committee, or a smaller sort of high-powered group to sort of think about what the future of the International Program should be. I probably got involved in this also because I was chair of this Survival Committee and the like. Actually, at one point, I was vice president for research, and we had a research department, and that sort of thing, so I got dragged into these in a variety of ways.

We had this meeting at a state park in Georgia and came to the conclusion that if this International Program was to be a Sierra Club program and be attractive to the leaders of the groups and chapters and really get more involved in support, it had to change its focus from just being sort of a talking tank, a research tank of just going to meetings and holding meetings and seminars and that sort of thing but have much more of an activist component.

I don't remember whether Larry Williams was at the Georgia meeting. He may have been. I have all this stuff at home. I have a lot of these details at home and I can fill in, if that's appropriate, when we get to that point. But the conclusion of that meeting was that the International Program would move from New York to Sierra Club's Washington office and have as its major focus the international development banks, particularly the World Bank, and how they were funded, how they funded international projects. The goal was to make the World Bank more environmentally responsible in its grant programs.

Lage: So a very directed goal?

R. Cellarius: A very directed goal, but one that had an American handle of action, because the U.S. funding for the World Bank, of course, goes through the Congress. Larry Williams was hired to direct that program and, for a number of years, was very successful in working

with the various appropriations committees in the Congress, and House, and Senate to essentially put conditions on the U.S. donations to the World Bank to be more environmentally responsible and so on. At the same time, it got the attention of the World Bank because there was, you know, no one in the U.S. was having these conditions put on what was going on.

Lage: Was this something you agreed with? I'm assuming there must have been a bit of controversy involved in that decision.

R. Cellarius: There was a controversy. I had no problem with the decision. It made sense. I think Mike McCloskey was one of the main arguers for this, but essentially it really was a point of saying, "Pat and Gary are running these seminars. They really are not, otherwise, much connected to the club." They weren't doing even a lot with the United Nations. We weren't having very much of an impact on the United Nations in terms of--of course, I'm not sure how anybody has an impact on the United Nations, but that's something else again. [laughter] It was controversial because, you know, we--Gary Taylor and Pat Scharlin went off and essentially had to figure out what to do with their lives otherwise and did set up a seminar series up in Boston. But, and in fact I have letters both from Larry Hamilton and Kenneth Dahlberg essentially complaining, saying this was a disaster for the International Program because it was totally shifting gears. We were letting these folks go off and it just didn't make--you know, they didn't like the idea that we were losing the direction that we had so far. I don't think it was so much an objection to the new direction as much as it was a loss of the some of the old project work. So Larry did a wonderful job, and we began to get some contacts with--you know, a little more attention because we had to work with the chapters, and groups, and whose district some of these folks worked with. It turned out that--

Lage: And lobbying.

R. Cellarius: Yes, my congressman, at one point, was Don Bonker from the third district of Washington, who was on the House Foreign Affairs Committee. You know, they changed the names of these, and the House and Senate had different names. I think it was the House Foreign Affairs Committee and, in fact, he was chair of the Human Rights Subcommittee of the House committee and I--we got along pretty well. I think I actually ended up getting the Sierra Club to give him an award for some of his roles in that.

Lage: Related to the World Bank?

R. Cellarius: Well, he did some stuff on that, but also in terms of human rights issues. It's just in terms of the program itself, and then I'll come back to some of these other issues that you've raised here. Larry Williams' work, of course, needed to be grant-funded. It needed funding and I guess to the extent that he was working on the World Bank issues, and I'm not sure how clean it was in terms of what he was able to do with lobbying and record keeping because it's gotten a lot more complicated since those days. He basically needed grant funding for a lot of this work. Ultimately, probably because of his success, other organizations became fairly well known in this area as well, and Larry worked with them, but also, the funding sort of got split around, and we didn't have the funding that we needed. We finally lost the funding for those programs and at this point we do not have a major, multilateral development bank program. The International Program has been

wanting to sort of say this has been part of the now historical development of the club's International Program, but we really don't have a major role in that at this point.

New International Focuses

Lage: So this effort to influence the World Bank had to be dropped as a focus. Did you lose Larry, too?

R. Cellarius: Yes, Larry sort of retired.

Lage: This is a new development, I'm assuming, within the last few years?

R. Cellarius: Yes. He retired about two or three years ago. While he was still there, though, he hired a young man named Steve Mills. Steve got interested in what was going on, I think it was in Nigeria, with the fact that there was a fellow by the name of Ken Saro-Wiwa, who was an environmental activist against Shell Oil and complaining about what had happened. You know, what was going on with-- Ken Saro-Wiwa was ultimately imprisoned for his environmental protection activities and was executed. The Sierra Club had a major campaign against Shell Oil and the protection of him. Also, before that, again in--it would have been in, around the late eighties, Chico Mendes, who was a rubber tapper in Brazil, an activist, was also assassinated. The Sierra Club now gives a Chico Mendes award to folks who are being persecuted internationally for their environmental protection work.

Lage: Was that Steve Mills?

R. Cellarius: Steve Mills basically developed that program, got money from the Goldman Foundation, and that's been a major focus now of the staff program. The other major program that is international is the Responsible Trade Program, worrying about what's happening with GATT [General Agreement on Trade and Tariffs], and World Trade Organization, and NAFTA [North American Free Trade Agreement], and so on. That's been headed up by Dan Seligman.

There are two other pieces that are really considered part of the International Program. Larry, when he was director, had the human rights, the trade, and population. There's always been a separate Population Committee that has not had a close relationship to the International Committee. The trade and human rights programs initially had a volunteer oversight committee, campaign steering committee, which were under the International Committee. When the whole conservation structure got restructured, those programs, because they were grant-funded and fairly visible, were given sort of a priority program status by the board. Those two program committees now report to the Sustainable Planet Strategy Team so, in a sense, the International Committee lost the oversight of those.

Lage: Two important International Programs--

R. Cellarius: Right, and in principal, I think the International Committee still has, in theory, the policy making role there, but most of it is strategy and implementation of the programs as

opposed to policy. There's been more and more separation. This is very recent. This is in the last three or four years.

Lage: I think you discussed the restructuring of the volunteer structure a little bit last time.

R. Cellarius: Yes, yes. When Mike McCloskey became chairman he got out of San Francisco, went to Washington, partially to leave room, to not be looking over the executive director's shoulder. His office was up there, up in the penthouse, sort of, of the club's Washington office, where Larry and the International Program worked. You know, he had a major impact on and guided Larry in some of these things.

International Conferences & Issues: the IUCN

R. Cellarius: Of course, all this time, the club was very active in a variety of international organizations, particularly IUCN, International Union for the Conservation of Nature. We probably have had a delegation--we've probably been a member of IUCN since the 1970s. We are an international member of IUCN by virtue of having members in both the U.S. and Canada. We meet the international criteria for IUCN.

I was just looking through some of Sandy Tepfer's papers, because I had a box from him, and I just said, "Well, what am I doing with this box?" It turns out he went to an IUCN meeting in Madrid and in New Zealand in the seventies as I recall. Maybe--yes. I think he probably had the title of international vice president at the time. He was chair of the International Committee around 1975. I was chair '85, '86 and '95 to--

Lage: Ed Wayburn was also chair.

R. Cellarius: Well, Ed's been chair on and off. Actually Ed is not--in the early years, Sandy, Ray Sherwin, Nick Robinson, myself, have been chairs of the committee. Ed was not actually chair of the international--to my recollection, was not chair of the International Committee until the nineties, when he began to get more interested in international affairs. He has been, of course, very active in the IUCN parks commission, which is now called the World Commission on Protected Areas.

Lage: I see, and that's part of IUCN?

R. Cellarius: That's IUCN.

Lage: What is IUCN?

R. Cellarius: IUCN is the International Union for the Conservation of Nature and in 1990 in Perth, they sort of said, "That's too big a name, so we would like to be also known as IUCN, the World Conservation Union.

Lage: I see.

R. Cellarius: That's one of the things that happened in Perth when we were there.

Lage: But are they a group of other organizations?

R. Cellarius: It is a very complex organization. Its membership is made up of nongovernmental organizations from around the world and states. The U.S. is a member and I think that various departments, like the Department of the Interior, and so on, are also somehow secondary members through the U.S. membership. There are two houses to this organization. There's the governmental house and the non-governmental house, and they hold a convention every three to four years, an assembly of some sort. They keep changing the name, what they call it. Roughly every three years--I think the next one may be four years from the last one--it's a little bit complicated. In between, the affairs of IUCN are run by a council. Members of the council are from various regions. I guess it's North America and the Caribbean. Mexico is not part of that. There's a Central American, South American--

##

R. Cellarius: I'm not sure I can name them, but there's a commission on education, a commission on parks and protected areas [World Commission on Protected Areas], a Species Survival Commission. There's a social policy commission, now currently it's called the Commission on Environmental, Economic and Social Policy, CEESP, and well, the Environmental Law Commission. There's one more that I don't remember off the top of my head [Commission on Ecosystem Management]. We have actually had a fairly major role in some of those commissions. Ted Trzyna, whose name you may or may not know, who was--I think he may actually have been a chair of the International Committee at some point--works now in Sacramento for an institute that he sort of created--was chair of the social policy commission for a while, a couple years.

Lage: Do they produce papers?

R. Cellarius: These are how individual volunteers, particularly scientists, participate in the affairs of the IUCN. They produce papers; the Species Survival Commission puts out the red books for listing endangered species. The parks commission sets standards for protected areas. They have a whole bunch of classes for protected areas. Some of them hold regular conferences, but they basically sponsor international work by a variety of scientists. The International Law Commission has a major office, set of offices in Germany somewhere, and they do a lot in terms of looking at international environmental law, guiding states and developing international environmental laws and so on. In addition to these volunteer commission structures, there is a major secretariat in Gland, Switzerland, and they have offices around the world. There's an IUCN office in Washington [D.C.], for example.

Lage: How is it funded?

R. Cellarius: It's funded primarily by member dues and I would imagine the states pay a fair amount. U.S. probably pays a fair amount. They probably have grants for some of their research projects. They don't have a lot of projects in North America and the U.S., but in developing countries they have a lot of projects in terms of helping various communities in environmental protection kinds of projects. These are probably, at some point, a bit idiosyncratic in the sense that they are dependent on which members of the commission bring stuff to them. Probably around 1980, the IUCN produced a document called "The World Conservation Strategy." At Perth we had major discussions on sort of a revision

and rewriting of “the World Conservation Strategy” and they produced a book called *Living on the Earth: A Guide for Sustainable Living*, or something like that--or taking care? I forget what it was. [*Caring for the Earth: A Strategy for Sustainable Living*].

I should know because one of the things that I did at Perth was sit in on the discussions of the draft document. The original title was *Living on the World* or *Taking Care of the World*, and I said that it should be *Taking Care of the Earth*. It had a little bit different connotation and that’s how it ended up. I’ve never quite figured out whether I got credit for that or not, or should take credit for that. But, as a result, I became a member of that commission for a couple of years. I didn’t do much, much to Ted Trzyna, who was chair at the time’s, chagrin. But--

Lage: You mean the commission as a whole?

R. Cellarius: I didn’t do much work with the commission. I never could quite figure out how it could fit in with the kinds of stuff that I was doing, but--

Lage: Did the different governments have active representatives on these commissions that affect the vote?

R. Cellarius: No. The commissions tend to be volunteers. The governments probably have influence in who gets elected to the various council positions. Oh, also the council includes the six chairs of the commissions so that Nick Robinson, for example, is an IUCN councillor as well. The council--there’s an executive director and a president. At these triennial conferences, the president, the chairs of the commissions, and the members of the council are all elected by an elaborate voting process.

Lage: Does this balance out the power between the different parts of the world?

R. Cellarius: You essentially have to get support from both houses of the union.

Lage: When you say both houses, do you mean the NGO [Nongovernmental Organization] and the governmental house?

R. Cellarius: The NGO and the governmental house. One of the things that happens at these meetings is that there are resolutions submitted by the council and the secretariat, which is the staff of IUCN, usually dealing with the business end of the budget and program. They had, actually, a major program document in this last one at Amman, Jordan, sort of saying, “This is laying out a set of things that IUCN would like to do.” In addition, various members present resolutions to be adopted by the commission which essentially says, “Here’s the World Conservation Organization that says this area should be protected,” or, you know, has some comment.

Sierra Club has usually been very effective in getting good resolutions passed and bad resolutions not passed. Also, one of the things that happens is that there are groups like hunters groups or the fur trade groups who essentially tried to get membership in IUCN. Mike McCloskey has always been one of those who has been very careful about reading between the lines of these folks and saying, “No, these folks are not appropriate to get into IUCN.”

- Lage: Then he would lobby the secretariat?
- R. Cellarius: Well, it's the council that ultimately admits folks and some of this would happen at the meetings, but I think, more and more, the council admits these folks. But we get a list of folks who have applied for membership in IUCN and any member can essentially raise concerns about an applicant.
- So there's this whole gamut of resolutions, and at the meeting there's some process by which they try to negotiate and clarify the meetings. But there are these resolutions, so that by the time they get to the floor, there's not a lot of controversy. They can't always avoid that, but they do their best to avoid controversy on the floor of the session. I don't remember exactly how it worked in Perth. I do remember that Mike was sort of the organizer of an NGO caucus, at least an English-speaking NGO caucus in Perth, where we would meet at eight o'clock in the morning, just before the sessions began, to sort of trade information about the various council candidates. You know, what are the folks in Africa saying, and who are the good environmental councillors, and who are the folks who are not the good environmental councillors, and so on.
- Lage: Now, when you say English-speaking that brings up all the questions about--?
- R. Cellarius: Well, there are actually now, I think, four official languages for IUCN and they produce documents in English, French, Spanish, and now, as of the Amman conference, Arabic.
- Lage: But not Chinese?
- R. Cellarius: But not Chinese and not Russian.
- Lage: How strongly is the Third World represented in these?
- R. Cellarius: Fairly well. Quite well. A lot of African groups, a good number of folks, of groups from South America. You know, I suppose because of the nature of the political system in the Soviet Union and in China, you don't have many nongovernmental organizations, so you have the governments as members. I think China's a member. I'm sure they must be. Australia, Europe, North America, Central America is where you have the nongovernmental groups.
- Lage: Not so much South America?
- R. Cellarius: South America, yes, there's South America. The current president, for example, is Yolanda Kakabadse [Navarro], from Ecuador, and I've known her for years. She was very active in, or knew well the people who organized the Globescope, the Global Tomorrow Coalition. They had various conferences. They had a Globescope conference in Portland that I went to and Yolanda was one of the speakers. She is now president of IUCN. Presidents have come from--well, she's from Ecuador--from India, and I don't remember. There's one in-between, but they often come from, you know, not from the white, Eurocentric kinds of positions, although--
- Lage: Are there tensions along those lines?

R. Cellarius: No, not really. There was a big flap in Amman about whether or not Arabic should be a language, as you can imagine, because all of the Arabic speakers were adamant that they needed Arabic. But the issues seem to be more political and between conservative, political, governmental regulated kinds of issues and more radical, environmental kinds of positions. So the environmentalists, the folks like the Sierra Club would say, "Who are the strongest environmental candidates?" as opposed to governmentally supported candidates that sort of toe the governmental line for the council and things like that.

Lage: From whatever government.

R. Cellarius: That's right.

Lage: Do you find yourself opposing the United States government candidates at all?

R. Cellarius: Well, you see there are usually only a couple of candidates from each region. The candidates are usually not, to my knowledge--I just don't recall that the candidates are ever governmental delegates. The candidates and councillors may actually not be delegates of a particular organization. But you learn from your colleagues in other organizations who are the folks that are more tied to the government and governmental positions.

There's a big battle in Australia. There was an Australian who was just not held in very high esteem by the folks like the Australian Wilderness Society and people we talked to. Ultimately, we managed to get a lady from the Wilderness Society onto the council rather than--I think we actually defeated an incumbent candidate who was much more toeing the governmental line and was not really as strong an environmental protectionist as we would like. So, there's a lot of this sort of behind the scenes talking, of folks sort of negot[iating]-- you talk to who, and you talk to this, and who talked to whom, and--

Lage: Ear to the ground?

R. Cellarius: Yes. It really is a lot of that kind of conversation.

Lage: And this is all at the conference, not in between?

R. Cellarius: This almost all happens [at the conference], because you don't get the names until virtually you get to the conference sometimes or just before the meeting begins. So you have these elections going on, and you also have the negotiations over the resolutions. What they did in Amman, and I'm pretty sure they didn't have such an elaborate process in Perth, but anybody who felt that they had some concerns about a resolution could identify that that was a concern, and they set up a sort of a conference group. These were ad hoc groups. They set up a time for folks to come in, and they actually had people who were facilitating and with computers to sort of do any wordsmithing and that sort of thing. They would have these groups that would get together and they were ad hoc. Anybody could come in and sort of argue a position one way or another. It generally tended to be a consensus process of changing the wording of a resolution.

Lage: Has the club opposed anything really strongly?

R. Cellarius: Oh, yes! Oh, absolutely. There were resolutions that would come in that smelled very developmental. They tended to be from people who were from the fisheries community, or the fur community and this sort of thing. I can't give you specifics off the top of my--

Lage: They may be NGOs or--

R. Cellarius: These are NGOs. The governments tended not to bring in the resolutions. They would generally come from the NGOs, but there were NGOs who were with the fur trade, or the fisheries, or that sort of thing that would try to get something through that was just not acceptable. A number of things just would get voted down and maybe not even see the light of day once they--or get so, so modified. Each resolution has a prime sponsor, but you have to have somewhere between three to five--I think it may be as many as five--other members of IUCN and other organizations who will cosponsor your resolution before it will actually get on. You can't just dump something in. You really have to do a little bit of work to get some cosponsorship.

Sierra Club--I was just beginning to understand this process, so I don't remember whether we had any resolutions in Perth. One of the main things on the agenda in Perth was some basic philosophical statements about the direction of IUCN. Mike McCloskey claims that I paid a lot of attention to what was said and had a major role in shaping some of the wording the way it should be. It was hard to get recognized on the floor sometimes. In Perth, we had a big card, and if you wanted to say something, you held your card up and the president would recognize your number if he could read it.

Lage: And you are a number; you're not the Sierra Club?

R. Cellarius: Well, no, but one of the tricks, of course, is you get yourself known as the Sierra Club and so when he sees the number up here, and he sees who's holding it, then he knows it's the Sierra Club.

Lage: That's more likely to be recognized, or less likely? [laughs]

R. Cellarius: Well, it depends, but I think with a little bit of help from Mike and saying the right things, I got to know the president and Martin Holdgate [Director General of IUCN]. You know, just by asking questions, when these things come up, I just was recognized on some of this stuff. In Amman, we had a different system. More high tech. Each delegation, you may have three or four folks on the delegation, but you only had one speaker's card, and this was a little plastic card like this with a chip embedded in it.

Lage: Like a credit card.

R. Cellarius: Like a credit card, but it had a chip in it, and the chip had information about the organization. You went up, and they had microphones around and you stuck your card in this machine to be recognized. So they would get up there and they were around different places in the room, but you know, they were prioritized, I guess, by when you stuck your card in.

Lage: So the Sierra Club would have to stick together?

R. Cellarius: Oh, yes. We always sat together. Sometimes somebody said, "I want to speak about this," and so on. But again, the president had a little bit of control over who she would let speak and who she'd recognize and not recognize, but not a lot because all the list of folks who wanted to speak appeared on this big screen.

But there were times when she said, "The Sierra Club's part of this resolution," or something, so we were among the folks who were, I think, recognized as being responsible participants in the discussion. There was some guy from one of the U.S. groups that was just a pain in the butt, because every time he had to get up and say something about everything. I think he was not well-respected as a result of getting up--. People didn't particularly listen to him. They just said, "Okay, turn him off!"

Lage: How many U.S. NGOs are there?

R. Cellarius: It's on the order of a hundred to two hundred. There are something like, probably forty or fifty international members who are based in the United States, like the Sierra Club.

Lage: I see.

R. Cellarius: So it's a big meeting. It's a big meeting.

Lage: Was it controversial to add Arabic? Did they delete something, or just add?

R. Cellarius: It was just added, and I think the issue was primarily the expense, what it would cost to add one more language and do the translation and that sort of thing; that was the major issue there.

Well, I've spent a lot of time talking about IUCN. The Sierra Club--in Amman, as I said, I don't remember if we had resolutions that we submitted for Perth. There have been a couple of others. Since Perth, there was one in Montreal, would have been in roughly 1996 or so, and we had a fairly large delegation. A large number of folks there and officially your delegation has got to be something like three people. We actually managed to get, I think, five in for Amman by request because we wanted an international delegation. We wanted Mike on the delegation. He's sort of trying to reduce his involvement but we wanted him as a guide on this one, for one last time.

Lage: Is he the one that has the most knowledge?

R. Cellarius: Well, he's the most experienced and certainly the most knowledgeable--how to get involved in the various discussions, how to arrange, how to get talking to folks, and that sort of thing. Once you get to the meetings, you get to know the folks because some of the same folks appear at the various discussions and the commissions tend to have meetings at these things, too. You have these meetings and by people getting up and speaking and making comments, and you interact with folks during the sessions and afterward. You get to know a number of people and know what's going on and know who you can trust and who you can listen to.

I'd had a major role, I think, in Amman in the survival of the Commission on Environmental, Economic, and Social Policy because there was a strong move by the council, or the secretariat, to get rid of it because they thought that it wasn't doing much.

The chair of the commission [Tariq Banuri] was from, well--I don't know what country he was from [Pakistan]. He was actually working in the U.S. The new chair of the commission is Iranian, interestingly enough. But there was real concern about whether the commission was doing anything, doing worthwhile projects, and so on. As I say, there was a big move to get rid of it, but there were a couple of resolutions which I actually ended up de facto chairing a meeting where they sort of worked through some of this stuff because nobody else showed up to chair it. [laughs] So that's how you get to be known.

Lage: Well your experience in the Sierra Club seems very apt to this.

R. Cellarius: Oh, yes. Yes. In Amman, we decided that we would only offer one resolution, and that was on human rights. That survived some editing quite well, and we had the support of the United States delegation on that. That went through very well. We figured out how to word the resolution so that it not only had a statement of policy, but also called on the IUCN director general to let the world know when there were people who were being persecuted for protecting their environment.

Lage: So specifically related to environmental issues?

R. Cellarius: Yes, it was human rights and the environment, saying that people should have a right to speak out to protect their environment and that if folks are being persecuted, people should know about it and IUCN should have a role in letting this be known. That was the resolution that we got through and that--. Of course, the U.S. delegation was still a Clinton delegation. It turns out that the head of the delegation was somebody who used to work for the Sierra Club, Brooks Yeager, so we had his support and his advice on how to really make it a little more palatable resolution.

Lage: Do issues like global warming get taken up?

R. Cellarius: Oh, yes. Absolutely.

Lage: So the whole range of environmental issues?

R. Cellarius: Yes.

Lage: Broadly defined, not just nature--

R. Cellarius: Oh, absolutely. Oh, yes.

Lage: --biodiversity, and--

R. Cellarius: Pollution, and fisheries protection.

Lage: Population?

R. Cellarius: Population.

Lage: Is that a controversial one?

R. Cellarius: I don't remember that there was particular issues on population. I think that there may have been some migration issues, that, of course, are always a problem. But I don't remember. I think people may have just been holding back. There are other conferences, of course, on population stuff, and I don't remember population, at this point, being an issue.

Tensions around Park and Wilderness Concepts in the Third World

Lage: Do you sense feelings of resentment towards the United States and its wealth and profligate use of resources? Does that come up?

R. Cellarius: I don't see that and I think it's--I think there's probably some of that, but I don't think the environmental groups like the Sierra Club, that are really speaking out for conservation, for reducing resource use and that sort of thing--I think that we're respected for being in a position for saying, "We need to protect these things."

Lage: Yes.

R. Cellarius: The one place where I think the U.S. and the Sierra Club has probably taken the most heat in some of these conferences is in the area of protected areas, our national parks and wilderness concepts because in so many parts of the world, they are inhabited, and, frankly, people like Ed Wayburn really say that you need to keep people out of these areas. And yet, how do you deal with the fact that people are there, living in them already? In places like the parks commission, the World Commission on Protected Areas, which is what it's now called, that is an issue. Ed, apparently was very successful in getting them to recognize wilderness as an appropriate protected area category. But I think in many conferences that's been the problem, of how do you deal with trying to protect an area where there are people living in it, and indigenous cultures.

Lage: If Ed takes that position, I'm assuming that's the club position. Does that get talked about and hashed out in the International Committee, or at the board level?

R. Cellarius: We don't really--it's a good question. The answer is that I don't know of those conversations. They may take place when we have folks at conferences like the World Parks Conference or the World Wilderness Conference, or that sort of thing, where these issues do come up.

Lage: And are those conferences subsidiary to the IUCN?

R. Cellarius: Some of them are. Some of them are independent.

Lage: I've never gotten them all straight. I've heard Ed talk about them, but--

R. Cellarius: Actually, I think that the World Parks Congress is run by the parks commission. The World Wilderness Congress, I think, is not.

##

R. Cellarius: I think the parks congress is put on by the World Commission on Protected Areas. I think the World Wilderness Congress--and there was just one in South Africa last fall--is independent of that. And who? There's a group that puts it on.

Lage: We don't need to figure that one out, but I do think that question of how the policy is--

R. Cellarius: But you're quite right, and the Sierra Club has been very much involved in those. In fact, I saw something--I just submitted a nomination of Ed for an international award and so I looked at some of this stuff. He apparently was very much involved in adding the concept of wilderness to the protected areas thing, and also was very much involved in upgrading the general tone of the World Wilderness Conference series. So, the club's been involved in those. I think the Sierra Club, as a whole, has not been--and even in the International Committee--to my recollection, we've not had major conversations about the purity of wilderness and how we deal with the problem in these international forums. It's interesting that you ask that, but I don't recall those kinds of conversations.

Lage: It's sort of where it intersects with environmental justice issues.

R. Cellarius: Yes. Yes, and I think there's beginning to be more of a realization. It certainly is something that I realize, that you just can't go in and say this is pure.

Lage: When did those kinds of things begin to come into your consciousness? Has it been fairly recently that it's brought to people's attentions?

R. Cellarius: Oh, I think the very specific place I had the most clear recognition was when the foundation board of trustees had its meeting in Costa Rica. We had our tour guide, who was employed by the--the folks who we contracted with to take us around was more of an ecological touring outfit down in, an eco-tour group down in Georgia, as I recall, Atlanta. I don't remember the name. But they had a tour guide, who was an English speaking tour guide, turned out he also, independent of his tour guide work, worked with an environmental group in Costa Rica. He was telling us about how Costa Rica was really developing national parks, but also recognizing that there need to be buffer areas around the parks where people are living and trying to retain these buffer areas, in a way, by educating the folks who lived in these areas how to still make a living without tearing down the forest and so on. So that was probably the first very specific recognition that I had that this was a basic problem. How do you deal with this in those areas? Since then, as I've gotten more understanding of the whole human rights issues and that sort of thing, it's certainly clear that--and I don't know where Ed is on this, although I think he still thinks that there's purity and the like. I don't know to what extent he accepts the idea that there are people living in these areas.

Just a couple of years ago, we had--one of the things that Larry Williams was working on, and one of the reasons why he essentially retired from the Sierra Club International Committee, International Program, when he did, was he was working with somebody who was interested in developing an organic, indigenous coffee supply from someplace in Africa. I forget exactly where it was. I'll think about it. I think it was Uganda. The idea was that there was a national park where folks were living on the outside, and the people were harvesting the coffee beans from a very diversified forest, where there were, in a sense, natural coffee trees. I don't know to what extent they were feral or had been planted, but they were not a coffee plantation, per se. But they were, you know, within the

park and so their proposal was to have the local communities harvest the beans from the park. The park would get some of the income from the sale of the beans. The community would also get some income from harvesting and selling them. It would be considered a high grade, organic coffee--very natural organic, natural grown coffee. The proposal was that the Sierra Club would somehow sponsor this. It got a little confusing because Larry was working with the fellow who was promoting this whole idea.

Lage: This is Larry Williams?

R. Cellarius: Larry Williams. He saw this as a way of getting some income by advising on behalf of the Sierra Club how this would all go forward. Well, this was brought to the International Committee because it involved using the Sierra Club name and [there was] a lot of controversy in the Sierra Club, in the International Committee, about it from two standpoints. One was trying to get a sense to what extent was this a commercial use of the Sierra Club name and were we just endorsing somebody, endorsing a product, as the Sierra Club endorsement of this, which is, in a sense, what they wanted. The other issue which was raised was--and the combination of these shut it down--the other issue raised was, is it appropriate to bring this essentially rural or indigenous community into the capitalist system by essentially encouraging them to pick and sell the coffee and so on? We had one member of the committee that was just adamantly against this whole idea for that reason, that he just said it was not our responsibility to bring these folks into the twenty-first century.

Lage: Not a responsibility, or it would actually be detrimental?

R. Cellarius: It was actually irresponsible, irresponsible to do that, and he would not support it.

Lage: Now, what about the issue of should people be using the national parks for commercial ventures?

R. Cellarius: That was a piece of it, but the argument was that it helped the park. It was a natural product that would otherwise go to waste and so on.

Lage: So it was a natural product, not planted.

R. Cellarius: It was not planted. It was considered a natural product in the park, so you were making use of this--

Lage: Like picking berries.

R. Cellarius: --and that was, of course, part of the issue. How pure did you want your sense of the park to be? This, apparently, was one of the more forward-looking parks in terms of park protection kinds of issues, not commercialization, but because some of the profit would go to the park itself for additional protection projects in the park, it had that merit, too. The International Committee ultimately voted five to four, something like this, a very close vote, to recommend that the club move forward with this. Larry thought that with the controversy and having to go to the board and everything, that he just sort of said, "I don't want to pursue this anymore." And he was counting on it as a source of income for himself.

- Lage: Was this after he retired?
- R. Cellarius: Yes, I think he'd actually quit at that point.
- Lage: Did anybody think that was kind of a conflict of interest as well?
- R. Cellarius: Well, he was not--yes. He was pretty clear about that. He presented it to us, and I think that he did not participate in the vote, for example, but he was there telling us about it. When he retired or resigned or quit his job for the Sierra Club, Ed immediately said, "I'm going to appoint you to the committee." [laughter]
- Lage: Okay, I see. So then you can't volunteer?
- R. Cellarius: Larry was not happy about that but did it anyway. You know, you don't say "no" to Ed Wayburn, so he just was on the committee. He's still on the committee.
- Lage: Now, how did you vote on that one? Do you remember? Was this when you were chairman?
- R. Cellarius: Well, by the time we got to that point, I was the chair of the committee, and I don't remember if I voted or not. I would have voted to support the idea. It looked worthwhile to me.
- Lage: The commercial use of the name didn't bother you?
- R. Cellarius: No, not the way it was being set up because we were essentially to--it was a very difficult thing. The club was being asked to certify the organic and natural nature of the coffee, which would mean that we would go to, or Larry would go to Uganda and see what was going on. It was not a Sierra Club certification of the coffee itself as much as the assertion of what its source was. Of course, this is very subtle, right? I think that that was part of it. But I thought it was an interesting idea and--. But Larry, you know, in a sense, is still suffering because he didn't get anything out of this and it's--I don't know where the project is, but he certainly doesn't have that kind of involvement now. I don't know if it would have gotten him much income, but it doesn't get him any, so that's a problem.
- Lage: Was he at retirement age?
- R. Cellarius: Roughly. I think he was--it was a relatively early retirement--but I think that he was getting worn out. Working the halls of Congress and those legislative--you know, working inside the beltway can be very wearing.
- Lage: Yes.
- R. Cellarius: Going to lots of meetings and that sort of thing. So no, he just retired. I don't know how old he is. I guess he's probably--he's about my age. Yes.

The Role of the International Committee: the Question of Sierra Clubs outside the U.S.

- Lage: Now, let's see. Let's think more about the International Committee here.
- R. Cellarius: Okay.
- Lage: How do you select priorities and how do you get more club support for international issues?
- R. Cellarius: The International Program, which is what we can actually do to any great extent, is funded virtually all by grants.
- Lage: I think you talked about this last time.
- R. Cellarius: Yes.
- Lage: The grant-driven section?
- R. Cellarius: Yes.
- Lage: And then the committee doesn't really oversee that?
- R. Cellarius: And the committee doesn't oversee that, but it sort of says, "This is the direction that we want to go." The staff sort of also--as I said with, for example, Steve Mills, taking on this and getting grants for it, and that sort of thing.
- Lage: But did he first come to the International Committee and say, "This is my idea. I'd like to get grants for it?"
- R. Cellarius: Can't answer the question. I don't know the basis on which he was originally hired to work. He was first hired by the Washington office as just sort of a lackey, almost the story of John DeCock's rise from the mail room in the Sierra Club.
- Lage: [laughs] To the head of the foundation.
- R. Cellarius: Head of the foundation. But, I think he was there as sort of an office boy. He may have gone back, and he may have done this while he was in school, and then gone back. But somehow he got involved with some project with Larry, and I suspect that he saw a need, and they managed to get grants for it. The committee does have a set of priorities, which we talk about, things we'd like to do. We don't have funding for them. My experience has been that for the last--well, certainly-- Well, Ed was chair, and now in my chairmanship, we submit a budget proposal to the system, which in this case goes through the Sustainable Planet Strategy Team, the CGC [Conservation Governance Committee], the Finance Committee, and to the board.

For the last, oh, five, six, seven years, the budget of the International Committee itself has been relatively constant. We spend our money on meetings. We hold two meetings a year, which involves talking about where the program should go, getting reports on what

activities are going on. Those are basically how we talk about what kinds of things we would like to do, what issues there are. We also have resolutions. People come to us and say, "We would like you to support this problem, or the efforts of this NGO in Uganda not to have a cow farm on the slopes of--" you know, whatever.

Lage: Is this something that is a likely resolution?

R. Cellarius: We don't get a lot of these, and some of them are broader issues. We have some members of the committee who are very active on particular issues. For example, Judy Olmer is a member of the committee, former CIA employee, as I recall. [chuckling] We do like to have folks who have some sort of international experience. Her particular interest is in whales, and the International Whaling Commission, and that sort of thing. She has really taken over the whaling issue for the club from Maxine McCloskey. She has attended two or three IWC meetings, International Whaling Commission meetings. We have paid, or in cooperation with the Marine Committee, paid her registration for those.

Lage: Through the committee budget?

R. Cellarius: Through the committee budget. She has generally gone on her own dime or frequent flyer tickets or something like that. She's not going to the current IWC meeting, but she keeps up with what's going on. We've had one whaling issue in the club, which is very interesting, that she sort of guided us on, but the International Committee had to decide, and that is the Macah tribe up in the northwest corner of Washington state has asserted that they have a right to whale. That's part of their tribal treaty rights, so they applied, with the U.S. government's support, to the International Whaling Commission for the right to take five grey whales as part of their treaty rights. They would have to get approval from the IWC to do this, and, of course, there are lots of whaling activists who say, "This is just not anything we can support." It's a big fight in the Cascade Chapter, which is in Washington state, because of the claim that this is an indigenous right, and they just want to take a few, and this particular species is not an endangered species. The club finally said, "We will take no position on this." That was a discussion, a long discussion, we had in the International Committee because there are some people who are adamant that you shouldn't take any whales at all. To say nothing was not appropriate, but the tension between the indigenous rights, the treaty rights, and the like has really--

Lage: So this question comes up a lot?

R. Cellarius: Yes. This is the kind of policy thing that the International Committee does work on.

Lage: Does your recommendation go forth to the board?

R. Cellarius: In most--well, I don't remember how--. Sometimes I think it's recognizing the International Committee has the authority to act on these. You know, if you're saying that we're not going to take any position, then there's no resolution that needs to go forward. But, going back to the budget, how we operate, I was just going to say that both Ed Wayburn and I subsequently, we get asked to put forward a base-level budget and then sort of an enhancement budget: "If you had this money, what would you do with it, what kind of projects would you do?" For the last five or six years--I don't know how far back it goes--our actual budget appropriation, so to speak, has been constant. All it's been able to fund has been committee meetings. We pay dues to some organizations. The dues for

IUCN do not come out of the committee budget, but some of the volunteer travel to the IUCN meetings, for example, Judy Olmer's registration for the IWC meetings.

We've had one of our members, who's now on the CGC, Michael Gregory, has been very active in the international POPs network. POPs is persistent organic pollutants, okay--polluting substances, or something like that. These are things like DDT and there's a whole list of these chemicals. Michael has been very much involved in watching the treaty negotiations, working with the international POPs network and that sort of thing. He has gone to several of these international meetings, and we've helped fund those as well, out of our budget, his travel to those.

So those are the kinds that we still pay for, and they are, in a sense, projects of individual committee members. Donations--there's an Antarctic coalition that we are members of. We pay dues to that, and we get reports from them and support their efforts and the like. So with a ten thousand dollar budget a year we can--

Lage: You don't run programs?

R. Cellarius: We don't run a program per se, other than trying to get folks to meetings and the like. We do advise the board on a variety of issues. We've got several issues, for example, that have come to us this year. One is the issue of should the Sierra Club expand internationally, as I said earlier--before we turned on the tape, that the San Diego chapter, a year ago, indicated they would like to form a group in Baja California. I'm not sure that they asked us, but the International Committee pointed out to the board that we have had a policy in the International Committee guidelines, for a long time, that we would not expand outside North America, and it was really not appropriate for this group to be established. That precipitated a request from the board. Actually, the board had its retreat before their organizational meeting a year ago. The one that just started today, that's corresponding to the one a year ago, actually said, "Okay, well, we really need to look at this, and we need to have a study made of what other organizations are doing, what the club has been doing, and then, recommendations." So the International Committee did that. The board didn't really say who should do it, but the International Committee said, "We'll do it," and finally started working on it.

One person who was working on trying to find out what other organizations were doing just couldn't quite pull it together in terms of conceptually what needed to be done. Ultimately he didn't do it, which, I'm sorry, but he didn't. But, we've always had this idea that the best way of relating to other organizations was through some sort of an exchange of letters and that would define an exchange of people, mutual support of positions, and that sort of thing.

Lage: Instead of?

R. Cellarius: Instead of formal Sierra Club membership in these other places.

Lage: Now, is that a Sierra Club bylaw?

R. Cellarius: It has been a policy that has been adopted by the board, and it was adopted by the board in what's called the International Committee Guidelines.

- Lage: I see.
- R. Cellarius: It says that the Sierra Club shall not establish groups outside North America. The implication, I think, was U.S. and Canada. To what extent they were thinking about Mexico, as included or not included, I don't know.
- Lage: Has that become an issue, is Mexico North America, or Central America?
- R. Cellarius: Well, the issue has become more explicit because the International Committee had its meeting a month ago, passed a resolution which recommended to the board just taking that section out of the guidelines and putting in a straight board policy saying that the Sierra Club will not establish chapters outside the United States and its territories and will not license Sierra Clubs outside, other than Sierra Club of Canada, which is too far along to say there's going to be no Sierra Club of Canada. So we're not even worrying about the North American definition. The resolution just refers to chapters only in the U.S., and only one licensee, Sierra Club of Canada, and in all other countries we would have letters of understanding; that would be the nature of our relationship.
- Lage: I'm assuming you are in favor of that.
- R. Cellarius: Oh, absolutely.
- Lage: I get it in your voice.
- R. Cellarius: I wrote the resolution! I drafted the resolution. [laughter]
- Lage: Why do you have those feelings?
- R. Cellarius: It's because--and this gets us into one of the other stories--it is because of the nature of what I believe, and I think the evidence is, that the Sierra Club should be and the difficulties that we've had in assuring that, in fact, Sierra Club of Canada was organized this way. Sierra Club of Canada, can I move into that?
- Lage: Yes, I think we're ready to move into that.

Negotiating the Status of the Sierra Club of Canada

- R. Cellarius: Sierra Club of Canada started in--well, in 1954, the Pacific Northwest Chapter was established by the board and it included Alaska and British Columbia, along with the states of Oregon, Washington, Idaho, and, I presume, Montana. I'm pretty sure that's the case. And certainly British Columbia. We had members in British Columbia. The Executive Committee of the Northwest Chapter, I think, has Canadians on it at various times. In 1969, the Canadian leadership in British Columbia formally incorporated the Sierra Club of British Columbia and then told the board of directors they'd done it.

Now, the Sierra Club--those were days when you didn't worry so much about trademark registration, so I'm not sure that the Sierra Club name was registered in Canada at that

point. The board found out about it a few weeks or months later and essentially then authorized the British Columbia chapter, or the British Columbia group of the Pacific Northwest Chapter. One of the two--I don't know which one of the two. Shortly thereafter, folks in the province of Ontario, which was considered part of the Atlantic Chapter, if I remember correctly, did the same thing. They created the Sierra Club of Ontario--and, again, without telling the board they were going to do it.

Lage: Or asking.

R. Cellarius: Or asking. They just did it.

Lage: You don't create chapters in this country without board approval.

R. Cellarius: They were recognized as part of the Sierra Club, in the sense that they were--like in British Columbia, it was part of the Pacific Northwest Chapter. In Ontario, it was part of Atlantic Chapter. They were related to it. The issue was the incorporation, which, at one level made sense because the Sierra Club was a U.S. corporation. If they wanted to really have legal status in Canada, they felt they needed to incorporate and protect their rights in Canada. Ultimately what happened was that I think the board recognized both the B.C. chapter and the Ontario chapter as separate chapters of the Club. The B.C. chapter actually became the Western Canada Chapter of the club.

Slowly but surely the Canadians began to talk to each other across the country. There was a Canadian conference. There was--I'm not sure if I have that exact name. There was a Canadian RCC, with representatives from the various chapters. I think what happened was that there was the Western Canada chapter split into the B.C. Chapter and--what is it? Prairie Chapter, something like that. And then there's the Eastern Canada Chapter. I don't remember all the history there, but we ended up having recognized chapters in Canada with the same status as U.S. chapters. Ultimately, beginning about 1980, as I recall, we had an agreement with the Canadian chapters as to what the relationships would be because they had this incorporation. They were concerned about the fact that because of the difference in exchange rates that the Canadians were paying they could not afford full Sierra Club membership and so on. They were concerned about who had the authority to make conservation policy in Canada; so there was an agreement, roughly 1980, '82, something like that, that was signed by a whole bunch of folks, including some representatives of the various Canadian chapters, and the secretary, or president of the club, and that sort of thing.

##

R. Cellarius: They formed an RCC, and I think Sierra Club of Ontario changed its name to become Sierra Club of Canada, or else--well, in 1992, maybe they--. They had a Canadian committee and they had a Canadian national committee, which was made up of representatives of the various chapters and they incorporated Sierra Club of Canada federally. The other two were incorporated in the provinces.

I think what happened was, and I've just seen this history, the Sierra Club of British Columbia changed its name to the Sierra Club, officially incorporated organization, changed its name to the Sierra Club of Western Canada, then changed its name to the Sierra Club of Western Canada Foundation and got, essentially, charitable status

equivalent to our foundation, so they could receive grant funds, and then changed it back to the Sierra Club of British Columbia Foundation, which is what it is now. I think the Sierra Club of Ontario may actually have changed its name to the Sierra Club of Ontario Foundation, and then just the Sierra Club of Canada Foundation. The two foundations, I think, are still incorporated in their respective provinces. The Sierra Club of Canada is incorporated federally.

None of this was done with any oversight, in a sense, of the U.S., other than I think that we probably knew about the incorporation of the Sierra Club of Canada, per se, in 1992, so Sierra Club of Canada then had an official status as a corporation of Canada. Its board of directors and, according to its bylaws, are made up of representatives of the various chapters.

They have a staff, and they get grants. The grants generally come to the Sierra Club of Canada Foundation and they have a very active program. A lady by the name of Elizabeth May, whose name you may have heard of, is their executive director, a global activist, actually. She's done a lot in Canada. She is essentially "Ms. Environment" in Canada. So the national power in Canada resides in the staff of Elizabeth May, overseen, to a certain extent, by this board of directors which is made up of two people from each of the chapters, and I think there's a Sierra youth coalition now in Canada. They have one or two seats on the board as well.

Lage: Now, what's the relationship with the Sierra Club of the United States?

R. Cellarius: Well, it's in the process of changing, okay? First of all, the agreements gave Sierra Club of Canada--the last agreement, which was roughly 1992, which is about the time of their incorporation, of the Sierra Club of Canada--gave the Sierra Club of Canada the right to establish the Canadian chapters. Essentially, the board gave to Canada the right to establish chapters in Canada. They don't need approval from the U.S. board. The chapters in Canada have the same status on the council, for example, as chapters in the U.S.

Lage: On our council. It's not a totally separate organization.

R. Cellarius: That's correct. That's been the status up to this point. They set their own dues structure; they pay the Sierra Club six dollars, U.S., per member, for *Sierra* and other services. They have, at times, gotten membership development help. They're relatively small. Their membership is about two thousand across Canada--two to five. It's gone up--it's been as high as five. I think it's down to about two thousand now, maybe a little bit better. But their basic operation is the office in Ottawa run by Elizabeth May.

Lage: And is that totally separate?

R. Cellarius: The chapters operate pretty much independently. They have not had a conservation committee, for example, anything of this sort. This is now in transition. 1999, which is what, a long time ago, Chuck McGrady, when he was president of the club, said, "Our relationship with Canada is pretty good at the moment. There have been some tensions in the past about stuff, who makes policy, but that stuff got pretty well resolved. Who pays for what. They collect their dues. They determine it." But there were still some problems about Sierra Club. All the literature for the Sierra Club U.S. goes to Canada.

Chuck McGrady said, “It sounds like a time to see if we can straighten out and really get a little bit clearer sense of our relationships with Canada because they are very weak. The chapters are strong. The national organization is weak, except for the very strong staff person. What would happen if Elizabeth left?” and all sorts of things. So he put together a committee [U.S.-Canada Task Force], asked me to chair it with three people from the U.S., three people from Canada. Elizabeth was on the committee, even though she was not a volunteer, but she was one of the three Canadian people.

The task force essentially recommended that we change the relationship, that Sierra Club of Canada should become a separate, independent licensee of the Sierra Club, that the members in Canada would be members of Sierra Club of Canada, not members of the Sierra Club U.S., would no longer vote for the board of directors. They would vote for their own--ah, okay. So they would not vote for the U.S. board of directors. We set up some criteria for their bylaws. Sierra Club of Canada would have a license. One of the criteria of this license was that the board of directors of Sierra Club Canada would be elected by the Canadian membership rather than just being representatives from the chapters. We said that they needed to deal with that issue. I think we didn’t say they had to do it that way, but they should figure out how to set up their bylaw structure so that the members had a more direct relationship, oversight of who the board of Sierra Club Canada was. They’re in the process of doing that. They needed to have a clear set of bylaws and so on, and so on. We set up some variety of things.

The fundamental issue here was that legally and structurally they would be a much more independent organization. The chapters in Canada would no longer have the standing of U.S. chapters. They could attend the meeting of the council, of council club leaders, but they would not have a vote anymore in the council club leaders.

Lage: But they pay the six dollar dues?

R. Cellarius: That’s still something that’s got to be negotiated because one of the issues was whether or not their members were going to get *Sierra*. The issue is, do they get *Sierra*? One of the other things that had been a long standing issue with Canada is membership records, that they kept records. Their members also were on the U.S. database and were members of the Sierra Club, but there was a great deal of confusion about how those records got changed because Canadians would pay their dues to Canada. Canada would send that information and the money to the U.S., but sometimes folks would send their money directly to the U.S. and it just got very confusing. So part of it was trying to get all that cleared up, and it’s still in the process of getting cleared up.

Lage: Now what about issues like differences of opinion on policy?

R. Cellarius: The fundamental concept is that the basic environmental philosophy is that of the Sierra Club. It is determined by the Sierra Club board of directors and Sierra Club of Canada has had the authority to set environmental policy in Canada to the extent that it was consistent with U.S. policy. In some cases, the Sierra Club of Canada has been ahead of Sierra Club U.S. on some issues. The idea was that Sierra Club of Canada would have the authority to set policy in Canada to the extent possible consistent with the Sierra Club U.S.

Lage: Because of the name issue?

R. Cellarius: Well, because they're using the Sierra Club name. It's a license to use the Sierra Club name consistent with their following Sierra Club principles.

Lage: So if they developed a policy that was an anathema, you could yank the name?

R. Cellarius: Then we could yank the name. The other major concept was that in any international arena, the Sierra Club would be speaking with one voice. So that we proposed a committee called International Organizations Committee with membership from the U.S. and Canada that would essentially oversee our participation in organizations like IUCN, delegate to the IWC, and so on. If somebody wanted to make a statement on an international issue, we needed to get agreement across the board to coordinate. That task force report went to the board of directors of both boards and was basically accepted. That was in September of 1999.

There was one issue that slowed the process down. That is that in roughly 1990, the Sierra Club board of directors adopted a resolution saying there should be absolute protection for the old growth forests of the Pacific Northwest, including British Columbia. In British Columbia, that is virtually a nonfunctional resolution because of the amount of timber there and shutting down all the logging in British Columbia, which is what that was.

Lage: Is it all ancient forest?

R. Cellarius: Yes, it's all old growth forest, for the most part. Certainly that's where most of the logging is taking place. So the folks in British Columbia have been working for a long time on such issues as forest certification, sustainable forestry, and so on, and have made very good efforts, but a policy that said, "No logging at all in British Columbia" would just essentially take them out of the running. Just like, for a long time, I think there were folks who said the Sierra Club policy of no logging on public lands in the United States would take them out of the conversation. To a certain extent, it was essentially managed that way for a while, although Carl [Pope] quickly said that that does not mean that we cannot comment on logging plans and that sort of thing, or land-use plans, the long term goal. There were some folks who argued that because we had a policy on no harvesting in public lands that people could not comment on timber plans, even if the most favorable alternative had any logging in it, for example. I think we've calmed that one down.

Anyway, the people who were absolutely opposed to any logging said, "This report can move forward, and you can begin to implement some of its operational pieces," like we wanted to do, "but we will not authorize the president to sign a new license agreement to a Sierra Club of Canada," essentially breaking them off like this, "until we've resolved this issue." They wanted, essentially, for British Columbia to kowtow and say, "Yes, we will support no logging."

This past February, they reached an agreement. Sierra Club of Canada was to essentially revise their forestry policy statement that--and this was to be Canada and not just B.C., the issue is really in B.C.--that would essentially recognize the ultimate goal of really protecting a lot of the protected areas, but not absolutely saying, "Shut down logging." I actually haven't seen the final wording because there was negotiations going on up until the last minute at the February board meeting about this.

The real issue was what the Sierra Club board of directors here would agree to, I think. I don't know, but I presume if they haven't already--the Canadian board is meeting in June--and I presume that they will do what needs to be done. But that was one of the things that essentially has slowed down the license agreement, plus other things coming up. I've been the one primarily drafting these agreements and trying to negotiate and have conversations with--. I had a draft that I presented to the Canadian board about a year ago that pretty well met their muster and then we sent it to our attorney here in town, who deals with these issues. There were some things added that still need to be negotiated.

We now, as of April 1, have a in-house attorney dealing with these issues. That's Laura Hoehn; I've mentioned that before. I was hoping that we could get some agreement, some final versions that this board could look at this meeting, but Laura all of a sudden got involved in some other legal stuff, and she just hasn't been able to get to it. I think we're close to agreement, but basically what it does, as I said, it sets up Sierra Club of Canada as an independent organization, with a license from the Sierra Club to use the Sierra Club name and marks as long as they essentially meet our standards, also the basic philosophy, that it's the membership that runs the organization--

Lage: --more than the staff?

R. Cellarius: --more than the staff, so that the board of directors is elected by the membership; the board oversees the staff. There are basic rights of the membership and one of the ideas is that the Canadian members have the right of attendance and participation in club outings. They don't vote in club elections, but they have the right of participation in club outings and that sort of thing, as Sierra Club members and so on. There is one membership, but there are some members of the Sierra Club of Canada, some members of the Sierra Club U.S. They pay their dues to their organization; they vote on one side of the border. Folks in Canada who want to be our members on this side, they can. You know, it's not an absolute prohibition. I can think of at least one person who might end up being a member of both.

Lage: Was the negotiation a difficult one?

R. Cellarius: No, not really. I mean, it was--it just made sense as a way to just get things clarified. So the separation organizationally is clear. At the same time, we tried to set up structures so that there was more cooperation and communication across the border. One is this International Organizations Committee. Another is the U.S.-Canada Oversight Committee that sort of keeps track of interactions, the idea that Canada would have liaison to U.S. committees like the Conservation Governance Committee, and that's going on.

The International Committee now has two members appointed by Sierra Club of Canada. It's the one committee beyond this International Organizations Committee that actually has full members appointed by Canada, otherwise they're liaisons. Although we ran into one situation where it really looked like it ought to have a Canadian member as opposed to just a liaison. That got to be quite a discussion because the task force report said "liaison," and yet a number of folks said, "But this is really an international--forest certification is of concern to both countries and they ought to have a major role in it." That still has to be sorted out a little bit.

So there are pieces of the language that still need to be massaged. I'll probably be working on that a little bit this weekend, as a matter of fact. There was a provision that the Sierra Club of Canada would have a delegate or a liaison to the board of directors here, and we set it up now so that each board has a liaison from across the way. There's a lady from Canada who's coming down to this meeting as its liaison, not the regular person because she can't come. But we will have a--the U.S. board will have a liaison at their meeting in Canada. I'm going to go up to that as well.

One of the things that I have done, both essentially as International Committee chair, as well as continuing on the task force chair, which is now the Oversight Committee, is to really get folks on both sides of the border recognizing and saying that when you're making a statement internationally, on any international or bi-national issue, you need to consult across the border. You can't just say, "We're opposed to Starbucks," as the Canadians did--. They signed a statement they were opposed to Starbucks using recombinant bovine growth hormone in their milk, or you know, milk containing this. All of a sudden here's Sierra Club of Canada protesting Starbucks in the U.S. and Seattle without us knowing about it and so on.

Lage: So that's the kind of thing that comes up?

R. Cellarius: I've been working real hard to get folks on both sides of the border to recognize--and the problem's on both sides. Sometimes the Canadians are just gung ho and make this statement, and sometimes it's folks on this side of the border are gung ho and make the statement. It gets to be a real problem, as well as getting folks--and this is a problem, as Doris knows, even in this country--with the sign-ons. Sometimes you'll see seven chapters signing onto something. The Sierra Club is a single organization. That's the fundamental concept, so that's the idea. There's a single organization. Internationally, we're a single organization. Sierra Club members are Sierra Club members, except that those in the U.S. vote for U.S. elections; those in Canada vote in the Canadian elections. Canadian chapters are chapters of Sierra Club of Canada. They are not chapters of the Sierra Club per se. They have a right of participation, but not a vote in the Council of Club Leaders and so on.

There's lots of cooperation. The chair of the Northeast RCC lives in Canada. She's actually an American, moved to Canada from this country, so there's a lot of cooperation. That's fine. That's the kind of thing we want to promote. Now, all this began--I got into this story because you asked about Mexico.

Lage: Right. I can see why you don't want to do this with Mexico!

D. Cellarius: Oh, yes. Anybody who hears the whole story! [chuckling]

R. Cellarius: Sierra Club of Canada began from chapters. Sierra Club U.S. started with an organization and created the chapters, so there was always a strong tie from the chapter to the national organization. In Canada, there's never been--the chapters are more independent because they came first, okay? As well as the fact that the political--and here's the other thing with the political truth is that in Canada, the provinces have much more independent--the resources belong to the provinces; they're not federal resources for the most part. So that you have that issue as well. Okay? That there's the political climate and so on. I mean, there's a reasonably strong federal government, of course, in Canada, but the provinces

have so much more control and so there is tension, and there will continue to be tension between the chapters in Canada and the national. Part of it's because of individual personalities, and as they move on, some of them have been around for a long time and they'll probably move on in a longer time. As they set all this up, I can see this happening.

Now, Mexico. First thing is I cannot imagine, given the problems we've had putting together Sierra Club of Canada, I cannot imagine going in and, in another language and a totally different political system, trying to create a Sierra Club in Mexico as a licensee. Secondly, there would be so--I mean, Canada, there are lots of tensions because America is running Canada, right? Can you imagine the tensions of America running Mexico, Sierra Club of Mexico? Going in and--gringos coming in and trying to take over the environmental movement in Mexico? There are folks, and there are organizations in Mexico who would like to be a Sierra Club of Mexico. There are also folks who think we would just not do it right. You know, do you incorporate the Sierra Club of Mexico immediately, federally, to protect the name and to protect the organization? There's a group in Baja, California, that would like to be the Sierra Club of Mexico. Well, that doesn't make sense. How do you get that to happen?

My experience with Canada says, with all due respect to the Mexicans, there are too many problems--and we are working with a number of Mexican NGOs. We have a program in Mexico, funding Mexican activities. The San Diego chapter has a border committee that talks all the time. There's folks in Brownsville that talk to the folks across the border in Matamoros. The same thing happens in El Paso.

We need to get a handle on what's going on there and cooperate, but Sierra Club of Mexico is something that I--if the board decides that that's the way they want to go, I will have nothing to do with it. [laughter]. I don't think the board will, but there are still folks who are asking, legitimately, "Why do we have a Sierra Club Canada, and not a Sierra Club Mexico?" The answer is history and experience.

Lage: Right. It happened organically.

R. Cellarius: Yes.

Lage: Well, that might be a good place to stop for today.

R. Cellarius: Right, yes.

Bylaws and Standing Rules Committee

[Interview 6: May 16, 2002] ##

Lage: Today is May 16. The day after yesterday-- [chuckling]

R. Cellarius: All day. The day after yesterday. All day.

Lage: --2002, and I think we're having our concluding session in the oral history.

R. Cellarius: Well, let's hope so! [chuckling]

Lage: We just finished a videotape session that I think went very well with Doris and Richard, and now we're going to continue with yesterday's train of thought. We had talked yesterday about international issues and Sierra Club Canada. Today you were going to tell us about the Bylaws [and Standing Rules] Committee. You're famous for your role on the committee. [laughter]

R. Cellarius: I guess my involvement in this began because I was club secretary at the time that California had just rewritten, totally rewritten, its non-profit corporation code and there were some major changes in that, things that really required the club to take a hard look at its bylaws. There was a bylaws group, and I'm not sure exactly who was on it, other than I know John Edginton, who is an attorney, very active in the outings program. He was involved and what happened was that he gave the task of drafting a new set of bylaws to an attorney in his firm who actually had worked with the California legislature in the revision of the code, so there was an expert who knew what to do. Well, I don't remember that I was on the--I might have been on the committee that--it was just an ad hoc committee that got set up to work on this. As club secretary, I probably would have been on the committee initially.

Lage: Do you remember the year?

R. Cellarius: This would have been roughly 1980. '79 to '80.

Lage: Oh, okay.

R. Cellarius: Probably was 1980 because I think that's when they actually changed the corporation code. I took one look at the boiler plate that this person had produced and said, "These are not Sierra Club bylaws." They had totally reorganized them, and there were lots of things in them that they had just not carried over from the current bylaws, but they were boiler plate and not particularly relevant, so I took the job; I just sat down and rewrote it. That's my recollection, that I just sort of took the old bylaws, took the boiler plate that this person had put together, and put them together, and rewrote the bylaws to virtually what they are today.

They went, of course, through various manipulations and one of the interesting issues that I think we're still struggling with is that the new law required a meeting of the membership every three years for a non-profit public benefit corporation, which was where the club fit. It also said that anything that could be done that needed to be done in a meeting could be done through a mail ballot. I argued that since we have an annual ballot for election of directors, that we really didn't need to have an annual meeting. But other folks, legal folks--and you know, you don't argue with attorneys on interpretation of the law necessarily--so they said, "Well, you need to have some--you really do--the law says you've got to have some sort of meeting. Just having the annual ballot is not sufficient." But the law also said that anything that could be done by the membership could be done by representatives of the members, so I invented the annual meeting of the membership, which now occurs in September, separate from the annual organizational meeting of the board. But the bylaws say that the council delegates from the chapters will be the

representatives of the membership at this annual meeting and that the meeting is to meet with the board and advise the board. I was very careful not to give the membership meeting, these representatives, power to act for the Sierra Club, for the board of directors. They were to advise the club.

Lage: Did that meet the attorney's--?

R. Cellarius: Nobody ever objected to that, but I--we argued very carefully that there can be no vote at this meeting that determines club policy other than what the board of directors do. I actually was secretary at the time of the first meeting and sort of shaped the agenda and a portion of it still is that way. The board--now there are reports from the council chair and so on. It's gotten to be quite an affair. It's the one time of year now that the Council of Club Leaders comes to the club and meets with the board.

The other thing that came out of this was that there was a requirement--since the council delegate was representing the membership, we figured out that the council delegate had to have a direct line to the membership by virtue of being an elected member of the chapter Executive Committee or separately elected by the membership of the chapter as council delegate.

Lage: Now, previously they were more or less just appointed?

R. Cellarius: They were appointed and, in many cases, they might be on the ExCom, but there was no absolute requirement, so this really did impose a specific requirement, and it works both ways. There are some chapters, I think Pennsylvania Chapter, for example, the chapter elects the council delegates separately, at least that was the situation, so that was a change.

The other thing that happened in the bylaws--there are two things that are of interest. One is that there's a provision in the California law for how a member could be removed from membership by action of the board of directors. We decided-- It was Mike's view that we've always decided--when the issue has come up, do we need to get rid of a member for some reason or other, that the board has decided not to do that in a public way because the publicity involved in that sort of thing would be just more of a problem than just somehow letting this person go away in one way or another. So we did not write in--I think there was an old provision about removal of membership.

The law says that it either has to be in the bylaws, or you have to let members know about it annually somehow, so we didn't put it in the bylaws on the assumption that this was a provision that we never really thought we'd ever--we really did not want to do. About ten years ago, I guess, maybe about the time I was president, or maybe a little after that, there was an issue where we really felt, "Yes, we really need to get rid of this person," really needed to stop the membership, so we had to--so we passed a standing rule--and I'll get back to standing rules in a minute--we passed a standing rule saying all of the language in the law about the procedure, and then the standing law also says this needs to be printed annually in *Sierra*. I don't think it's done annually, so the members--I mean, the point is that you have to have some notification of the membership of how this is going to work. It's either got to be in the bylaws or regular publication.

Lage: What kind of issue would--?

R. Cellarius: It has to do, in most case, with misuse of the club name. For example, they get out and they just keep saying, "I'm a member of the club. I'm speaking for the Sierra Club," when they have no authority to do so. In most cases, any financial problems get handled separately. If we have a chapter treasurer, for example, who is absconding with money and that sort of thing, you can handle that quite differently. I don't think you need to have the formal process of review that the law requires. I think the question has mostly been, in the few cases, is that they are just not--they are misusing the club name in a way, as club members, and you just need to shut them down somehow. Those are the issues.

Lage: It sounds as if it doesn't happen too often.

R. Cellarius: No, no.

Lage: Does the absconding with club money happen very often?

R. Cellarius: No. Well, in a sense we don't know. But there have been a few cases where chapter treasurers have--. There was a case recently where a chapter treasurer was essentially borrowing money from the chapter treasury for a while and not quite paying it back. I think there was no criminal intent; it was just this guy needed money. There was a source of money, which is what I think actually happens a lot in corporate embezzlement, that's how those things happen. They say, "Well, I'm just going to borrow this for a little while." Then, you know, it gets worse. So that was one aspect.

The other aspect was that the statement of purposes of the club has gone through a series of changes. The first statement, for example, included the statement "The purposes are to explore, enjoy, and render accessible the mountain regions..." Dick Leonard finally got it changed to take out "render accessible." At that point, in order to change the--and that was in the articles of incorporation, and in order to do that, he had to get a quorum of the membership. Since there was no provision for defining a quorum other than fifty percent, it took him a long time to get signatures, or approval of fifty percent of the membership to change--

Lage: Even though it was much smaller at that time.

R. Cellarius: --and, apparently that only happened in 1953. I don't remember whether or not the old bylaws had a provision that the purposes could not be changed in the bylaws without also changing them in the articles of incorporation. But there was a while where the board, I think, actually added the phrase, "and to use all legal means," to do this because there was some question, at one point, whether the club could enter into lawsuits, whether its bylaws allowed it to enter lawsuits and that sort of thing, or to do something else. The phrase, "and to use all legal means," was added somewhere along the line to say, "We can do anything legally to advance the purposes of the club." That happened, I think, in roughly around 1970 when we began the legal program.

But the thing that I was involved in with the statement of purposes was that because of that, I think the board changed the statement of purposes, or it got changed in the articles, but not in the bylaws, or something of that sort. We actually had a different statement of purposes in the bylaws and the articles of incorporation. While we were revising the--really putting in a new set of bylaws--it was major revision, major rewriting, I thought, well, this would be a good time to change the statement of purposes, and update it and so

on, so I wrote to Brower, Wendell Berry, and a third person, who I don't remember at the moment, as club secretary, and asked them if they would contribute to this little project of revising the statement of purposes.

Lage: So you must have been thinking to have them gracefully written, as much as philosophy.

R. Cellarius: Yes, right. Right. So, I got a response back from Wendell Berry. I did not ever get anything back from Brower. Wendell Berry was at the February board meeting [this year, 2002] and met with the board. I pulled out the statement that he had put together which, at the time, which was 1980, I thought it was just not appropriate. It was just too--just not of the right tone for that time. I hadn't looked at it for a number of years, but read it to him. He'd forgotten about it. People were very impressed and he actually--actually, I think it is a nice statement of purposes.

Lage: So this is with your papers?

R. Cellarius: Yes. It turned out I had the original typewritten copy from Wendell Berry. I still have that and pulled it out at the board meeting. Folks wanted it so I actually have it on my computer here.

So I worked with Mike McCloskey to identify what were the primary elements in the statements that we thought we needed to have. I don't know whether--Mike sort of put this out, and I took that list and wrote a statement. That's the current statement of purposes of the club, based on what are the essential features of the [original] statement of purposes. Had to do with protection, conservation of resources, which was an addition because the original didn't deal with--it had responsible use and conservation of resources. It had to do with public education and then you use all lawful means--

Lage: Did it include "explore and enjoy?"

R. Cellarius: Yes, yes, that had to be there, in my opinion, [chuckling] and that was something that was not in Wendell Berry's, which is one of the reasons why I--. And so we went from--it was "Explore, enjoy, and protect the wild places of the earth." The "earth's wild places" was a phrase I sort of had in mind from Brower. I thought he would like that, but he, I asked him later, and he shrugged his shoulders and indicated that he wasn't really, totally happy with the new statement, which was also interesting that he--. He never told me what it was that he didn't like about it, but he did indicate that he was not totally pleased with it, which I thought was interesting.

The other thing that was an issue was the old bylaws had no quorum requirement. Our elections, we would be lucky if we would get ten, fifteen percent response on our board elections. There was some concern about well, how do you get the new bylaws adopted on the basis of the old ones that don't have a quorum requirement, which would imply that you would need fifty percent of the membership to vote in order to put in the new bylaws. There was a provision either in the law or the attorneys sort of interpreted that you could put the new bylaws in using the same process as you had before, that you didn't need to worry about the quorum requirement.

Lage: Is there a quorum requirement now?

R. Cellarius: Yes, we have a quorum requirement of five percent.

Lage: Of five percent. You can set your quorum?

R. Cellarius: Yes, yes. You can set the quorum requirement in the bylaws.

Lage: I see.

R. Cellarius: Without such a requirement, it's fifty percent, so we set it at five percent. We get about--current elections are about ten percent response. There have been times when it's been closer to fifteen percent, but now it's twelve percent. But we did have one election shortly thereafter where we put the ballot in *Sierra*, and this was probably around 1986, '87, roughly. We put the ballot in *Sierra* and had a three percent response. So what do you do? Then we did have the quorum requirement. Somebody went to the superior court here in San Francisco and asked the court to certify the election. The court said they weren't going to bother with it. It was our problem; they're not going to bother with it. So we actually ran a second election by mail, got the quorum, so we weren't able to elect, to install the new directors and elect officers until July that year, which was interesting.

Lage: You've never gone back to the *Sierra* ballot?

R. Cellarius: We've never gone back to the *Sierra* ballot, and I'm sure they won't. I think that there was a little change in the results. I don't think there was a major--I think there may have been one person who got elected and [then] didn't get elected, although I think that it was actually pretty consistent. Maybe some of the order was different, but that was also interesting.

The last thing that we did was to put in a provision that the board, with the approval of the council, could amend the bylaws to conform to state law. If there were changes in the state law that really required a change in the bylaws, that the board could do this without having to go back to the membership. The council could do that, acting for the membership. There was also a provision for how to amend the articles of incorporation, that it could be done by the board, again, with the approval of the council, or something like that, so that if you changed the bylaws, like the statement of purposes in the bylaws and need to change that in the articles of incorporation, you could do that fairly easily without too much elaboration. That was interesting, and we had an election in 1981, and we just put the whole new set there. We didn't have options and that sort of thing. I think we did have a separate vote on the statement of purposes. But beyond that, we just put the whole thing up in one fell swoop and it was approved, so we now had that new set of bylaws.

The other thing is we took out the provision that the members had to vote on the dues. It used to be the membership had to vote on raising the dues. We took out that provision, giving the board the authority to change the dues. I'm trying to recollect. I think that a couple of times there had been attempts to amend them, but at no time-- I think that they have survived. There may be one amendment that's actually gone through. There have been very few attempts to amend them. I think at one point the board wanted to amend something. Actually, we did try--one attempt we did do. I was mentioning about this removal of a member. We wanted to see if we could get that into the bylaws afterward. That was turned down absolutely by the membership because, you know, it took away

their rights. If we'd put it in the first place, it would have been fine. It would have just gone right through.

Lage: It sounds like a little more authority was transferred to the board and council.

R. Cellarius: Yes, that's right, but there were, you know, provisions in there for regulation and that sort of thing.

The other thing we did was recognize that there were lots of policies and internal policies the board had adopted that--. The board would pass this resolution and it would just disappear. I mean, I really think that this was my idea. We needed a set of standing rules, sort of an internal bylaws, standing rules that the board adopted that were more visible than just a resolution of the board, that there was a form set of procedures. So I wrote a huge long--I took everything that I could think of and put them into a draft of the set of standing rules.

Lage: Now, are these procedural?

R. Cellarius: These are procedural, and they're policy. I mean, it is--one of the standing rules is what is the dues structure. Another standing rule is a list of the awards that were given. Another standing rule is that there shall be no smoking in club meetings, and we shall use recycled materials and that sort of thing. Another standing rule is that in order to use the club name anybody, even for identification purposes, needs to get authorization to do that from the entity that they're responsible to. For example, if, as chair of the International Committee, if I want to use this club--you know, say I'm chair of the International Committee, I need to get approval from, say, the Sustainable Planet Strategy Team, or something like that.

Lage: Or a member of a chapter would have to get approval from--?

R. Cellarius: From the chapter, that's right, that sort of thing. These are the kinds of things that don't belong in the bylaws but they are internal procedures that folks should know about.

Lage: Did those go through without a problem?

R. Cellarius: Well, the real problem was that the board--there were too many of them. I mean, I had a long, long list, and there were too many of them so we did them piecemeal. I don't think everything that I put together actually ever got in, but they keep being added to. Every once in a while, the board passes a policy like that, and I say, "You know, this ought to be a standing rule," so that they're there. But now, Gene Coan--at every board meeting, in every board packet, there is the bylaws and the standing rules. So they are--

Lage: --are circulated at each--?

R. Cellarius: And they're actually on the web so that you can look up the standing rules as well. But this set of policies, internal policies, about how the club operates passed by the board up to that point, were just hidden in internal documents. Susan Miller, when she was secretary to Mike and the board--or maybe it was Gene Coan--between them, they put together conservation policy documents of what all the club's conservation policies--. I have binders of those. At least I had--. They're now, actually, again on the web. Gene has

put them all together so you can see all the major club policies on the internet, which is very nice.

Lage: Yes, that's really a good service.

R. Cellarius: This is really nice.

Lage: It must help keep you from reinventing the wheel.

R. Cellarius: That's right! Anyway, I don't think there was a similar compendium of internal policies until I pulled them as much as possible together for the standing rules. A lot of the stuff was essentially in various policies, either explicit or implicit. I think most of the stuff that I did is there. I've never gone back and--I still have some of the original papers. I did most of this after I'd moved to Evergreen on an old Hewlett-Packard mainframe computer, and I'd have all these big pages of print out and everything. I still have a lot of that stuff, so--. But the real problem was the board just did not want to deal with the big stuff, the whole list at one time. They just sort of said, "This is too much. It's overwhelming."

So I continued as chair of the Bylaws and Standing Rules Committee up to the time I became club president, and then I think I actually was on it for a little while after I was club president. I was secretary again after my presidency for a year, when I went back on the board. I always thought the club secretary should be knowledgeable and be responsible. I mean, I think legally responsible. I think one of the responsibilities of the club secretary is sort of to maintain the bylaws, to be officially the record keeper of the club, and that sort of thing. I think that's a legal requirement. I'm not sure that that's absolutely, but that's sort of some of the stuff I picked up from Dick Leonard.

He was always very nice about sending me notes and saying how much he appreciated my work, and that sort of thing. I discovered--and I hadn't looked at it, but Dick Leonard had attempted some bylaw amendments or some revision of the bylaws about 1973. I don't remember off the top of my head, and I didn't notice to the extent whether there were some major changes in the bylaws at that point. I know that periodically before 1981 there would be amendments to the bylaws that would go on the ballot. Most of these were just bringing the club up to date and that sort of thing. So anyway, that's the bylaws story.

Lage: Well, it's an interesting story.

R. Cellarius: I'm not so much involved. Gene Coan now, in his position--I'm not sure what his title is, but he really is the executive assistant in the executive office, really has done an excellent job of keeping track of this stuff. He and I consult periodically. We still share things. But Gene has done a wonderful job of keeping things. I know that he had a major project of cleaning up the minutes. I actually had an e-mail from somebody who was working, one of his assistants, "Do I have some of the minutes or some of the--"

Lage: The attachments to the minutes are what is missing.

R. Cellarius: Yes. I never had a chance to read--[tape cuts off]

##

[Discussion about location of e-mail attachments and possible inclusion of them with deposited papers.]

The Sierra Club Foundation: Role of the Grants Committee, Lack of Volunteer Review of Club Grant Projects

Lage: Why don't we turn to the Sierra Club Foundation? You talked about the foundation a bit last time [in relation to the Centennial Campaign.]

R. Cellarius: We probably talked about the foundation and the fuss between the foundation and the club--

Lage: Especially in the eighties.

R. Cellarius: --at the time. In the eighties, when there was a real tension about who was doing the fund-raising, and how information would be shared, and the fact that the foundation finally agreed--or the club finally forced the foundation into, in a sense, agreeing that the club would do the fund-raising and the foundation would essentially contract with the club to do the fund-raising. That's worked out pretty well. I was involved earlier as a director of the club and secretary of the club. I first went on as a foundation trustee when I became Sierra Club president.

I had one model for that and that was Larry Downing, who, I remember, when he was elected to be president of the club, insisted on rushing back to San Francisco in time to go to the foundation trustees meeting which was being held the Friday before the club board meeting. Larry was very attentive to the fact that, as club president, he was also a trustee of the foundation. I saw that as a model. When I was club president, I was also a trustee of the foundation.

The foundation--it may be in the bylaws of the foundation, I'm not sure--but the foundation has always had the club president serve on the Grants Committee and on the Nominating Committee at least, if not something else. That's about all the person can really handle. But I was very attentive to the grants. One of the things that I discovered was that, as a foundation trustee, I knew a lot more about what the club's conservation projects were, particularly the grant-funded projects, than anybody else on the board of directors, or any other volunteer, because the foundation trustees and the Grants Committee reviews these grants to the club, but the volunteers in the club never see these. Since most of them are staff projects, the volunteers are left out. For me, it's still an issue that the club staff prepared the proposals. They go through, now, the Office of Environmental Programs.

Lage: Which is a club office?

R. Cellarius: Which is a club office. They are sent to the foundation for approval, and normally, what these are are proposals that go to outside foundations for funding, but since the Sierra

Club Foundation is the (c) (3) organization, they're the ones who are the official recipient of the grants for the Sierra Club projects and so on.

Lage: Does the foundation review them before they get sent off?

R. Cellarius: Yes. So they meet--

Lage: But nobody in the [club] volunteer structure does.

R. Cellarius: But nobody—and the foundation Grants Committee. There's a schedule of approvals. If it's a ten thousand dollar request, the Grants Committee does not approve it. It reviews it, and it's in the list of approvals, but it's not one that has to be approved by the Grants Committee before it goes out. There's a schedule of approvals. Anything, any request over a million dollars, for example, I think, has to be approved not only by the Grants Committee, but the foundation Executive Committee, and they review it before it goes out. "This is a big project, do we want to deal with it?"

Over the years, the scale has moved up. You know, at some point the executive director, or even the grants director of the foundation can approve some things, and then the executive director, and then both, and so on. Maybe sometimes it's the chair that--I forget all the--you know, the current scheme. I was involved for a while even as Grants Committee chair in how these things got arranged, but the most important thing was that all of a sudden I discovered that the club was doing all this work and the club volunteers, for the most part, didn't see it.

Lage: Now, did you discover this when you were club president or later?

R. Cellarius: I discovered this when I was club president and a member of the Grants Committee.

Lage: So, it's not a new phenomenon?

R. Cellarius: It was another little tension that was going on there because the foundation staff would often massage the language of the proposals that came through before they went out, so there was a big delay sometimes in the foundation because the foundation staff wanted to rewrite the proposals. Sometimes--

Lage: For style or content?

R. Cellarius: For style. At times it was style and language, as opposed to specific content. That got to be a problem, as you can imagine. We finally worked that out, particularly as the club got better in how it put the proposals together. But over the years, in my experience, there has been the tension of who writes the grants, who's responsible for the wording of the grants, and then what's the approval process, and then what can the club do with (c) (3) funds? I'll get to that second question, this last question, in a little bit. But the Grants Committee--the foundation has a Grants Committee. The Grants Committee sees these proposals. First of all, the staff prepares all this. The Grants Committee sees the big ones and has a role in saying, "This smells like there's a lobbying component." We need to be sure that there is not a lobbying component in the (c) (3) funding and so on. That's always been an issue with the foundation.

Lage: So the foundation is reviewing it for--?

R. Cellarius: For appropriateness for (c) (3) funding. That's to be its role. As Sierra Club president, I would sometimes raise issues with the nature of the project itself, beyond the (c) (3) funding. That was always a tension because here I was, wearing two hats. One is a Sierra Club hat, either as a director because I was on the foundation board as a director after I was club president. And then, what do I do about this? Do I complain--sometimes I'd raise the issue. I'd say, "This is not a foundation funding issue, but I'm concerned about this particular issue in the grant itself." The thing I would complain about most often was there was no volunteer component, or the volunteer component was, "Well, we're going to have meetings and have volunteers write letters," or something like that. I thought it was just a--you know, there was such a trivial volunteer component in terms of leadership.

Lage: It's very ironic that you were picking that up only over at the foundation.

R. Cellarius: That's exactly right. That's exactly right, and it has continued. There was one major project, which is very interesting. One major project called the Beyond the Borders project that I--and this is when I was on the International Committee, and being the International Committee chair, but I saw it as a foundation trustee, in which the Sierra Club would be making grants to Mexican environmental organizations. There was a fellowship program through somebody else.

They were going to make grants in South Africa on the advice of--through a South African--actually, it was a combination American-South African group to protect wildlife in South Africa and so on. There's more. This gets to be a very complicated story, and I don't want to get into that, other than recognizing that here was a proposal that came out of the International Program where I was the International Committee chair. I knew nothing about it until I saw this thing in the foundation list. I actually then talked to the program director, Steve Mills, and there is a--you know, we got the volunteers involved, and he's happy with that. But the reason this project came through is that Carl had been talking to some donors and the donors said, "We have these interests in mind, and we'd be happy to have the Sierra Club involved, so why don't you write us a proposal." Carl said, "This is clearly something the Sierra Club would be interested in doing." He talked to the staff, but never talked to the volunteers about it.

You know, folks are still curious about how some of these things happen, and who--

Lage: Is this something the board addresses? It sounds like a procedural issue that could easily be solved.

R. Cellarius: Well, I really raised the issue, particularly during the Centennial Campaign. The answer was that we don't have time. We don't have time for there to be volunteer review in the Sierra Club of these project proposals before they go to the foundation because they're often on a time frame. We don't get the stuff from the staff that then has to be massaged by the Office of Environmental Programs, the final grant writers, and so on. They complain about how long it takes for the foundation to process these, get them out to the Grants Committee and everything. They just don't want to take the time to have volunteers look at them as well, like the Conservation Governance Committee. I got that answer very quickly during the Centennial Campaign and have never been able to get

over that barrier. Since I have not been a director, am just way down at the lower level now at the International Committee, I've just given up pushing on it.

The one thing I did for a while was to say, at a minimum, Sierra Club directors should get the foundation trustees packet because in there are descriptions of all the grants and all the proposals that are going out, that are being worked on by the club, and the grants. They were doing that for a while, and some of the directors said, "We don't want to get these. It's just a waste of paper. We don't read them." Well, you should read them! [chuckles] We raised that issue a while ago and the directors said, "Oh, yes. We probably should see those." There are a few directors who understand this. I think Chuck McGrady now understands that there are--he's now acting--he was essentially assistant treasurer and functionally treasurer, probably will end up as treasurer after this weekend again, and I may start working on him to sort of see if we can get this process. He is now a foundation trustee as well.

Lage: I see.

R. Cellarius: They got him back on the foundation after he was club president, but we just elected the foundation trustees separately, so maybe I can work on him to at least get the Conservation Governance Committee informed about these grants, if not in the process of their development, at least after they've gone out. But the one thing that the foundation trustees and Grants Committee does is--and the staff are very good about this, but every once in a while, something will sort of run through. The trustees--the Grants Committee particularly is very conscientious and very conscious of the need to keep the grant proposals and the grants (c) (3) pure, so if there is discussion of lobbying, it's, "Do we make clear that this is a project that is related to this, but it is a (c) (4) funded piece of it?"

The Grants Committee and the foundation also receive reports from the club of what's been done on the projects. For the most part, the Grants Committee does not see the individual reports on specific projects. They can ask, but generally these are reports that go from the club, through the foundation, to the original donor organization, which is part of the requirement of the funding process. Foundation staff review these. They don't usually go to the Grants Committee. What does go to the Grants Committee are the reports from the club of the projects that are funded essentially from the foundation general funds. For example, there's what used to be called the national grant; now it's called the National Education Project or something like that, and it's a big lump. For example, it funds some of the books, some of *Sierra* activities, and some of the (c) (3) projects of the various offices, some of which are grant-funded, some of which are funded through the foundation's general fund. The club sends a report to the foundation and that is reviewed by the Grants Committee and the trustees, so, for example, we've got one in our packet for this meeting and I noticed that there are a couple things there where I thought the language suggests that there may be a (c) (4) component that needs to be cleaned up. Very often, it's a matter of just how things are written. It's not a real problem other than how it's written.

One of the other transitions that have been made is that the chapters raise (c) (3) funds. There are chapter accounts in the foundation. It used to be that the chapters had applied to the foundation for these funds, for their funds. Now that's also all managed by the club and so there's a chapter grant. The advantage to that for the Sierra Club is that, first of all, they can assist the chapters in using their (c) (3) funds to maximize their program and also

they can help, to a certain extent, balance out where the--what chapter may--I think they can't do too much in terms of saying, "There's a lot of money here, in one chapter, in (c) (3) funds, and there's another chapter that has a need so we'll use it that way," but they can do some of that. They can certainly guide the chapters in saying, "Well, this is a (c) (3) project. You've got a lot of (c) (3) funds. Why not use it for that rather than your (c) (4) funds?" and so on.

It's a more integrative way for those funds to be managed. It takes a lot of work off the foundation staff. The foundation, as a result has really reduced its staff to--for a while there were ten or fifteen folks on the foundation staff. Now I think they are down to about seven just to sort of manage these. There's--I can't count, but there's about seven only. That means that the overhead on these (c) (3) funded projects is fairly small. That's an advantage to everybody in terms of fund-raising.

The Foundation's Function: Monitoring 501 (c) (3) Funds vs. Managing Investments

R. Cellarius: The other thing that happened was--and this was a bit of a tension between the club and foundation. This was in the early 1990s, I think, shortly after Carl Pope became executive director and while Steve Stevick was still executive director of the foundation. It was a time when (c) (4) income was really going down. It was probably just after the Gulf War and the club lost membership and lost income, and so the question became what could the club do with (c) (3) funds and how could it manage its program? What were the limitations on (c) (3) funds? Carl wanted to stretch the limits. Steve was very uncomfortable about this. Steve was always very conservative in terms of what could be done with (c) (3) funds, the foundation, with the Sierra Club being one of the more visible environmental organizations. There was always a fear that the IRS would come, and congressional folks would demand IRS audits, and so on, so the foundation, under Steve's leadership, tended to be very conservative about what kinds of projects it would fund.

It also got to be, what could it fund in terms of voter education? For example, chapter newsletters contained public information stuff, and internal stuff. How do you make those judgements? What can be funded in a chapter newsletter, and what not, and so on? What can be funded in *Sierra*, and so on? There was a joint committee put together, a committee of directors and of trustees. I was on that committee. The two presidents were on that committee. There was a trustee and a director. I must have been on there as a trustee. Phil Berry was on there as a director. Adam Werbach was club president and, I think, Harry Dalton was the foundation president. Rob Flint was there as, interesting, selected by both sides as sort of a relatively neutral president, chair of the group. We worked with a consultant out of Washington D.C., Andrew--I don't remember his name.

Lage: Was this the Lang study?

R. Cellarius: Andrew Lang. The Andrew Lang Study in which the club, the five of us, the four of us with Andrew Lang, really shaped what could be funded, how the club would operate on this so that there was much more clear rules of what could be done, what couldn't be done, how the club was to keep records of all this, and so on.

There were two documents. One was the report of the group, which was sort of drafted by Andrew Lang. He would meet with us and the four or five of us would say, "Yes, this is the way we think we should go. This is the decision we would make," and make recommendations to the two boards on these details. In addition, there was a study by legal folks of what could be done legally and advice from them.

Lage: A separate study?

R. Cellarius: This was a related study, but it was a document called the consensus of counsel, of what could-- I mean, this was what could be done legally and also what could not be done and where caution should be. There were some bright line rules, you know, saying, "Well, you might be able to do this, but erring on the side of caution, we think you should be on this side of it." We worked very well together as a group. There were very few disagreements in that committee as I recall. The one person who had the most problem with what came out of that study was Steve Stevick, who felt that we were pushing the envelope too far, that some of the agreements were in real danger--despite the consensus of counsel--real danger of putting the foundation in jeopardy of losing its (c) (3) status.

Lage: Now was Steve a lawyer?

R. Cellarius: No, but he was executive director for a long time and had made a thorough study of this. But he also recognized the point that if there were ever going to be an environmental foundation that would be researched and really drawn and quartered if there was a problem, it would be the Sierra Club Foundation. He and Carl did not get along very well. He felt that Carl was just pushing the envelope too far. I think he felt that, despite the legal agreements, the legal advice and so on, that the foundation trustees were giving up too much. I think that that's basically why he ultimately resigned as executive director, because he just was not willing to--just did not feel comfortable with that, and he'd been there for a long time.

One of the things it did was to set up more of an auditing procedure where the foundation had a little clearer sense of what kind of bookkeeping the club staff was doing. We actually now have--I think for a while the foundation was doing a spot audit. Now we, in the last year or so, we've actually hired an auditing firm to go in and look, do a spot audit on these for the club and foundation, to again, satisfy the foundation trustees that, to the extent that appears reasonable in a spot audit, that the club is keeping good records. It really is a due diligence issue with the foundation. That is--

Lage: A due--? Oh, due diligence.

R. Cellarius: Due diligence. That is to say the foundation is taking all care and diligence to assure itself that the information it gets from the club is accurate, and they are not essentially spending (c) (3) funds on (c) (4) activities. The records are clean. It's actually both safety for the club and the foundation, but having done this, if there then turns out to be some errors, well, there's probably an argument, well, you've done your best. We can clean them up. We can make the corrections if there's funds that need to be paid back and forth, if the club has spent funds that it shouldn't have, (c) (3) funds. It can repay the foundation, but probably reduce the potential of prosecution in a way that would shut down the foundation.

And things, frankly, have worked out very well. When Steve left we had a search for his replacement. Roger Hershey, who was vice president of the foundation, as an attorney, actually served as acting executive director of the foundation. He took some time off from his law firm and the foundation compensated for that. But he spent a lot of time here, sort of managing the foundation staff during the time before we hired the new executive director. An interesting little sidelight on that is that when Steve resigned, I had an e-mail from John DeCock, who had moved from--who I had known. He had been director of the Outings Department here and had moved into the Office of Environmental Programs and was director of that office.

Lage: You mentioned that he started in the mail room.

R. Cellarius: He started in the mail room before he got into the Outing Departments. But he was, in a sense, in a position where he was, as in the Office of Environmental Programs, overseeing this whole process from the club side and how it managed its grants and that sort of thing. He wrote me an e-mail and said should he think about applying for Steve's position, and I [said] "Well, yes." I had a lot of respect for him. He'd grown up and developed in the club and knew the situation, so I said I saw no problem with that. Joe Fontaine was chair of the Search Committee. For a while Roger Hershey, I think, was thinking about applying for the job. He'd been acting executive director and so he was wondering should--is this something that I should think about?

Well, I remember we had a trustees meeting in San Diego. I'd heard from Joe--first of all, Roger decided not to apply--talked to Joe Fontaine, and he'd not heard from John DeCock. I said, "John, you've got to do it." He said--you know, I think he really didn't want to compete with Roger Hershey--"I'm just not going to fight that battle." So John--I got John to apply and he applied and made it, was one of the two finalists. The other finalist was a very dynamic young man with no club experience. I guess he had some good funds management experience and that sort of thing. There were people on the foundation board who argued that we should bring somebody from the outside who didn't have--wasn't just tied to it. There was some concern about John being too tied to Carl and too much of a Sierra Club person.

The trustees ultimately--I think I may have been on the search committee. I certainly was involved in those discussions, must have been because I was involved in the interviews of both the final candidates, although they may have had a lot of the board there too. I was not on the original--I think I was not on the full search committee, but was involved in some of the discussions, maybe as a member of the Executive Committee at that point. At any rate, we hired John DeCock. I think he has panned out marvelously well. It's very clear that he can and has stood up to Carl Pope. He's not Carl Pope's man in any sense. He's director of the foundation, pays attention--[tape cuts off]

##

R. Cellarius: John DeCock has excellent people managing skills. I saw this in the Outings Department, and he certainly has done that in the foundation. There were some difficult staff problems that he inherited, and he has handled everything just very well, very much on top of things. He's very much the foundation person, not the Sierra Club person. It's been very useful that he has the respect of the folks in the club, people like Beth Reilly, who took his position in the Office of Environmental Programs and so on.

- Lage: It sounds as if the main purpose of the foundation is to be sure that the 501 (c) (3) funds are properly--?
- R. Cellarius: It is. The trustees have two major functions. One is to assure that the grants that it makes are appropriate for (c) (3) purposes and to essentially monitor, so that not only when the grants go out, but also when the reports come in and the accounting is done, that they have been spent appropriately, not just that they are making the appropriate grant, but they are also auditing how they are spent.
- The second thing is that the foundation has a huge amount of funds that it manages. It has endowment funds that have been given to it over the years, plus it has--when a foundation, for example, gives a grant of a million dollars to the foundation, it gets those million dollars. It does not turn around and pay those million dollars to the club. It's a very interesting process. Most universities, if they get a federal grant, they get the bucks, right? They don't bill the NSF [National Science Foundation] for each, but the club and the foundation relationships work differently. The foundation holds the funds. The club submits reimbursements requests. So the foundation has sort of short-term funds, things that it presumably was holding for two or three years at most, of grants that come in, which it then pays to the club on a reimbursement process. Then it has long-term funds, endowments and that sort of thing.
- Lage: Investments?
- R. Cellarius: Investments, so the foundation has an investment committee that manages its investments. I've been involved in that for a variety of reasons. One of the reasons was that, almost at the time that I was club president, there was always concern on my part and other folks parts--Is the foundation investing its funds appropriately?--because a long time ago, Wendell Berry and other folks accused the club of investing in inappropriate companies. There are people on the foundation board, who have been on the foundation board, who have excellent investment experience. Fred Weintz was a principal in Goldman Sachs, for example.
- Lage: Is this part of the reason why these people are trustees?
- R. Cellarius: Well, that's right. That's one of the reasons. They are donors but they have this kind of experience. What Fred did was essentially go to the Russell Corporation, George Russell Company up in Tacoma. Because it was in Tacoma, they actually went up and met with him. We essentially had most of our endowment funds invested with the George Russell Company. Those are a series of mutual funds, so you really don't know what the internal workings of the funds--. We know what the funds are, but we don't have much control over what stocks are not--. We did ask Russell to keep us informed and to ask its managers to pay attention to some of the environmental things, but--
- Lage: You don't say, "We won't invest in Exxon?"
- R. Cellarius: That's correct. We don't have much control over what the managers do. What we do say is that we would like the managers to keep track of when there's a stockholder initiative, to pay some attention to what would be the appropriate environmental vote and that sort of thing. We actually have now, finally--I've been working on this for years and I did get the foundation to pass a resolution saying that they would invest up to ten percent of the

funds in environmentally screened funds, just as a test to sort of see--because Fred has always argued such screening is not really functional. You don't make as much money, and what you're really looking for is well-managed companies and often these are environmentally fine as well. We actually did finally, through the efforts of myself and a few other folks now, the foundation has invested in a couple of green funds, or screened funds, just as a test, and we'll see how they do. This is something that has just happened, but I've been working on that since I went on the foundation board.

Lage: Well, that's an important point to make, then.

R. Cellarius: The foundation has the grants function. It has the funds management function. The foundation has been given a few properties. It owns a few properties. For a while it had the title to Clair Tappaan Lodge. I don't think it does anymore. There was an exchange for Clair Tappaan. Clair Tappaan was on leased land and the foundation owned Flora and Azalea Lakes. Then there was an exchange with the Forest Service. The foundation got the land under Clair Tappaan Lodge. Frankly, I don't know, because we don't see it on the books anymore. I think that most of the Sierra Club lands, like the Clair Tappaan, the Harwood Lodge, and the LeConte Lodge are now in the title of the club, not the foundation. I'm not positive about that, but I'm pretty sure that's the case.

The foundation owns property in Florida called the Coffeen property and owns a hut on Mount Shasta. We have a Land and Property Committee that sort of manages those. We are in the process of trying to see if we can divest ourselves of the Coffeen property. We get these through donations where there are particular--some of these are historic and we've had them for a while, but there are conditions on them that make it difficult to just divest them. If the foundation does get a donation of property, somebody gives us a house as a donation or some kind of apartment--I think for a while we had an apartment building or an office building in Atlanta--we do our best to sell those as quickly as we can.

Essentially the foundation tends not to hold onto stock donations. What it does if it gets a donation of appreciated stock it sells them, not taking the chance that it would go down, or up. It's saying, you know, our best bet is to manage our choice of stocks, not somebody else's choice of stocks. So the foundation has a short-term investment fund policy where they invest in bonds and that sort of thing, fairly conservative investments where you want to maintain the corpus of the funds, then the longer term where you're looking for appreciation. The foundation has done very well in its investments, thanks a lot to the wisdom and the guidance of folks whose business it is to manage things in a moderately conservative format; that is, they are interested in maintaining the corpus, but also not being so conservative that they are not getting appreciation of the funds. They've done very well. It's a fairly complex system to manage.

Lage: Yes, I would think so.

R. Cellarius: It's done under the guidance of the Investment Committee, and the current finance director for the foundation, Nancy Thomas, is very knowledgeable and keeps track of these things. The other set of funds that the foundation manages are sort of term endowments, and I forget what the proper term is, but folks will donate money to the club with the purpose of essentially having the residual monies go to the foundation, but in the meantime, they would get a life income out of these funds. So you might donate a

hundred thousand dollars to the foundation; the foundation would manage these or have these managed.

We actually have a firm that manages these kinds of funds so that they're like annuities, so that the person who gives a hundred thousand dollars to the foundation, they get a return of say, five percent annually. That's written into the--and how much they get depends on what their age is and that sort of thing. They don't get a full hundred thousand dollar charitable deduction. There's a complex calculation of how much they actually get as their charitable deduction, but they get some because the anticipation is that not all of that money will go back--you know, the corpus, some of that hundred thousand dollars will actually have to be spent in paying their lifetime income. It's based on their age and all sorts of things. The expectation is that, of course, the foundation will end up with a certain amount of money at the end, so they get some charitable donations. If the funds are well managed, the foundation comes out pretty well.

We started early on with a firm called Kaspick [and Co.], actually Kaspick is a person. I think we were one of his first clients, and he's done very well and really expanded his business based on this and still does very well with this. The advancement office here in the club has folks who essentially do this, what's called planned giving. Of course, we get bequests, but the plan--one of the main functions of the plan is to develop these annuity projects or programs so that people still get income, but their money ultimately, at least a good portion, ultimately ends up in the foundation so they can feel good about that. They know the money's there before they die, in a sense.

Lage: That's a popular way to go now.

R. Cellarius: So, the major things are the management of the grants, the management of the funds, including the annuities and that sort of thing, and a little bit of property management.

Lage: Now, what about the controversial business in the Southwest? The foundation was accused of mismanaging funds. Were you in on that at all?

R. Cellarius: Yes. Not too much, although I was on the board when a lot of this happened. I can't say as much--you probably have more information from other folks about it.

Lage: We have some from Gary Torre, but I'd just be interested in how you saw it.

R. Cellarius: The basic issue was that the foundation got a grant from a donor, whose name I'm trying to suppress--but we can figure it out [Graham]--to buy some land in New Mexico for environmental purposes and also for, I think--I'm not sure of the extent to which the original donation had it that the land was also supposed to support indigenous groups in New Mexico. Brant Calkin was the manager of the Frontera del Norte Fund and was supposed to find the land. He never could find--

Lage: Was that the name of this fund?

R. Cellarius: Well, no. That's separate. There was a fellow by the name of Harvey Mudd who created the Frontera del Norte Fund, and Brant was a close friend of Harvey Mudd's, as I recall. There was some relationship here. The money was never--the land was never bought. The fund sat in the foundation and the foundation accumulated interest on those but did not

apply the interest to increase the value of the fund. The donation always was at the same level. The argument being that--and now we make it very clear that when a donation is made to the foundation, unless it's very clear that--you know, before the funds are spent, any interest goes to the purpose. Most of the time it's clear that the interest--this is not on endowment funds, but this is on direct donations for specific purposes, but the interest goes to the foundation's general fund.

He claimed that--he also gave us a piece of land in Albuquerque. It was a piece of land in a flood plain, as I recall, that was adjacent to a shopping area that he had invested in. At one point, he wanted us to sell it back to him, or he wanted access to that so he could expand the shopping area. That didn't happen so he got his nose out of joint. He was very unhappy that the club was not supporting his nonenvironmental interests. He got the attorney general, and there were a couple suits. I don't remember it all. But the ultimate issue was that the attorney general in New Mexico got an--actually there was finally a quote "out-of-court settlement." It was actually a court-mediated settlement, so we never got a court judgement other than a judge approving the settlement where the foundation agreed to pay approximately \$800,000 to an indigenous, supposedly indigenous group for land purchases, environmental purposes, that sort of thing. The assertion was that this group was originally intended to receive this money. The group didn't exist when the original grant was made.

Again, I don't know all the details. Graham, that was his name. He sued us. He got the state of New Mexico to say we were mismanaging the funds so we got a settlement on that. Then he also prosecuted us in the state of California and that case got thrown out of court fairly rapidly. I forget what the issue was, but the foundation said, "You know, you have really just damaged us with this." They, the foundation, turned around and sued him for malicious prosecution and essentially got a jury award of a million, maybe it was two million. I forget the exact amount. It maybe was 2.3 million. There was--

Lage: For malicious prosecution?

R. Cellarius: For malicious prosecution from Graham. He appealed this in the California court system. Before he could appeal, he had to post the bond, or post the deposit which accumulated ten percent interest in an escrow account. That is, in order to appeal it, he had to essentially pony up the money which was put in escrow and earned ten percent interest. He appealed it to the California appeals court, and I think he finally decided that the appeals court clearly supported the original jury decision. So we ended up with, after attorney's fees, one and a half to two million dollars--I don't remember the number--which we are slowly granting to the club. So the issue was that we were prosecuted for mismanaging the funds and not buying the land, and so on, because he was mad at us. He got stung ultimately, personally, because the \$800,000 in the original settlement did not go to him. It went to this group that essentially--

Lage: So you did lose one--?

R. Cellarius: We did lose--well, we didn't lose. We had a settlement.

Lage: I see. A settlement that went to the group that didn't exist.

R. Cellarius: Yes, and there's some question about whether or not they have spent the money appropriately. The foundation has never gone back, even though we say, "We ought to go back and look at their tax returns and reports, and see whether they have actually spent the money in an appropriate way." There's some questions as to whether they have or not. I don't know the status of that.

Lage: Well, that's an interesting story.

R. Cellarius: Steve is in the process of writing this up.

Lage: Oh, he is?

R. Cellarius: Have you done an oral history with Steve?

Lage: Not with Steve. I've often thought we should do that. We really should.

R. Cellarius: You should do that. Steve would be worth doing.

Lage: We'll work on that.

R. Cellarius: So that's about as much as I can say, unless you have other stuff here to talk about.

Lage: Well, one thing about the club. I remember Mike McCloskey saying, as an afterthought to the discussion about foundation-club relationships, that maybe the whole arrangement is not the best, that maybe the club--how did he put it? The main organization should be reversed. I didn't quite understand it, the (c) (3), (c) (4).

R. Cellarius: Well, I think I talked about this earlier. The club did create this (c) (3) foundation, the Sierra Club Fund, in the club as a threat to the foundation.

Lage: To replace the foundation.

R. Cellarius: To replace the foundation. It finally dissolved the fund about a year ago. It finally got down to the point, it was just not worth keeping a hold of, but for years, the Executive Committee of the board would once a year have a meeting of the board of directors of the Sierra Club Fund and allocate a little money to the Colby Library, or something like that.

Lage: I think what he was getting at--

R. Cellarius: But--

Lage: --was that the main organization should be tax deductible, and then there should be this separate organization to do the lobbying.

R. Cellarius: Well, I don't agree with that. Who runs the show? What is interesting, though, is that in the last-- Well, first of all, I remember that when we set up the Centennial Campaign, Brower was very concerned about putting our efforts into a major gifts, (c) (3) fund-raising program because he said, "You can't do lobbying with that money, and that's the fundamental basis of the club." Clearly, up 'til, you know, the mid-nineties roughly, maybe a little bit before that, the conservation program was ninety percent, eighty percent

lobbying--(c) (4) kinds of stuff, where you were using membership dollars and that sort of thing--and much smaller amount (c) (3) funded, where you were restricted on what you could do.

After the Lang report, in terms--I think the Lang report really, and the consensus of counsel, really expanded what the club could do and how to go about it using (c) (3) funds. It has really now shifted. Most of the staff conservation program is (c) (3) funded and it is used for environmental advocacy, but it's used for public advocacy in terms of education and the like. As long as you're not advocating a particular current piece of legislation, you can still talk to the Congress about principles. You can inform the public about basic issues. It's only when, all of a sudden, something gets into legislation--for example, I think the club was talking in public information terms about ANWR [Arctic National Wildlife Refuge] and protecting ANWR up to, you know, a couple of months before the most recent Senate vote. Then it had to go to (c) (4) funding when it really got into the legislation.

So, I mean, if there's any piece of genius that you can particularly give to Carl Pope, it is his development of a very intensive public education, public information program that uses (c) (3) funds that continues to promote Sierra Club principles and policies and positions. And we have a lot of staff. The EPEC staff--

Lage: Environmental Public Education Campaign.

R. Cellarius: We have staff around the country that work on these issues. One of the things that the club has to do is to very carefully have these folks maintain time sheets, and really they need to be done on a daily basis to justify this. That's, again, a concern of the foundation, being sure that this is done properly.

Well, you know, you can think historically. Maybe we should have had the foundation first and then the club, but that's silly. I mean, you have to look at the historical development. Where's the genius for running the organizations in the Sierra Club out of the foundation? The foundation does not operate program.

Lage: No, and I don't think Mike was saying the foundation should take over. I don't know. I'm not sure what he was saying. Maybe that wasn't a good direction to take us.

R. Cellarius: No, but I think that the relationship, in my opinion, is working very well at the moment. We have a very good relationship between the board of trustees and the board of directors. We meet once a year in retreat and tomorrow night we're going to have dinner together and celebrate the new directors and the old directors, and so on, and the new president of the foundation. I think there's a good working relationship with the staff.

A lot of the foundation trustees are active. What's interesting is that we've often said that we need to have some foundation trustees who are, or have been, Sierra Club activists. When I went out as Sierra Club president, they immediately elected me as a trustee of the foundation. Except for one year off for the required sabbatical, I'd been a trustee since 1988, virtually continuously. Even in the year I was off, I was on the Grants Committee. I was on the Grants Committee up to about a year ago, having been chair for a couple of years. I finally said, "I've been on the Grants Committee for so long, I think I'd like to get off for a while." I may go back on, I'm not sure.

I've got one more year on the foundation trustees, but the most likely person who will become the foundation president is Marty Fluharty, who's currently the chair of the Grants Committee. I have not had a conversation with her recently about what committees I should be on. There have been times I'm on as many as four committees on the foundation.

Lage: Another time-consuming endeavor.

R. Cellarius: Yes.

Concluding Thoughts: The Passion of Club Activists

Lage: Well, are there any concluding thoughts that you want to add that you that we didn't cover in the video?

R. Cellarius: I'm worn out! [laughter]

Lage: I think we're pretty well--.

R. Cellarius: I don't think so. I think we've talked about--well, you have one other thing here [refers to list of interviewer's topics]. "What issues reveal the fault lines in the club, the issues on which members and leaders seem to have deep divisions?"

Lage: Did I put that in?

R. Cellarius: That was sort of an afterthought in the second message.

Lage: Oh, that actually was for the video, and we did talk about it.

R. Cellarius: We did talk about it.

Lage: Unless you have more to say?

R. Cellarius: The real issue here is that there are people who either have an issue that they bring to the club, that they say, "The club is the organization that I think could be the most effective in promoting my issue, getting my issue solved." They come to the club and want them to do it. The division is, is this appropriate for the club to do, and is it appropriate for the club to turn its resources to that organization, to that particular end? But the other thing is what I was reading to you earlier, that is that there's a passion that folks bring to the issues. They bring this same passion, at times, to their relationships with each other, so that they somehow don't know how best to work with each other and tolerate individual idiosyncrasies to the point where they attack each other with the same passion that they attack the demons in the woods and so on. Muir had a wonderful--"Purveyors of Mammon," or something like that in one of his writings about the forests. I'll dig that out because it's worth seeing again.

But, you know, you have these passions and I can remember--we talked earlier about, in the video, about Les and Sally Reid, but I can remember Les, when he was on the board, one of the controversies was condors and captive breeding of--[tape cuts off]

##

R. Cellarius: We had a big debate as to whether the club would approve captive breeding of the condors, because it meant taking these animals out of the wild and taking a chance that when you take them out of the wild, they may never go back. They might not survive the captive breeding. Les made the most impassioned speech that I've--you know, he can be pretty impassioned anyway, but he was saying, "Let them live free." He'd rather see them die living free than being caged up with a potential of maybe they will get back into the wild and that sort of thing. But it was one of the most impressive speeches. That's the kind of passion folks bring to this, and they bring this passion to their relationships with each other sometimes, which really gets in the way.

Lage: So this community that we talked about, at the end of the video, is sort of like a family with a lot of passion.

R. Cellarius: That's true. With a lot of passion both ways. Yes.

Lage: Conflict. Yes.

D. Cellarius: We've gotten really good at attacking the bad guys, but when we turn it on our friends, some of them can't take it.

R. Cellarius: That's right.

D. Cellarius: And then it just really goes from bad to worse.

Lage: Yes. Well, I'm not sure that's the right tone to end on, but--[chuckling]

R. Cellarius: Well, I'm still under attack! I got more messages that it's still going on.

Lage: Really? Well, maybe you'll add an addendum to that.

R. Cellarius: [chuckling] I think we'll just leave it alone.

Lage: Okay, let's stop.

R. Cellarius: Okay.

[End of interview]

TAPE GUIDE--Richard Cellarius

Interview 1: November 13, 2001

Tape 1, Side A	1
Tape 1, Side B	9
Tape 2, Side A	17
Tape 2, Side B	24
Tape 3, Side A	31
Tape 3, Side B	38

Interview 2, November 14, 2001

Tape 4, Side A	41
Tape 4, Side B	49
Tape 5, Side A	57
Tape 5, Side B	64
Tape 6, Side A	71

Interview 3, February 20, 2002

Tape 7, Side A	This tape side is sealed until 2025
Tape 7, Side B	81
Tape 8, Side A	88
Tape 8, Side B	96

Interview 4, February 21, 2002

Tape 9, Side A	103
Tape 9, Side B	110
Tape 10, Side A	116
Tape 10, Side B	124
Tape 11, Side A	132
Tape 11, Side B	139
Tape 12, Side A	147
Tape 12, Side B	154
Tape 13, Side A	160
Tape 13, Side B	168

yInterview 5, May 15, 2002

Tape 14, Side A	171
Tape 14, Side B	178
Tape 15, Side A	185
Tape 15, Side B	193

Interview 6, May 16, 2002

Tape 16, Side A	199
Tape 16, Side B	207
Tape 17, Side A	213
Tape 17, Side B	221



Photo taken September 15, 1988 on the U.S. Capitol steps at the ceremony presenting "Clean Air Champion" medals to 227 members of Congress in recognition of their efforts to bring clean air legislation to the House floor for a vote, by cosigning a letter sponsored by representatives Bill Green (R-NY) and Bruce Vento (D-MN). Shown, left to right, are Richard Cellarius, Sierra Club President, Rep. Green, Bob Seagren, 1968 Olympic Pole Vault gold medalist, Rep. Vento, and Michael Fisher, Sierra Club Executive

THE NEED FOR A NEW ENVIRONMENTAL ETHIC
A STEP TO THE MATURITY OF MAN

Richard A. Cellarius
Department of Botany
University of Michigan
[1970]

On the first anniversary of the famous Santa Barbara oil disaster, environmentalists wrote a Declaration of Environmental Rights. It opened with the statement that "it is manifest that centuries of careless neglect of the environment have brought mankind to a final crossroads. The quality of our lives is eroded and our very existence threatened by our abuse of the natural world." The Declaration went on to detail some of the abuses we have heaped on our environment and suggested some specific changes that would be necessary, noting that the solutions must ultimately be found in "man's mind, not his machines." It then concluded:

WE, THEREFORE, resolve to act. We propose a revolution in conduct toward an environment which is rising in revolt against us. Granted that ideas and institutions long established are not easily changed, yet today is the first day of the rest of our life on this planet. We will begin anew.

Paul Brooks, in his article "Notes on the Conservation Revolution," pointed out that "the conservation movement, though it operates within the law, is in principle revolutionary...Properly understood, it goes to the root of our social philosophy; it is, in the literal sense of the word, radical."

The word, "revolution," is upsetting to many. For example, the president of the California Water Resources Association, whose purpose is to promote the \$2.8 billion project to ship water from Northern to Southern California, was recently quoted as saying,

The advocacy of what the Sierra Club calls 'the rights of nature' over the rights and needs of mankind is typical of the extremist philosophies being expounded today in many social fields...It can only lead to the kind of confrontation which is eroding the fabric of our society.

Others are concerned that revolution means violence. That is not necessarily the case, but many of us now feel that exclusive advocacy of the "rights and needs of mankind" will lead to a violent confrontation with nature which will erode our society, and perhaps nature itself, completely away! It is for this reason that the Sierra Club, which for more than 75 years has been struggling to impress a wilderness ethic on our society, has now taken up the additional challenge of the need for a survival ethic.

For the past two million years man has been growing, evolving, increasing in number. More recently our technology has been growing, and this, particularly with our improved medical technology, has produced an even more rapid growth of the human race. The basic message of this article is that we can no longer continue this growth. No species or process can sustain an exponential growth forever.

The limitations on such growth are many; First, there is the basic limitation of energy and mass. Neither food or power are available in infinite supply. Second, there is the limitation of available space. Where are we

going to put more people? Third, there is the imponderable of human tolerance. The multitude of political and social crises that we have in our nation today suggest we are fast approaching that limit; we may have already exceeded it in some of our larger cities. Finally, there is a limit to what our environment itself can take, and we are entirely dependent on that environment for all our needs. If we destroy our environment, we also will not survive. Each of these has been mentioned individually by one person or another as being the ultimate limiting factor. I suspect, however, that they will all act together to do us in before we reach the breaking point of any one of them by itself.

There are two possible scenarios which have been described for our future, depending on our response to these problems. The first is what Paul Ehrlich has called "Eco-Catastrophe!" This is where we don't pay any attention to what's happening around us. In this case, the number of people may drop virtually to zero in a very short period of time. This is the death of the human race. It is a most unsatisfactory way to solve the population problem.

The second possibility is what John Platt has called "The Step to Man." This is where we do stop, pay attention, and adjust--adjust to a no-growth society. We know that every individual organism and every ecosystem is characterized first by growth and then by a leveling off to a stage of maturity. This step to maturity is characterized by the development of stable steady-state. In the case of mankind, we may have continued intellectual development, but we can no longer afford to have continued physical growth, including technological growth as we now know it, for growth's sake. We must evaluate the long-term implications of everything we do.

We may list at least three areas where change is essential:

1. Population growth - The population of this country is growing at a rate which produces a doubling of the number of people every 65-70 years. Over the entire world, the doubling time is about 35 years. A doubled population means twice as many people to house, clothe, feed, and if we can still afford that luxury, educate. The most frightening aspect of the population problem is that, unless we are willing to prohibit most of our present young people from having any children at all, it will take as least a generation to achieve zero population growth. And we can only achieve that if each couple produces only two children--the replacement level of reproduction.
2. Power use - We do not have unlimited power. It has been estimated that the earth's coal supplies are sufficient to serve as a major source of industrial energy for two or three centuries only. The corresponding period for petroleum is estimated to be about 70-80 years. This is not even considering the pollution to be achieved as a result or, as Lamont Cole has pointed out, the oxygen problem. The oxygen in our atmosphere has come almost exclusively from green plant photosynthesis and is therefore exactly balanced by the organic matter of living organisms and the residue, including the fossil fuels of coal and oil, of the dead ones from eons past. The burning of a substantial amount of this will result in a significant lowering of the oxygen level in the atmosphere, with a number of secondary effects.

The alternative of nuclear power has often been mentioned, but that has its own drawbacks, particularly of radioactive wastes and thermal pollution. We may already be overloading our air and waters with heat and producing significant climatological changes. Again it is Lamont Cole who has calculated that, if we continue to increase our rate of power utilization by 7% a year

(instead of the 10% increase we currently have), in 130 years the average temperature of the earth will increase 15 °C and the earth will be uninhabitable.

3. Land use - This has two aspects. The first is the disappearance of prime lands due to the expansion of civilization. Towns were originally established close to the food supply, that is, the most fertile agricultural land. As the population increases, the cities grow, resulting in what we know today as urban sprawl. It is ironic that, because of the original choice of location, it is often our best farm land that disappears under the square miles of concrete. We did huge holes to take out the minerals we use and denude our forests for lumber. When we've used these resources once, we usually throw them away as waste, turning our rivers into sewers and our lakes into cesspools or sacrificing more prime land for "sanitary land fill." We don't even have the sense to use the waste to fill in the old holes; we go and dig new ones for it. We can no longer afford to exploit the land; we must develop what Aldo Leopold has called a "Land Ethic."

The second aspect of our land-use problem is characterized by monoculture--the single-use concept. We just do not know what we may be doing to the stability of our environment by devoting large areas of land to a single purpose, to a single crop, such as the vast acreage of the Midwest devoted to corn, for example. Developing ecosystems are characterized by low diversity, that is they contain only a few species, and as a result have low stability and low resistance to external perturbations. There are many examples of a single disease causing economic hardship over a large area because of its dependence on a single crop. On the other hand, mature ecosystems are characterized by high diversity. They contain a few individuals of each of a large number of species. When a disease hits one, other, similar types fill in the gaps and continue as before, providing a stabilizing effect. We must develop an increased appreciation and understanding of the diversity/multiple-use concept, where a crisis in one part of a system does not result in the collapse of the entire system.

The basic lesson is that we must learn to live in peace, in equilibrium with our environment. To do so, we will undoubtedly have to reject some of the basic values on which we have structured our society up to now. Any materialistic, growth society (and this appears to be independent of the political structure of the society) eventually lays waste to the thin shell around the earth which has been called the biosphere and which is our life support system. Many people can not imagine a stable society without growth (what frightens me particularly is that this is the claim of virtually all economists these days), but if we allow growth but at a reduced rate, we are just putting off the time at which the limits I mentioned earlier are achieved. And additional time will not produce the always hoped-for scientific solutions because the limitations are absolute.

How, then, are we to achieve this new environmental ethic? I suggested at the beginning that this called for a revolution. One way is the violent revolution of nature described by Ehrlich. Let us hope we can avoid that.

The second possibility is the violent revolution of the radicals. There is a great deal of overlap between those who are concerned about the environment and those who are concerned about our involvement in Southeast Asia, about the ghettos, about the blacks, etc. These people see that the basic attitudes of which these other problems are symptoms are also the root causes of the environmental crisis. Let us hope that we can also avoid this kind of revolution; but the more I see, the more I'm concerned that it will come to violence, unless we can achieve the peaceful revolution in attitudes of all people which will bring our way of life into harmony with our environment--and, I might add, into harmony with each other.

It has been suggested that in order to achieve this will require a new world order. But that order must begin with each of us as individuals. We must each begin by changing our attitude from one of exploitation to one of coexistence and interdependence. We must no longer treat the earth as garbage dump. We must recycle our natural resources and cut down on excess consumption of those, such as energy, which cannot be reclaimed. I do not believe that we must go back to a primitive style of life or that we will have to deny the poor the right to improve their standard of living. We who have much will probably have to give up some of it to share with others. One might call this the Robin Hood approach. I do not claim to have all the solutions. The problems are so complex that we need to put our best minds to work on the solutions while we can still achieve a high quality of life for mankind.

The next step, after we have convinced ourselves, is to convince others, our friends and neighbors and, most importantly, our governing officials. Some people claim that our government is not responsive to the public. But many others have said that there is no better form of government than democracy. If enough individuals let their legislators know that they want change in governmental and corporate attitudes toward the environment, that change will occur or those officials will be replaced.

Let us make today the beginning--the beginning of tomorrow's revolution. today is the first day of the rest of our life on this planet, not just each of our lives individually, but the rest of the life of humanity on this planet.

The revolution, the step to the maturity of man, must start inside each of us and we must go out preaching revolution--revolution for life. We must begin anew.

Bibliography

- Brooks, Paul, "Notes on the Conservation Revolution." *Sierra Club Bulletin*, vol. 55, no. 1, January 1970. pp. 16-17. Also in *Ecotactics: The Sierra Club Handbook for Environmental Activists*, J. G. Mitchell, ed. (Pocket Books, New York, 1970) pp. 36-42.
- Cole, Lamont C., "Thermal Pollution." *Bioscience*, vol. 19, no. 11, November 1969, pp. 989-992; and Letters, *Bioscience*, vol. 20, no. 2, 15 January 1970, p. 72.
- Ehrlich, Paul R., "Eco-Catastrophe!" *Ramparts*, vol. 8, no. 3, September 1969, pp. 24-28. Also in *The Environmental Handbook*, G. de Bell, ed. (Ballantine Books, New York, 1970) pp. 161-176.
- Hubbert, M. King, "Energy Resources." in Committee on Resources and Man, National Academy of Sciences-National Research Council, *Resources and Man* (W.H. Freeman & Co., San Francisco, 1969) pp. 157-242.
- Leopold, Aldo, "The Land Ethic." in *A Sand County Almanac* (Oxford University Press, New York, 1966) pp. 217-241.
- Odum, Eugene P., "The Strategy of Ecosystem Development." *Science*, vol. 164, no. 3877, 18 April 1969, pp. 262-270.

Platt, John R., "The Step to Man." *Science*, vol. 149, no. 3684, 6 August 1965, pp. 607-613. Also in *The Step to Man* (John Wiley & Sons, New York, 1966) pp. 185-203.

RICHARD CELLARIUS'S SIERRA CLUB HISTORY
Primarily in chronological order

1. Chapter memberships:
 - A. San Francisco Bay, 1949-54 (joined on my 12th birthday)
 - B. Pacific Northwest, 1954-58 (charter)
 - C. Atlantic, 1958-65
 - D. Great Lakes, 1965-67
 - 1) Michigan Group
 - E. Mackinac, 1967-72 (charter)
 - 1) Huron Valley Group
 - F. Pacific Northwest, 1972-78
 - 1) Sasquatch Group, 1972-78 (charter)
 - 2) Washington Council, 1974-78 (charter)
 - G. Cascade, 1978-99 (charter) (became life member in 1988/9)
 - 1) Sasquatch Group
 - H. Grand Canyon, 1999-present
 - 1) Yavapai Group
2. Responsibilities and positions:
 - A. Outings etc.
 - 1) Chickie Pail crew, Base Camp, 1947 and 1948
 - 2) Assistant to Entertainment Chairman, SF Bay Chapter. 1949ff
 - 3) Local outing coleader. SF Bay Chapter, 1953
 - 4) Pot Boy, North Cascades Highlite Trip, 1957
 - 5) Participant, Eastern Outings discussions, Atlantic Chapter, 1964
 - 6) Family High Trip Assistant Leader, 1969
 - B. Chapters
 - 1) Executive Committee Member, Mackinac Chapter, 1968-71
 - (a) Sierra Club Council Delegate, 1968-70
 - (b) Conservation Chairman, 1969
 - (c) Chapter Chairman, 1971
 - 2) Pacific Northwest Chapter Executive Committee Member, 1973-75
 - (a) Chairman, 1973-4
 - (b) Treasurer, 1974-5
 - C. Regional
 - 1) Midwest Regional Conference (Council) Coordinator, 1968-69
 - 2) Midwest Regional Conservation Committee, Organizing Chairman and Member, 1969-72
 - 3) Regional (né "Ex-officio") Vice President (original version), 1970-73
 - 4) Midwest Regional Information and Education Conference Chairman, Chicago, 1970

- 5) Northwest Regional Conservation Committee Member or Board liaison, 1972 (founding)-1979, 1980-
 - (a) Chairman and Regional Vice President, 1980-81

D. National

- 1) Nominating Committee (national), Member, 1969 (alternate), 1972, 2000-2002
- 2) Environmental Research (Survival) Committee, Chairman, 1970-73
- 3) Publications Committee Member, 1972-79, 1981-87, 1995-97.
 - (a) Chairman, 1976-79, 1983-85, 1996-97
- 4) Internal Organization Committee Member, 1974-7Z
- 5) Director, 1974-80, 1981-82, 1984-90, 1992-95
 - (a) Executive Committee, Board of Directors Member, 1976-80, 1981-82, 1985-90, 1994-95
 - (b) President, 1988-90
 - (c) Vice President, 1977-78
 - (d) Secretary, 1976-77, 1979-80, 1981-82, 1986-88, 1994-95
 - (e) Fifth Officer, 1978-79, 1985-86
 - (f) Management Oversight Committee, Chairman (aka "Cellarius Committee"/ Board-Senior Staff Liaison) 1978-79, member, 1984
 - (g) Executive Director Search Committee Chairman, 1986-87
 - (h) RCC Liaison, Gulf Coast/SE RCC (), Southern Plains RCC (), Midwest RCC ()
- 6) Vice President for Research, 1974-76
- 7) Long-Range Priorities Committee, Cochairman, 1978-79
- 8) Bylaws and Standing Rules Committee, Chairman, 1979-95
- 9) International Committee Member, 1983-87, 1995-
 - (a) Chairman, 1985-86, 1999-.
- 10) The Earthcare Network, Inc., Director and Secretary, 1981-83, 1985-.
- 11) Vice President for International Affairs, 2000-
- 12) Sierra Club/Sierra Club Foundation Centennial Campaign Planning Committee Member, 1988-96
 - (a) Chair, 1990.
- 13) Sierra Club/Sierra Club Foundation Centennial Campaign Steering Committee Member, 1988-96
- 14) Sierra Club Center for Environmental Innovation Management Committee Member, 1994-?? [I'm not sure when I was taken off, if the committee even still exists]
- 15) US-Canada Task Force Chair, 1998-2000
- 16) US-Canada Oversight Committee Chair, 2000- present (transition from US-Canada TF)

3. Conservation Activities

- A. Prevented first toll-paying car to drive across Straights of Mackinac Bridge from being thrown off bridge, 1969
 - B. Testimony before House Committee on _____ regarding the Proposed National Environmental Policy Act, Ann Arbor, MI, 1969/70?
 - C. Testimony before House Foreign Affairs Committee regarding log exports, Olympia, WA
 - D. Testimony before Senate Committee on _____ regarding geothermal development, Klamath Falls, OR,
 - E. Testimony before House/Senate field hearing on salmon policy (?) Tacoma, WA
 - F. Committee on Political Education (SCCOPE), 3rd Congressional District, WA, Campaign Coordinator, 1982
 - G. Head of Sierra Club Delegation, 18th General Assembly, "Conservation in a Changing World," IUCN-The World Conservation Union, Perth, Australia, November-December 1990.
 - H. Head of Sierra Club Delegation, Second World Conservation Congress, IUCN-The World Conservation Union, Amman, Jordan, October, 2000.
4. The Sierra Club Foundation
 - A. Trustee, 1988-96, 1997-present
 - B. Grants Committee Member, 1988-2000
 - 1) Chair, 1993-96;
 - C. Treasurer and member of the Executive Committee, 1998-2001.
 - D. Member, miscellaneous other Foundation Committees at various times: Nominating, Investment, Long-Range Planning; currently member only of Long-Range Planning
 5. Publications
 - A. Cellarius, R.A.(1986). U.S. can help save the tropical forests. *The Seattle Times*, July 18, 1986 p. A9.
 - B. Cellarius, R.A.(1987). Environmental Action: Education and Citizen Responsibility. In *Environmental Education: Transition to an Information Age. Proceedings of the Fifteenth Annual Conference of the North American Association for Environmental Education* [1986], J.M. Stone, ed. (North American Association for Environmental Education, Troy, OH), pp. 219-220 (Summary).
 - C. Cellarius, Richard (1989). Wilderness: Rejuvenation and Responsibility. *Wilderness 1990: Sierra Club Engagement Calendar*. (Random House, New York).

14 June 1989

“WE MUST NOT FORGET”
REPORT ON ALASKA OIL SPILL, 1989
by Richard Cellarius
President, Sierra Club

On March 24th--Good Friday, 1989--the tanker Exxon Valdez created the worst oil spill disaster in American history. Thousands of square miles of one of this nation's most productive ecosystems were covered with crude oil. Over 24,000 dead birds and 700 dead sea otters have been found; estimates are that the actual bird death toll is on the order of 400,000 and the otter toll is well over 1000. This does not include the many that are still to die from eating oil-contaminated food.

There are hundreds of thousands of square miles of Alaska that are still untouched by oil--some of the world's most magnificent scenery. But on the coastline of Prince William Sound, the beaches and coastal cliffs of the Kenai Peninsula, and the shores of Kodiak Island and the Alaska Peninsula, the oil is still there--and will be there for years.

I have just returned from a visit to Alaska. I saw for myself how disorganized the cleanup is going. In Tonsina Bay, within Katchemak Bay State Wilderness Park, over 200 miles from the site of the crash, we visited four different beaches, all still reeking of oil, and rocks, driftwood, algae and eelgrass coated with black and brown goo. On one beach we saw seven--count 'em, seven--workers slowing picking up oil soaked debris and putting it in plastic bags by hand. It would take 100 people to make a dent in this beach alone; and there are hundreds more all along the path the oil took. After a month of sitting, a pair of eagles nearby abandoned their nest, their chicks still-born or unhatched--we'll never know which, but on last inspection, the nest was empty.

On the remote Barren Islands we found a beach that looked untouched except for oil-coated rocky cliffs at one end. But when we started walking, it was like walking on Jello: the oil had flowed down and coated the small pebbles so that they slid against each other like ball-bearings. We never did find the bottom of the oil there. This beach can never be cleaned by humans other than by removing thousands of cubic yards of oil-coated pebbles, and so far, it appears untouched by the clean-up crews altogether.

The final cleanup--removal of the last traces of oily toxins that destroy the livers of the wildlife and one drop of which will kill an eagle's egg--will occur only through natural breakdown processes that will take an unknown number of years in this frigid ecosystem. It is a terrible way to do an experiment, and this is one of those things that we'd rather not have to learn at all.

Despite reports to the contrary, the spill disaster clean-up is itself a disaster. Many state and federal natural resources agencies waited for Exxon to do the job, because the lawyers were concerned that it would be difficult to recover costs after the fact. In many cases they're still waiting: we were told again and again that the Exxon supervisors were telling the workers to do the minimum job, cosmetic at best. Those managers who took action immediately, without waiting for protocol, did the best job of saving the resources they are paid to protect, and may get fired as a result. One Exxon field supervisor, when asked who was making the cleanup decisions, couldn't (or wouldn't) answer the question. Our best conclusion is that nobody is in charge, lots of suppliers, by charging uncontrolled prices, and charter boat operators,

sitting around waiting for instructions, are making potloads of money--and we all know who is going to pay in the end, and how: look what happened to gasoline prices the day after the spill disaster occurred.

Finally, on the list of disaster stories yet to tell is what is going to happen to the hazardous and toxic waste from the clean-up. Incineration? Unless done absolutely right, it will result in air pollution, including dioxins, some of the most deadly pollutants known. The resulting ash is itself a hazardous waste. And we were told that they were trying to avoid having to meet any air pollution standards by using small portable incinerators and/or doing the burning off shore. Burying in a hazardous landfill? The nearest is over a thousand miles away in Arlington, Oregon. Out of sight, out of mind has got to stop being a solution to the hazardous waste problem.

The Alaskans I talked all wanted to know how much of this story is being told in the lower forty-eight. They know how easily we forget when the story is no longer told. I promised I would do my best to keep the story alive, because there is still so much to be done.

It is not too late for the President to take charge. Exxon will still have to pay, but letting the fox decide how to clean out the hen-house is not going to get the job done right. And they need the world's best clean-up experts to supervise the work, not the retired PR people whom we were told were there now. In some places it will clearly cause more damage to try to remove the oil than to let natural processes do their work. But every drop of poison that can be removed safely must be removed. And it is likely to take a year or more, not the few months that Exxon originally claimed. And, as I've said, they are not working at anywhere near maximum speed.

The U.S. Congress and the State of Alaska must see that everything possible is done to assure that this never happens again ... [need specific suggestions from the legislative experts]

But as long as we keep shipping oil by sea, we need to expect that it will happen again. This is certainly not the first oil spill disaster that has occurred and it will not be the last. And we must anticipate that it could be even worse. Governmental agencies must require that disaster plans are in place and updated regularly. Our readiness to respond, with adequate equipment, materials, and workers must be continually monitored, with disaster response drills--like fire drills in our schools--being held on a frequent, unscheduled basis.

And we need to look to ourselves as part of the problem. We are gluttons for oil, whether it comes from Texas, Alaska, or the near east. If we as a nation weren't in such a rush to get all the oil out as fast as possible this disaster might not have happened. This nation needs an energy policy that puts conservation first.

The oil companies and the Governor of Alaska are still promoting drilling of the Arctic National Wildlife Refuge (ANWR), the last protected area of Alaska's Arctic coastline and calving ground for tens of thousands of caribou. Just enforcing the automobile mileage efficiency standards already voted by Congress will save more oil than the maximum estimated possible production of the proposed ANWR field. The state of Alaska depends on oil royalties and so it wants more. The flow of oil from the Prudoe Bay field, the source of the oil the Exxon Valdez was carrying, is already slowing down. The ANWR field is estimated to last only twenty years, if there is any significantly recoverable oil there at all. What will the state do then. Rather than suffer through more boom and bust economy, the state should work to protect

and develop its truly renewable resources, fisheries and tourism, which know have been hard hit by this single disaster, which undoubtedly will be repeated unless we all act and act soon.

As the day of disaster, Good Friday 1989, recedes further and further into the past, we must not forget. We must keep the images of pristine beaches soiled with oil, of dead otters floating in the water, of dead birds piled up and saved as evidence for the court battles to follow, and of fishermen being compensated for the fish they cannot catch on our front pages until the stories are no longer true, because we have acted--acted responsibly and caringly for the earth, its wild creatures, and the residents of Alaska who are dependent on our stewardship of the nations natural resources. WE MUST NOT FORGET.

SIERRA CLUB
Board of Directors Meeting
May 5, 1990

Report of President Richard Cellarius

As I conclude my two years as the Sierra Club's 40th President, I have been asked numerous times what are the most memorable aspects of my tenure. Unfortunately, the thing that has jumped most immediately to mind is the immense number of letters that have arrived in my mailboxes both here in San Francisco and at home in Olympia complaining about some action that the Board of the Directors or the Club overall has or not taken. These letters were not always restrained in the intensity of feelings expressed or in the suggestions about what I and/or the other directors and/or staff should do.

But the important message from this is the intensity of emotion and dedication that Club members, Club staff, and others bring to their efforts to protect the earth. I ask your indulgence to permit a few minutes of reflection on a few of these people that I will always remember and admire in my retirement.

Let me start with my retiring colleagues: Bob Howard as Treasurer and Ruth Frear as Secretary have been effective in helping move the work of the Club forward; Bob has had an important role in improving the Club's financial soundness, and Ruth is patience embodied. Sally Reid is unparalleled in her dedication to protecting the forests and other public lands of the earth.

My other colleagues on the Executive Committee, Sue Merrow and Freeman Allen, have been invaluable in assisting in the management of the Club, and I know they will continue to lead the Club well in the future.

To the other, continuing Directors I extend my thanks for your support and cooperation. We have developed a good working team and I will miss the fellowship we have shared together over the last two years.

There are so many others to mention, I am sure I will leave out someone. But among those people I will always fondly remember are Allan Brown, conceiver and now Chairman of the Centennial Campaign; Ron Klein, retiring President of the Sierra Club Foundation; Don Harris, who just stepped down after many years as President of the Sierra Club Legal Defense Fund; Mike Traynor, current Chairman of the Legal Defense Fund Board of Trustees. Former Directors who continue to serve include Larry Downing, newly elected as President of the Sierra Club Foundation; Marty Fluharty, indefatigable Chair of the Centennial Celebration; Phil Hocker, President of Sierra Club Property Management and leader of the effort to bring to the attention of the Congress the need reform America's mining laws; and Joe Fontaine, who retired from this Board to take better care of southern Sierra forests and has helped us work through the maze of Development issues. Other memorable volunteers are Roger Hershey, who chaired the Nominating Committee and has now taken over as chair of the Entities Committee; Elden Hughes, whose "lessons" I carry around in my portable computer's memory, including the thought that "If you laid all Sierra Club members end to end, they would still point in all directions;" Dolph Amster, recently retired as leader of the Club's Outing program and who has agreed to serve as Chair of next year's Nominating Committee; Harold Wood, one of the less recognized of my heroes for his successful work to get John Muir's Birthday permanently recognized here in California; Gibbs Smith, who against all odds managed to get the magnificent Utah Symphony commissioned, composed and performed; and Steve Fenton, who appeared out of the woodwork to drag the Sierra Club into the 20th century of advertising with his proposal and production of the Global Warming public service announcements.

As I travelled for the Sierra Club over the past two years, I was privileged to meet a number of impressive public servants: the head of the Bureau of Land Management in Alaska, the manager of Alaska's Kachemak Bay State Wilderness Park, the superintendents of Kenai Fjords National Park in Alaska and Jean Lafitte National Historic Park in Louisiana, the manager of Kilauea Point National Wildlife Refuge, and the

superintendents of Hawaii Volcanoes and Everglades National Park and their staffs. They all care very deeply about the resources they manage and do their best to take proper care of them, often without adequate support or even approval from the administrators of their agencies.

I will never forget chasing Senator Howard Metzenbaum through the Cincinnati and Columbus airports with an almost-healed broken ankle as we travelled to announce SCCOPE's endorsement of his re-election campaign. I was especially privileged to honor personally 99-year-old Marjory Stoneman Douglas both in Miami and here in San Francisco; her dedication to the earth is a model for us all. Composer John Duffy, composer of the Utah Symphony, and Actress Jane Alexander, with whom I shared the podium at our Global Warming press conference a few short weeks ago, are impressive public persons who care deeply and use their talents to promote our work.

Finally, I cannot complete my two years as President without recognizing the dedication of the Sierra Club's staff, who serve us all faithfully and with a time and energy commitment that I would challenge any other organization to match. Ofelia Alayeto and Bill Smith have always responded to my incessant requests for assistance and information. Lisa Arnold, secretary to Michael and me, has with incredible patience suffered through the confusion of my mail and frequent visits to San Francisco. Betsy Bigelow, Alita Paine, and Brian Erwin--and the other staff in the Public Affairs and Development Departments--have done a fine job in helping with keeping words flowing out in all directions. Department heads Sue de la Rosa, Jon Beckmann, Jonathan King, and Carl Pope clearly care deeply about the Club its work and lead their respective programs with a quality that we all must be proud of. Joanne Hurley, as Director of Public Affairs, has been invaluable in guiding me to assure that the wrong words don't come out in the wrong places and, more importantly, that the right words come out in as many right places as possible. And I'm running out of adjectives and adverbs for Rich Hayes, Director of Volunteer Development; Marianne Briscoe, Director of the Centennial Campaign, and Rosemary Carroll, Director of Development, all of whom are working hard to assure that the Club has adequate volunteer and financial resources--and they are clearly being successful in their efforts. Andrea Bonnette and Doug Scott have taken on their new jobs as Associate Executive Directors with incredible vigor and effectiveness, and the Sierra Club is already much the better for their work. And Michael Fischer--what can I say to you that will truly express my feelings? You are already on your way to becoming the third Executive Director that will serve for over 15 years. We have had an excellent working relationship, and I am proud of our joint leadership of the Sierra Club over the past two years. Thank you for your tolerance and your counsel; it has made my job easier and more enjoyable.. I will long remember our work together.

People have been asking me what I will do in my retirement. First, I and my US Postal person look forward to a less full mailbox, and my computer and I look forward to an emptier e-mail box. Second, I am pledged to continue to work on the Centennial Campaign and the Centennial celebration. They were high on my list of goals when I took on the job of President. I believe they are moving forward well, and I want to help see them through to completion.

Finally, I expect to relax and play a bit more and get out and actually spend some time in the mountains we are committed to protect. There have been a good number of times that I have felt like John Muir when he said,

My life these days is like that of a glacier: one eternal grind.

But now I look forward to taking to heart one of Muir's better known pieces of advice:

Climb the mountains and get their good tidings. Nature's peace will flow into you as sunshine flows into trees. The winds will blow their freshness into you and the storms their energy, while cares drop off like autumn leaves.

INTRODUCTION TO WILDERNESS CALENDAR, 1990 WILDERNESS: REJUVENATION AND RESPONSIBILITY

My first memory of the wilderness is a burro ride I took into the backcountry of Yosemite at age six. I spent two or three weeks playing among the trees and in the waters of the Sierra and making new friends that summer. I also still carry memories of several weeks on Sierra Club Base Camps when I was ten and eleven, including being introduced to the smaller wonders of nature, such as caddis fly cases in the streams. These experiences, along with many summers among the towering and enfolding coast redwoods of Sonoma County, reinforced and cemented my sense that it is from wildness that we receive rejuvenation and strength.

Over the intervening years, I have spent less and less time in the wild, but my professional duties as a college teacher and scientist and my avocational, recreational, and inspirational experiences as an environmentalist have become mutually reinforcing. Through this has come a more complete understanding not only of our relationships to wildness and, more broadly, our connection to all the other natural objects of this planet and the universe, but also of our human and societal responsibility to the wildness from which we gain our strength.

This concept is encompassed by the quotation of John Muir that is found on the Sierra Club's letterhead:

When we try to pick out anything by itself, we find it hitched to everything else in the universe.

More recently, Barry Commoner has called this the first law of ecology: "Everything is connected to everything else," and this interaction is embodied in the scientific concept of the ecosystem as a single, integrated, functioning unit. But even the scientific view of this interrelationship goes beyond the scientific. Aldo Leopold, the founder of the science of wildlife management, wrote the following:

Possibly, in our intuitive perceptions, which may be truer than our science and less impeded by words than our philosophies, we realize the indivisibility of the earth-its soil, mountains, rivers, forests, climate, plants, and animals, and respect it collectively not only as a useful servant but as a living being.

Muir's original 1869 journal entry, in which his famous "hitched" idea appears, also shows clearly that he was not talking of ecological connections in the modern scientific sense, but of more spiritual ones:

The rocks, the air, everything speaking with audible voice or silent; joyful, wonderful, enchanting, banishing weariness and sense of time. No longing for anything now or hereafter as we go home into the mountain's heart. The level sunbeams are touching the fir-tops, every leaf shining with dew ... Many mossy emerald bogs, meadows, and gardens in rocky hollows to wade and saunter through-and what fine plants they give me, what joyful steams I have to cross,... and what a wondrous breadth of shining granite pavement to walk over for the first time about the shores of the lake!....

The snow on the high mountains is melting fast, and the streams are singing bank-full, swaying softly through the level meadows and bogs, quivering with sun-spangles, swirling in pot-holes, resting in deep pools, leaping, shouting in wild exulting energy over rough boulder dams, joyful, beautiful in all their forms. No Sierra landscape that I have seen holds anything truly dead or dull, or any trace of what in manufactories is called rubbish or waste; everything is perfectly clean and full of divine lessons. This quick, inevitable interest attaching to everything seems marvelous until the hand of God becomes visible; then it seems reasonable that what interests Him may well interest us. When we try to pick out anything by itself, we find that it is bound fast by a thousand invisible cords that cannot be broken to everything in the universe. I fancy I can hear a heart beating in every

crystal, in every grain of sand and see a wise plan in the making and shaping and placing of every one of them. All seems to be dancing in time to divine music ... and we feel like stopping to speak to the plants and animals as friendly fellow mountaineers.

By such writing Muir did more than awaken the American reading public to the glory of and our connections to the universe. He helped found the Sierra Club "to do something for wildness and make the mountains glad," and he was a primary inventor of grass-roots political action for the earth's wild places. In this he gave us perhaps the most important examples of our relationship-and responsibility-to wildness.

We can start small: it isn't necessary to try to save the entire world yourself. Pat Scharlin, former director of the Sierra Club's Earthcare Center in New York City, once told me that she would be satisfied if she herself was responsible for saving just a tiny piece of the planet-a few acres or a thousand acres of wildness. Whatever the goal, it's the planet and all the living things on it for whom we must-we will make the difference.

We must recognize, however, that protection of the environment is a political as well as a personal process. Unfortunately, our environmental classes in schools and colleges avoid talking about this most important aspect of environmental studies. Thus many people never learn the simple elements of how to work for wildness-or the other areas of environmental concerns beyond parks and wilderness preservation and protection: elimination of toxic hazards, responsible use of renewable and nonrenewable natural resources, protection of public health, and prevention of global warming and nuclear destruction.

We can learn about the critical issues through the publications of environmental organizations, the traditional news media, and by attending meetings and programs of local environmental organizations. Direct exposure to the political process can be gained through attendance at hearings and meetings of local legislative bodies, including city councils, planning commissions, etc. And then we can apply what we learn through action.

Environmental involvement includes personal actions, such as voting, participation in other aspects of the political process (precinct caucuses, etc.) as a visible environmentalist, and writing letters and testifying at hearings on environmental issues. It also includes participation in environmental organizations, not only through membership, but also by active involvement in policy development, policy implementation, and organizational management. And in planning our activities, we must remember to include a strong component of the natural experience, direct exposure to the strengthening of environmental commitment that comes from experiencing wilderness.

As we commit hours, years, and lifetimes in working to protect it, so we need the joy of wildness to refresh us physically and spiritually from our labors. We need to recognize and respond to the hearts beating in every crystal and every cell: our hearts beat in tune with them. As we go out to do the earth's work, let us celebrate our being hitched physically, ecologically, and, most of all, spiritually to nature, and go out and work to protect it strengthened and knowing there are souls out there depending on us, just as we depend upon them.

Richard A. Cellarius
President, Sierra Club

November 2004

Curriculum Vitae
RICHARD A. CELLARIUS

Emeritus Member of the Faculty, The Evergreen State College, Olympia, WA, and Graduate Advisor,
Prescott College, Prescott, AZ

Personal Data:

Birth date: July 28, 1937.
Birthplace: Oakland, California. U. S. Citizen.
Married June 10, 1959 to Doris R. Scheuchenpflug, 2 children.

Education:

Lowell High School, San Francisco, California; graduated June 1954
Reed College, Portland, Oregon; B.A. (Physics) 1958
The Rockefeller University, New York, New York; Ph.D. (Biological Science) 1965
Dissertation: *A model for the chloroplast: A study of the photochemical and spectral properties of pheophytin a adsorbed to small particles.* Research Advisor: David C. Mauzerall
The University of Chicago, Department of Biophysics, Chicago, Illinois, and The University of Michigan, Biophysics Research Division-Institute of Science and Technology, Ann Arbor, Michigan; Postdoctoral Study, 1965-66. Research Advisor: John Platt

Academic Honors, Scholarships, and Fellowships:

Phi Beta Kappa, 1958
Sigma Xi, Associate Member-1960, Member-1965
Reed College Scholarship, 1955-1956
Standard Oil of California Scholarship in Engineering and Physical Sciences (Reed College), 1956-57, 1957-58
Rockefeller Institute Graduate Fellowship, 1958-65
U.S. Public Health Service, National Institutes of Health, Postdoctoral Research Fellowship, 1965-66
The University of Michigan, Rackham Faculty Research Fellowship, 1969

Awards:

Sierra Club, Walter A. Starr Award for Continuing Service of a Former Director, September, 1996
Elected Honorary Vice President, Sierra Club, November 2001

Previous Positions:

Member of the Faculty (Plant Biology; Biophysics; Environmental Policy) and Director, Graduate Program in Environmental Studies (1995-1999), The Evergreen State College, Olympia, WA 98505, 1972-1999
Exchange Member of the Faculty, Division of Natural Science and Mathematics, St. Mary's College of Maryland, St. Mary's City, MD, Winter-Spring 1982
Assistant Professor, Department of Botany, The University of Michigan, Ann Arbor, MI, 1966-72 (Promoted to Associate Professor, 1972)
Assistant Research Biophysicist, Mental Health Research Institute, The University of Michigan, Ann Arbor, MI, 1966, 1967, 1968
Research Assistant, Department of Plant Biology, Carnegie Institution of Washington, Stanford, CA, 1958, 1959

Teaching Assistant, Physics Department, Reed College, Portland, OR, 1956-58; Chief Assistant, Introductory Laboratory, 1957-58
Mathematical Assistant, Systems Laboratories Corp., Sherman Oaks, CA, 1956

Academic and Teaching Interests:

Bioenergetics, biology, biophysics, biophysical chemistry, botany, conservation, environmental studies (resource assessment; environmental history, philosophy, policy), forest ecology, forest management, geographic information systems (GIS), history and philosophy of science, photobiology, plant biology, plant physiology, photobiology, scientific computing (applications), statistics, technical writing.

Memberships:

American Institute of Biological Sciences, American Society for Photobiology—Charter member (1972-95), American Society of Plant Physiologists (1966-95), Global Tomorrow Coalition (1972-95), Northwest Association for Environmental Studies, Northwest Scientific Association, Sierra Club, Sigma Xi—The Scientific Research Society, U.S. Association for the Club of Rome

Summary Listing of Courses and Subjects Taught (see appendix for a more detailed listing):

Lower division: general biology (majors- and nonmajors-level), methodology of the natural sciences, basic mathematics, general chemistry, thermodynamics, environmental science, ecology, organic chemistry laboratory, design/problem-solving, critical reasoning, general social sciences and humanities, writing (general and technical).

Upper division: Plant and animal physiology, cellular biology, biochemistry, ecology, environmental science, forest and fisheries management, forest policy, technical writing, environmental history and philosophy, global environmental issues.

Graduate: Bioenergetics, biophysical chemistry, plant biophysics, photobiology, plant physiology, plant physiological ecology, case studies in environmental assessment and policy management, environmental history and philosophy, ecological principles, environmental science, political and economic aspects of environmental analysis, introductory descriptive and inferential statistics, introduction to the computer: spreadsheets and statistical calculation program (SPSS/PC), introduction to GIS analysis.

Research Grants:

Controlling factors in the development of photosynthetic activity in *Rhodospseudomonas spheroides*. The University of Michigan Cancer Research Institute, 1966.

Photosynthetic development in *Rhodospseudomonas spheroides*. H.H. Rackham School of Graduate Studies, The University of Michigan, Faculty Research Grant, 1967.

Molecular interactions in the photosynthetic reaction center. H.H. Rackham School of Graduate Studies, The University of Michigan, Faculty Research Grant, 1969.

Solar energy conversion devices modelled after photosynthesis. Institute for Environmental Quality, The University of Michigan, 1971 (with four other faculty from Chemistry and Electrical Engineering as coinvestigators).

Solar energy conversion in models of the photosynthetic membrane. National Science Foundation (PCM 76-02544), 1976-78 (with Jeffrey J. Kelly as coprincipal investigator).

Solar energy conversion devices modelled after photosynthesis. The Evergreen State College Foundation, 1980 (with Jeffrey J. Kelly as coprincipal investigator).

Photosynthesis Studies on Red Alder and Cottonwood. Professional Leave, The Evergreen State College, Fall and Winter Quarters, 1986-87.

Photosynthesis Studies of *Alnus* and *Populus*. Cooperative Agreement Number PNW 87-532 with the USDA—Forest Service, Pacific Northwest Research Station, 1987-88.

Administration and Institutional Service:

Chairman, Graduate Affairs Committee, Department of Botany, The University of Michigan, 1968-69.

Director, Graduate Program in Environmental Studies, The Evergreen State College, 1995-1999.

Chairman, Environmental Advisory Committee, The Evergreen State College, 1975.

Convener, Environmental and Marine Studies Specialty Area, The Evergreen State College, 1982-84.

Coordinator, Botany 106/Zoology 106: Introduction to Biology, The University of Michigan, Fall 1969, Winter 1972 (4-6 faculty, 15-30 teaching fellows, 300-500 students).

Coordinator, numerous Coordinated Studies programs at the Evergreen State College, each comprising 2-5 faculty and 45-100 students. Coordinator, Environments, Perception, Design, The Evergreen State College, 1975-76 (5 faculty, 100 students). Coordinator, Nature, Society, Design: Steps Toward an Ecology of Learning, The Evergreen State College, 1977-78 (3 faculty, 55 students). Coordinator, As You Sow: The Study of the Small Farm, The Evergreen State College, Winter 1979 (3 faculty, 60 students). Coordinator, Applied Environmental Studies: The Evergreen Master Plan, The Evergreen State College, 1980-81 (2 faculty, 35 students). Coordinator, Introduction to Environmental Studies, Fall & Winter, 1984-85 (2 faculty, 40-70 students). Coordinator, Case Studies: Environmental Assessment and Policy Management. Spring 1985 (2 faculty, 25 students).

Member, Design/planning group, Masters Program in Environmental and Energy Studies, The Evergreen State College, 1982-1983

Member and assistant coordinator, Masters of Environmental Studies Admissions Committee, The Evergreen State College, 1990-92

Vice-chairman, Presidential Selection Process Advisory Task Force, The Evergreen State College, 1991.

Member, Environmental Subcommittee, Long-Range Planning Disappearing Task Force, The Evergreen State College, 1994.

Member, Long-Range Curriculum Planning Disappearing Task Force, The Evergreen State College, 1994-96.

Member, Campus Master Plan Steering Committee, The Evergreen State College, 1997.

Member, Hiring Priorities Disappearing Task Force, The Evergreen State College, 1998-99.

Professional/Community Service:

Vice President, Peace Lutheran Church, Ann Arbor, Michigan, 1968.

Chapter Chairman, Sierra Club: Mackinac (Michigan), 1971; Pacific Northwest (Oregon and Washington), 1973-74.

Director, Sierra Club, 1974-80, 1981-82, 1984-90, 1992-95; President, 1988-90; Vice President, 1977-78; Secretary, 1976-77, 1979-80, 1981-82, 1986-88, 1994-95; Fifth Officer, 1978-79, 1985-86; Vice President for Science and Research, 1974-76; Chairman, Management Oversight Committee, 1978-79, member, 1984; Chairman, Executive Director Search Committee, 1986-87.

Trustee, The Sierra Club Foundation, 1988-96, 1997-; Chair, Grants Committee, 1993-96; Treasurer and member of the Executive Committee, 1998-2001.

Director and Secretary, The Earthcare Network, Inc., 1981-83, 1985-89.

Chairman, Committee on Environmental Survival, Sierra Club, 1970-73.

Co-chairman, Committee on Long-Range Priorities, Sierra Club, 1978-79.

Member, Publications Committee, Sierra Club, 1972-79, 1981-87, 1995-7; Chairman, 1976-79, 1983-85, 1996-97.

Member and Chairman, Bylaws and Standing Rules Committee, Sierra Club, 1979-95.

Member, International Committee, Sierra Club, 1983-87, 1995-2003; Chairman, 1985-86, 1999-2003.

- Member, Sierra Club/Sierra Club Foundation Centennial Campaign Planning and Steering Committees, 1988-96; Chair, Planning Committee, 1990.
- Member, Sierra Club Center for Environmental Innovation Management Committee, 1994-1999
- Member, Film Advisory Committee, Energy and Man's Environment, 1975-76.
- President, Olympia Wine League, Olympia, Washington, 1978-79.
- Head of Sierra Club Delegation, 18th General Assembly, "Conservation in a Changing World," IUCN—The World Conservation Union, Perth, Australia, November-December 1990.
- Member, IUCN—The World Conservation Union Commission on Environmental Strategy and Planning, 1990-1996.
- Trustee, Northwest Scientific Association, 1987-88; President-elect, 1996-97; President, 1997-98 and Annual Meeting Chair; Past President, 1998-99.
- Member, NorthwesTrek Foundation [proposed] Educational Institute ad hoc Education Advisory Committee, 1997-99.
- Director, Fish Brewing Co., Olympia, WA, 1999-2001
- Vice President for International Affairs, Sierra Club, 2000-
- Head of Sierra Club Delegation, Second World Conservation Congress, IUCN—The World Conservation Union, Amman, Jordan, October, 2000.
- Member and Chairman, US-Canada International Committee, Sierra Club, 2003-
- Member, IUCN Commission on Environment, Economics, and Social Policy and the Working Group on Sustainable Livelihoods, 2003-
- Member, IUCN Working Group on Extractive Industries and Biodiversity, 2003-; Co-chair, IUCN-ICMM Advisory Group on Good Practice Guidance on Mining and Biodiversity.
- Head of Sierra Club Delegation, Third World Conservation Congress, IUCN—The World Conservation Union, Bangkok, Thailand, November, 2004.

Publication List:

- Cellarius, R.A. (1959). The time course of photoconductivity of dried chloroplast preparations. *Carnegie Institution of Washington Yearbook* **58**: 339-340.
- Cellarius, R.A., and D. Mauzerall (1966). A model for the photosynthetic unit: Photochemical and spectral studies on pheophytin *a* adsorbed to small particles. *Biochim. Biophys. Acta* **112**: 235-255.
- Cellarius, R.A. (1967). Excitation energy transfer in systems of many molecules. *Photochem. Photobiol.* **6**: 91-95.
- Cellarius, R.A., and G.A. Peters (1968). Fluorescence studies on photosynthetic pigment development in *Rhodospseudomonas spheroides*. *Photochem. Photobiol.* **7**: 325-330.
- Cellarius, R.A. (1969). The incorporation of bacteriochlorophyll into photosynthetic membranes of nonsulfur, purple bacteria. In H. Metzner, ed., *Progress in Photosynthesis Research* (Int. Union Biol. Sciences and Inst. Chemical Plant Physiol., Univ. Tübingen) **II**: 655-661.
- Cellarius, R.A., and G.A. Peters (1969). Photosynthetic membrane development in *Rhodospseudomonas spheroides*: Incorporation of bacteriochlorophyll and development of energy transfer and photosynthetic activity. *Biochim. Biophys. Acta* **189**: 234-244.
- Cellarius, R.A. (1970). A useful monochromator drive system for spectral scanning. *Photochem. Photobiol.* **11**: 285-286.
- Peters, G.A., and R.A. Cellarius (1972). The ubiquinone homologue of the green mutant of *Rhodospseudomonas spheroides*. *Biochim. Biophys. Acta* **256**: 544-547.
- Peters, G.A., and R.A. Cellarius (1972). Photosynthetic membrane development in *Rhodospseudomonas spheroides*. II. Correlation of pigment incorporation with morphological aspects of thylakoid formation. *J. Bioenergetics* **3**: 345-359.

- Christensen, H.N., and R.A. Cellarius (1972). *Introduction to Bioenergetics: Thermodynamics for the Biologist*. (W.B. Saunders, Philadelphia) 224 pp.
- Cellarius, R.A., and J. Platt (1972). Classification of crisis research studies by project areas. In R. Theobald, ed., *Futures Conditional*. (Bobbs-Merrill, Indianapolis) 336-346.
- Cellarius, R.A., and J. Platt (1972). Councils of Urgent Studies. *Science* **177**: 670-676. Reprinted in *Current*, No. 144: 4-14 (1972) as "Needed: A general staff for humanity;" in *Thrust* **3**(5): 28-37 (May 1974); and in R.H. Stephens, ed., *Management of Science and Technology*. (Industrial College of the Armed Forces, Washington, D.C., 1976) 141-155.
- Cellarius, R.A. (1972). Demonstration model of energy conversion in photosynthesis. *BioScience* **22**: 592-593.
- Cellarius, R.A. (1973). Are solar power systems really pollution free? *Alternative Sources of Energy*, No. 11: 8-11 (July).
- Cicerone, R.J., D.H. Stedman, R.S. Stolarski, A.N. Dingle, and R.A. Cellarius (1973). Possible environmental effects of space shuttle operations. Interim report to the National Aeronautics and Space Administration, George C. Marshall Space Center, Contract No. NAS8-28294 with Department of Electrical and Computer Engineering and Space Physics Laboratory, The University of Michigan, Ann Arbor. 81 pp.
- Cellarius, R.A. (1973). QUERIES 'N THEORIES and the Scientific Process. (The Evergreen State College, Olympia, WA) 17pp. [Self-paced Learning Unit]
- Cellarius, R.A., ed. (1975, 1977). *Our Northwest Forests*, vols I and II. (The Evergreen State College, Olympia, WA).
- Cellarius, R.A. and J.J. Kelly (1979). Physical-chemical studies on pigment-lipid interactions. Final technical report to the National Science Foundation on Research Grant No. PCM 76-02544. (The Evergreen State College, Olympia, WA).
- Cellarius, R.A. et al. (1985, 1988, 1989, 1992). *Principles of Biology Laboratory Manual*. (The Evergreen State College, Olympia, WA).
- Cellarius, R.A. (1986). U.S. can help save the tropical forests. *The Seattle Times*, July 18, 1986, p. A9.
- DeBell, D.S., M.A. Radwan, W.R. Harms, D.L. Reukema, J.C. Zasada, R.A. Cellarius, and A.A. Ager (1987). Increasing the productivity of biomass plantations of alder and cottonwood in the Pacific Northwest. Annual technical report for the period March 1, 1986 - February 28, 1987 to the U.S. Department of Energy, Agreement #DE-AI05-810R20914. (USDA Forest Service, Forestry Sciences Laboratory, Olympia, WA).
- Cellarius, R.A. (1987, 1992, 1994, 1996, 1997, 1999). *RICHARD'S GUIDE: On Writing; Writing Research Reports; On Speaking*. (The Evergreen State College, Olympia, WA). On the World Wide Web at <http://myweb.cableone.net/rcellarius/Guide-0.htm>.
- Cellarius, R.A. (1987). Licor 6200 Portable Photosynthesis System Operating Instructions. Prepared for USDA Forest Service, Forestry Sciences Laboratory, Olympia, WA.
- Cellarius, R.A. (1987). Environmental Action: Education and Citizen Responsibility. In *Environmental Education: Transition to an Information Age*. Proceedings of the Fifteenth Annual Conference of the North American Association for Environmental Education [1986], J.M. Stone, ed. (North American Association for Environmental Education, Troy, OH), pp. 219-220 (Summary).
- DeBell, D.S., M.A. Radwan, D.L. Reukema, J.C. Zasada, W.R. Harms, and R.A. Cellarius (1988). Increasing the productivity of biomass plantations of alder and cottonwood in the Pacific Northwest. Annual technical report for the period March 1, 1987 - February 29, 1988 to the U.S. Department of Energy, Agreement #DE-AI05-810R20914. (USDA Forest Service, Forestry Sciences Laboratory, Olympia, WA).
- Cellarius, R.A., and D.S. DeBell (1988). Effect of irrigation on growth and photosynthesis in alder and cottonwood plantations. *Northwest Sci.* **62**: 70 (Abstract).

- Cellarius, R. (1989). *Wilderness: Rejuvenation and Responsibility. Wilderness 1990: Sierra Club Engagement Calendar*. (Random House, New York).
- Cellarius, R.A. (2002) Basic Statistics for Environmental Studies: A Distance-Learning Course (Unpublished instructions) Prescott College, Prescott, AZ. On the World Wide Web at <http://myweb.cableone.net/rcellarius/Statistics.htm>.
- Cellarius, R.A. (2004). "Questioning Venter" (Letter to the Editor). *The Scientist*, 18(3):10 (Feb. 16). Accessed at http://www.the-scientist.com/yr2004/feb/letters_040216.html on Feb. 25, 2004.

Reviews:

- Cellarius, R.A. (1967). Review of J.B. Thomas, *Primary Photoprocesses in Biology*. *Am. Biol. Teacher* **29**: 312.
- Cellarius, R.A. (1973). Review of *Evolution and the Origin of Life* [film]. *J. College Science Teaching* **2**: 56.
- Cellarius, R.A. (1975). Review of *QUERIES 'N THEORIES: The game of science and language*. *Creative Computing* [complete reference not available].
- Cellarius, R.A. (1976). Review of D. Rayle and L. Wedberg. *Botany: a Human Concern*. *J. College Science Teaching* **5**: 253-254.
- Cellarius, R.A. (2000). Review of J. Woodward, *Waterstained Landscapes: Seeing and Shaping Regionally Distinctive Places*. *Environmental Practice* **2**: 327.

Theses Supervised:

- Peters, Gerald A. (1971) Photosynthetic membrane development in *Rhodospseudomonas spheroides*. Ph.D. Thesis, The University of Michigan,
- Arnold, Sandra (1996). Sustaining our migratory songbirds: challenges for the conservation community, including an example case study for Washington state. Masters Thesis, The Evergreen State College.
- Bishop, Elaine A. (1997). Rural property ownership: rights and responsibilities. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Dilley, Julia A. (1996). Low birthweight: a reproductive outcome of hazardous waste site exposure. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Dooley, Mark S. (1993). Through the reeds, towards the black water: a narrative natural history of the Black Lake drainage ditch and Percival Creek corridor. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Fitzpatrick, Shandra (1997). Nontimber forest products: using local knowledge. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Franklin, James Daniel (1992). An assessment of public involvement as it relates to the technology and risk assessment of the transportation of spent reactor fuel. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Garrett, Ann Marie (1998). Interstream movements of coastal cutthroat trout (*Oncorhynchus clarki clarki*) in the Clearwater River, Jefferson County, Washington. Masters Thesis, The Evergreen State College.
- Giglio, David F. (1994). Preserving the preserve: an assessment of the long-term biological integrity, ecological health and habitat value of the Black River Preserve, Thurston County, Washington. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Haebig, Ann (1997). Nitrogen dioxide in homes with unvented gas space heaters. Masters Thesis, The Evergreen State College.
- Hamilton, Linda S. (2004) American Nature Writing: An Ecocritical Look at Two Contemporary Nature Writers. Masters Thesis. Prescott College.

- Hope, Jane (1990). The risks and benefits of land application of septage in South Puget Sound counties, Washington State. Masters Thesis, The Evergreen State College.
- Hunger, Donald Hancock (1996). Defining potential human experience indicators and standards on the main stem and middle fork of the Salmon River in Idaho, summer, 1995. Masters Thesis, The Evergreen State College.
- Kassebaum, JoEllen (1999). Plant biodiversity measures: Resource management tools. Masters Thesis, The Evergreen State College.
- King, Timothy A. (2004). Analysis of Experimental Forest Treatments Designed to Simulate Natural Dynamics of Ponderosa Pine Ecosystems near Grand Canyon. Masters Thesis. Prescott College.
- Kishimoto, Lori E. (1992). Non-commercial harvest of seaweeds: cultural uses, pollution, & current state regulatory policy. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Marti, Pam (1991). Redox potentials in ground water: measurement and interpretation. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- McKeen, Kimberly M. (1998). Inventory and analysis of the Lower Columbia River Management System. Masters Thesis, The Evergreen State College.
- Nelson, Cynthia Gay (1994). Elusive solutions to water issues in Washington State. Masters Thesis, The Evergreen State College.
- Pattison, Patricia L. (1997). Dispersed camping at Midway Meadows: implications for policy. Masters Thesis, The Evergreen State College.
- Peterson, Shane (1995). Cellulose degradation by three strains of bacteria found in the gut of *Zootermopsis angusticollis*. Masters Thesis, The Evergreen State College.
- Salazar, Elyse (2001). Water Development and Conservation: An Examination of Denver and Phoenix. Masters Thesis, Prescott College
- Smith, Tyrus L. (1997). Community-based pollution prevention strategies, a case study: environmental justice in Salishan. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Stern, Virginia Anne (1988). The implications for forest management of the introduction of anadromous fish into the White Salmon River in southwest Washington. Masters Thesis, The Evergreen State College.
- Todd, Michael Andrew (1995). Campus and community: looking for common ground. (Essay of Distinction) Masters Thesis, The Evergreen State College.
- Wilson, Monique L. (1998). Diet of common murrelets (*Uria aalge*) and rhinoceros auklets (*Cerorhinca monocerata*) in Puget Sound, Washington, in late summer and fall, 1993-1996. Masters Thesis, The Evergreen State College.

Listing of Courses and Subjects Taught

Reed College (1956-58): Introductory Physics laboratory

Rockefeller Institute (1960-63): Summer program in biology for high school students

The University of Michigan (1966-72): *Undergraduate*—Introduction to Biology, Plant Physiology, Introduction to Environmental Studies, miscellaneous lectures in Molecular Biology, Cell Biology, and Microbiology. *Graduate*—Tutorial in Bioenergetics, Biophysical Chemistry, Plant Biophysics, Photobiology, miscellaneous lectures in Elementary Environmental Health and Plant Physiology Seminar, thesis research (Ph.D. Student: Gerald A. Peters).

The Evergreen State College (1972-99): *Undergraduate*—Natural and Social Science: A Modular Approach; Nature and Society; Environments, Perceptions, and Design; Nature, Society, Design: Steps Toward and Ecology of Learning; Political Ecology; Thinking Straight; The Context of Discovery; Hard Choices: Public and Private Decision Making in the Contemporary World (all Basic/Introductory/Core Coordinated Studies programs—Subjects taught include methodology of the natural sciences, basic

mathematics, biology, chemistry, thermodynamics, environmental studies, design/problem-solving, critical reasoning, general social sciences, humanities, writing). Introduction to/Principles of Biology (majors'-level introductory course—I organized and taught the first three renditions and a short 1-quarter course emphasizing cellular biology and genetics; I also prepared a laboratory manual for the course in conjunction with another faculty member and instructional assistant); As You Sow: The study of the small farm (introductory agriculture coordinated study—subjects taught include basic plant physiology and autecology, social and cultural aspects of small-scale farming, technical report writing); Photosynthesis (introductory natural science); Introduction to Environmental Studies; Earth Environments (intermediate to advanced ecology and geology); Northwest Forests (forestry, forest management, forest policy); Forests and Salmon (combination of forestry and fisheries management and their interactions); Molecule to Organism (organic chemistry laboratory, biochemistry, aspects of cell, plant and animal physiology—all upper division except organic chemistry laboratory); Plant Physiology; Applied Environmental Studies: Comparative Environmental Politics *and* Applied Environmental Studies: The Evergreen Master Plan (both Advanced Coordinated Studies programs—subjects taught include ecology, environmental science, political theory of the environment, planning, individual and group research projects); Understanding Environmental Issues (lower-division course in introductory ecology and environmental politics); Global Environmental Destruction: Myth or Reality (upper-division study of contemporary analyses of environmental problems and proposed solutions). Individual Study Contracts and Internship Study Contracts agriculture, biology, biophysics research, computer programming, environmental studies, environmental journalism, forestry, horticulture, physical chemistry, physics, technical writing, etc. *Graduate*—Political, Economic, and Ecological Principles; Population, Energy, Resources; Quantitative Methods (descriptive and inferential statistics, including use of computer software: spreadsheets and SPSS/PC); Case Studies: Environmental Assessment and Policy Management [Note: the preceding 4 programs—all 8 quarter hours in credit and taught by an interdisciplinary team of 2-3 faculty—make up the core sequence of Evergreen's Masters of Environmental Studies Program]; The Environmental Movement: History, Philosophy, and Issues; Environmental History and Philosophy; Ecological Principles; Introduction to Geographic Information Systems (GIS) Analysis; Tree Physiology; Plant Physiological Ecology.

St. Mary's College of Maryland (1982): *Undergraduate*—Principles of Biology II (introductory lectures and laboratories); The Environmental Movement: History, Philosophy, and Issues. Individual lectures on Radioactive Wastes and the Biological Effects of Radiation and on Alternative Sources of Energy.

Prescott College (2000-present): *Graduate Advisor*—Ecology; Resource Management; A Historical and Political Context of Environmentalism; Environmental History: Conservation and Preservation; Environmental Justice in Minority Communities; Basic Statistics for Environmental Studies: A Distance Learning Course; Community Planning - Practicum (Internship); Biogeography; Changing Concepts of Forest Ecology and Management; Restoration Ecology.

INDEX — Richard Cellarius

The following abbreviations are used in this index: RC—Richard Cellarius, SC—Sierra Club, SCF—Sierra Club Foundation, BOD—Sierra Club Board of Directors.

- activists 128
 Adams, Ansel 5
 Alaskan Native Lands 114
 Alayeto, Ophelia 126
 Allen, Freeman 141
 Anderson, Bob 39, 59
 Anderson, Steve 59
 anti-Vietnam War movement 34
 Arthur, Bill 95
 Aumen, Nick 141
- Baird, Brian 91
 Ballantine Books 47, 69
 Ballantine, Ian 164
 Bancroft Library 171
 Banuri, Tariq 184
 Baren, Peter 74, 76
 Barnes, Lou 115, 157
 Bateman, Al 62
 Beckmann, Jon 67–76, 111, 118
 and Mike McCloskey 105
 creates Sierra Club Books 67
 forced out by Carl Pope 73
 hiring 66
 interviewed by BOD 44
 Berry, Helen 27, 31
 Berry, Phil 2, 29, 38, 64, 87, 96, 112, 120, 135, 146, 153
 appoints RC as vice president, to survival committee, 104
 appoints regional vice presidents 31
 decides 1978 SC president election 136
 elected SC president 27, 31, 103
 elected to BOD and secretary 26
 on executive committee 142
 Berry, Wendell 203
 Beyond the Borders program 84, 161
 Bingaman, Bob 95
 biotechnology 86
 Blomquist, Jim 43
 Bonker, Don 175
 Bonnette, Andrea 126
 books committee 71, 76, 77, 80, 81
 demise of 74, 79
 name change from publications committee 73
 Bradburn, Don 65
 Bradley, Ruth 107
 Brakeley, John Price Jones, Inc. 153, 154
 Briscoe, Marianne 154
 Brock, Mary Jane 109
 Brooks, Paul 65, 107
 Brower, David 25, 43, 83, 121, 126, 138, 203
 and *Population Bomb* 164
 and SC books program 77
 and SC financial problems 63–64
 and SC lobbying 92
 at first Earth Day 32
 contributions to environmental movement 70
 environmental publications 47
 fired by SC BOD 26
 invents Sierra Club calendars 69
 mentor to John Muir Sierrans 167
 on books committee 76–77
 out of control 44
 redesigns SC logo 119
 resignation 27, 28, 103
 revitalizes SC conservation program 29–31
 unconcern for money 28
 Brown, Allan 152, 153, 154, 155, 158, 166
- calendars, Sierra Club 69, 75, 77
 Calkin, Brant 151
 Calvin, Melvin 13
Caring for the Earth 179
 Carr, Carolyn 156
 Carrell, Paula 97
 Carroll, Rosemary 154, 158
 Carson, Dan 24, 25
 Carson, Rachel 41
 Cellarius committee. *See* Sierra Club, management oversight committee 110
 Cellarius, Barbara 11, 56, 64
 birth 14, 15
 Cellarius, Doris 31, 34, 97, 134
 Alaska canoe trip 131
 gets Master's at Columbia 14
 Lutheran background 19
 marriage 12
 on SC committee on committees 61
 organizes SC Sasquatch Group 63
 Cellarius, Florence (RC's mother) 2
 political views 8
 volunteer SC work 4–5
 works at Zellerbach paper company 12
 Cellarius, Herman (RC's father) 2
 block warden in WW II 7

- work as chemist 3
- Cellarius, Karen 64
 - birth 19
- Cellarius, R
 - "Model for the Chloroplasts," doctoral thesis 14
 - Alaska canoe trip 131
 - analysis of environmental movement 98
 - appointed as vice president, to survival committee 104
 - appointed regional vice president 31
 - attends Berkeley YMCA camp 5–6
 - birth 1
 - chair of SC Mackinac Chapter 62
 - chairs SC books committee 71
 - chairs SC committee on environmental survival 38
 - chairs SC international committee 177, 198
 - chairs SC Pacific Northwest Chapter 62
 - chooses between Michigan and Evergreen 23
 - dislocates ankle 134
 - doctoral thesis 14
 - drafts resolution confining SC to North America 192
 - education
 - Acalanes High School 5
 - completes PhD 14
 - elementary 1
 - graduate work at Rockefeller University 11
 - Lowell High School 5
 - postdoctoral fellowship 18
 - private schools 6
 - reading 7–8
 - Reed College 8–12
 - elected SC president 134
 - elected to Executive Committee, SC Mackinac Chapter 24
 - elected to SC BOD 63
 - environmental activism 35
 - graduate work at Rockefeller University 14
 - interest in forestry 12
 - interest in teaching 51
 - joins SC at age twelve 7
 - lab assistant at Carnegie Institution of Plant Biology Laboratory 13
 - marriage 12
 - meets wife Doris 11
 - moves to Ann Arbor 19
 - nature experiences 6
 - objectives as SC president 146–147
 - on SC executive committee 142
 - opinions
 - Evergreen State College 54
 - Michael Fisher 124
 - Mike McCloskey 104–105
 - population and immigration 166
 - postdoctoral fellowship with John Platt 15–19
 - professorship at Evergreen College 23
 - professorship at University of Michigan 20
 - publishes *Science* article, "Councils of Urgent Studies" 22
 - religious beliefs 19
 - resigns as chair of books committee 79
 - resigns from SC ballot review committee 168
 - rewrites SC bylaws 200–206
 - role in IUCN 182
 - roles as SC president 129
 - SC historian 101
 - SC president 127–133
 - second term as SC president 138
 - serves as SCF trustee 207
 - Sierra trips 2, 3, 4, 5
 - skiing in 1940s 9
 - solicits Centennial Campaign contributions 155
 - speaks at US Capitol Clean Air Act rally 150
 - teaches multidisciplinary environmental course at Michigan 33
 - teaching
 - environmental studies 57
 - Evergreen State College 49–59
 - travels to Alaska 130
 - undergraduate thesis on photosynthesis 13
 - unsuccessful run for SC president 135
 - works on Beyond the Borders program 161
 - works on chickie pail crew 10
 - Centennial Campaign 92, 152–163
 - campaign planning committee 154
 - chickie pail crew 10
 - Christy, Cicely 61
 - civil rights 34, 35
 - Clark, Lewis 7, 28, 139, 142
 - Clark, Nate 2
 - Clean Air Act 150, 151
 - cloning 88
 - Club of Rome 21, 173
 - coal mining 60
 - Coan, Gene 84, 140, 171, 205, 206
 - Cohee, Jim 76, 78, 81, 82
 - Cohen, Michael 42
 - Colby, Will 142
 - committees, Sierra Club. *See individual names under* Sierra Club
 - Commoner, Barry 32, 43
 - conservation summit 146
 - conservationists 127
 - corporate accountability 87–88
 - Costa Rica
 - environmental movement in 186
 - Council for a Liveable World 33
 - Council of Club Leaders 201
 - Council, Sierra Club. *See* Sierra Club Council 110

- Courtney, Ray 11
 Cox, Robbie 79, 96, 108, 119
 (c) (3) and (c) (4) funds 100, 101, 158
 restrictions on 90–93
 Curry, Bob 39, 59
- Dahlberg, Kenneth 174, 175
 Dalton, Harry 158
 de la Rosa, Sue 97, 111
 DeCock, John 157, 189
 Diablo Canyon 27, 83, 88
 Dinosaur National Monument 29
 Dodson, Jim 141
 Dorsey, Michael 167
 Downing, Larry 75, 108, 116, 117, 122, 127, 138, 154, 207
- Earth Day 32, 34, 35, 41, 43, 47, 83
 Earthcare Network 173
 ecology 47, 48
 Edginton, John 115
 Ehrlich, Anne 141, 167
 Ehrlich, Paul 48
 on Johnny Carson show 165
 Population Bomb 164
 Eissler, Fred 164
 Ela, Jonathan 44, 96, 111, 121
 hired 104
 ENACT 32, 34
Encounters with the Archdruid 27, 28
 Environmental Action for Survival (ENACT) 32
 environmental justice 83–85, 169, 186
 environmental movement 30, 32, 35, 38, 45–48, 70, 83, 88, 89
 fund-raising 159
 in Africa 186
 in Costa Rica 186
 in Mexico 161, 191, 199
 transition in 41–44
 environmental security 148
 Evans, Brock 62, 94, 113, 148, 168
 Evans, Dan 49
 Evergreen State College
 advising 59
 collegial atmosphere 54
 coordinated studies 51–52
 curriculum 51, 52, 53, 54, 57
 foundation 49
 independence 56
 interdisciplinary nature 50
 Master of Environmental Studies program 52
 no-grade policy 54, 55
 preparation for graduate school 55–56
 Exhibit Format books 30, 67, 68, 70
- Farquhar, Francis 119
 Federation for American Immigration Reform 166
 Feibelman, Camilla 99
 Fiddler, Dick 114, 148
 acting treasurer 142
 first car across Straits of Mackinaw bridge story 35–36
 Fischer, Fred 153
 Fischer, Michael 83, 95, 98, 118, 120, 137, 154, 155
 environmental credentials 123
 executive directorship 123–124, 126–128
 management style 127
 Fluharty, Marty 98
 Foell, Wes 39
 Fontaine, Joe 45, 119, 150, 151
 Forsyth, Al 31
 Fox, Maggie 96, 97
 Frear, Ruth 141
 SC secretary 142
 Friends of the Earth 28
 Frugé, August 65
 Futrell, Bill 83, 129
- Gill, Kent 108
 global environmental issues 148
 Global Tomorrow Coalition 173
 global warming 85
 Globescope 180
 Goldman Foundation 176
 Goldman, Wendy 68
 Graddy, Hank 74
 Grand Canyon 30
 grazing 169
 Gregory, Michael 191
- Hamilton, Larry 173, 174, 175
 Hanson, Chad 167, 168
 Harris, Don 153
 Hershey, Roger 157
 Hetch Hetchy 29
 High Trips 64
 Hite, Garth 79
 Hocker, Phil 122
 Hoehn, Laura 168, 197
 Holdgate, Martin 182
 Holtsclaw, John 125
 Howard, Bob 110, 117, 122, 138, 141, 142, 147, 155
 Howard, Charlie 161
 Howard, Galen Kent 10
 Howell, Bob 27, 115
 Howell, John Thomas 10
 Howland, Charlie 154
 human rights 184
 Human Rights and the Environment program 84, 85, 147
 Hurley, Joanne 118, 126, 127, 129

- immigration issue 165–166
 Institute for Environmental Innovation 146, 147, 158
 International Union for Conservation of Nature.
See IUCN
 IUCN 107, 172, 177–185
 commissions 178
 SC role in 177, 179–185
See also World Conservation Union
- John Muir Sierrans 167–170
- Kakabadse Navarro, Yolanda 180
 Kehrlein, Oliver 4, 7
 Kessel, Harlan 78
Klamath Knot 70
 Knudsen, Tom 159
 Kyoto Protocol 85
- LeGate, Lawson 96, 97
 Leonard, Dick 122, 139, 142, 202, 206
 Leopold, Luna 107
 Levitt, Len 110
 Li, Rosa 69, 74
 Li, Vivien 83, 155
 life memberships 70
 Limits to Growth study 21
 Little Squirrel River 131–132
 lobbying 29, 92, 97, 113
 grass roots 93
 Loeb, Michael 68
 logging 169–170, 196
 Luten, Dan 39, 40
- Mack, Lois 140
 Mankin, Bill 174
 Margolis, Esther 76, 82
 Marshall, George 42
 Martz and Lundy 154
 Mattox, Vicki 60
 Mauzerall, Dave 14, 17
 May, Elizabeth 194
 McCloskey, Maxine 190
 McCloskey, Mike 41, 84, 96, 108, 111, 112, 116, 147, 175
 and books program 72
 and SC statement of purposes 203
 at first Earth Day 43
 chief of staff 44
 conservation director 38
 executive directorship 103–107
 forced out as executive director 105
 management style 104, 110
 moves to Washington, DC 106
 organizes NGO caucus in IUCN 180
 RC's opinion of 104–105
 relationship with BOD 63, 103
 role in expansion of conservation programs 42
 SC acting executive director 123
 SC chairmanship 106, 177
 senior statesman of environmentalism 106
- McComb, John 43, 113
 McGrady, Chuck 141, 168, 194, 195
 McPhee, John 28
 McReynolds, Rochelle 158
 Meadows, Bill 150, 156
 Mendes, Chico 176
 Merrow, Sue 98, 127, 141, 155
 fifth officer 142
 presidency 151
 president 142
 Miller, Susan 104, 105, 205
 Mills, Steve 84, 85, 161, 176, 189
 Mitchell, John 66
 "Model for the Chloroplasts," RC's doctoral thesis 14
 Modley, Rudolph 10, 11
 Moglewer, Sid and Edna 99
 Moses, Danny 76, 78
 Mott Foundation 84
 Mowery, Kim 168
 Muir, John 29, 142
 Murphy, Patrick 43
- National Advisory Council 156
Nature's Economy 48, 70
 Nelson, Gaylord 32
 Nikitin, Alexander 84
 Noyes, Dick 10
 Noyes, Win 10
 nuclear disarmament issue 167
 nuclear power 39, 88
- O'Connell, Jan 140, 152
 Oakes, John 107
 Office of Advancement 158
 Ogle, Charlie 140, 152
 oil policy 148
 oil spills
 Alaska 127, 129–131
 Santa Barbara 47
 "Oiled Otter Odyssey" 131
 Olmer, Judy 190
- Pauling, Crellin 12
 Pauling, Linus 12
 Peccei, Aurelio 21
 Peregrine Smith Publishing 78
 Perrault, Michele 64, 65, 88–89, 96, 151
 and McCloskey's resignation 105–106

- presidency 116
 Peters, Jerry 20
 photosynthesis 13, 14, 19, 49
 Platt, John 16, 17, 21, 58
 social theory 33
 Pogue, Anne 142
 Polk, Willis 119
 pollutants 191
 Pope, Carl 80, 82, 160
 activist agenda 98
 and Centennial Campaign 146
 and major donors 161
 and public education campaigns 93, 101
 and SC logging policy 196
 and SC staff 89
 attitude toward volunteers 94, 95
 control of SC 95
 forces Jon Beckmann out 73
 redesigns SC logo 119
Population Bomb, The 47, 83, 164
 population issue 164, 165
 Prentice, Virginia 27, 31, 34
 Price, Jim 84, 87, 95
Psychology Today 67
- Queral, Alejandro 84, 85
- Random House 69, 77, 78
 Ray, Peter 20
 recombinant DNA 86
 Reed College 22
 outing club 9
 radical political reputation 8
 RC attends 8
 Reed, Nat 127
 Reed, Nathaniel 116
 Regional Conservation Committees 31
 regional conservation committees 36
 Reid, Sally 138, 141
 vice president 142
 Responsible Trade Program 85
 Robinson, Nick 171, 172, 179
 chairs SC international committee 177
 rock climbing ban 137
 Rockefeller University 22
 Ruckle, Tony 142
 Rucknagle, Don 34
- Salisbury, Paul 65
 Santa Barbara oil spill 47
 Saro-Wiwa, Ken 84, 176
 Scharlin, Pat 172, 175
 Scheuchenpflug, Doris, *see* Cellarius, Doris
 Schmitz, Al 10
- Scott, Doug 30, 32, 34, 43, 62, 121, 129
 attitude toward volunteers 94
 conservation work 63
 SC conservation director 126
 success as lobbyist 113–114
 Seligman, Dan 176
 Serrando, Debbie 158
 Shaffer, Denny 116
 business acumen 106
 elected treasurer 141
 on executive committee 142
 and McCloskey's resignation 105–106
 resigns from BOD 143–144
 role in SC 144–145
 Shell Oil, SC campaign against 176
 Sherwin, Ray 65, 87, 104, 108, 146, 172
 chairs SC international committee 177
 presidency 42
 Shipway, George 122
 Sierra Club (SC)
 Atlantic Chapter 11, 23, 24
 ballot review committee 168
 BOD 61, 107, 114
 delegates power to executive director 111
 election of officers 134–136, 169
 executive committee 111, 113, 114, 122–123
 fundraising contributions 155
 meetings 26, 27, 28, 168
 power structure 105
 records 122–123
 relationship with executive director 95
 two-term limit 32
 votes Doug Wheeler out 121
 books committee 62, 66, 76, 77, 80–82
 demise of 74
 name changed from publications committee 73
 books policy 70
 books program 73–82, 110–111, 125
 bureaucracy 81
 bylaws 107
 changes in 42
 quorum requirement 203
 bylaws and standing rules committee 140, 200–206
 calendars 69, 75, 77
 campaign steering committee 85
 casual culture 133
 Centennial Campaign 146
 committee on committees 61, 79
 committee on environmental survival 38–40
 committees
 multiplicity of 79
 communications and education governance committee 79, 81
 confined to North America 191–192

- conservation committee 5, 59
- conservation governance committee 61, 81, 94, 100, 101, 141, 197
- conservation policies 205
- conservation program 29
- conservation summit 146
- corporate accountability committee 86
- corporate relations committee 163
- development and growth 30, 36–38, 41–45, 63, 89, 96, 112, 149
- dinners 4
- donor development 159–164
- elections 25, 203, 204
- executive committee 139, 141
- executive director
 - relationship with BOD 95
 - responsibilities 111
- finance committee 115, 141
- finances 68–72, 77, 117
- financial problems 63
- fund-raising 156–164
- genetic engineering committee 86, 88
- global environment security and survival task force 148
- governance committees 79
- Great Lakes Chapter 23, 24, 36
- hazardous materials committee 86
- impact on wilderness 65
- insurance committee 45, 110
- internal organization committee 109
- international committee 81, 85, 100, 110, 148, 161, 171–176
 - budget 189, 190
 - guidelines 172, 173
- international organizations committee 196, 197
- International Program 106, 171–192
- legal committee 45, 153
- license agreement with SC Foundation 157
- licensing program 71–72, 74, 75
- lobbying 60, 113, 150
- logo controversy 119–121
- Mackinac Chapter 24, 25, 27, 30, 35, 36, 38, 42, 62
- management oversight committee 110, 124
- management team 127
- midwest regional conservation committee 36
- military impacts on the environment committee 167
- mismanagement of finances 29
- national advisory committee 164
- national conservation committee 112
- national energy committee 99
- nominating committee 27, 45
- North Star Chapter 37
- Office of Advancement 157–159
- Office of Environmental Programs 158
- outing club 30
- outing committee 45, 110
- Pacific Northwest Chapter 9, 192, 193
- political endorsements 90
- political program 90–93
- population committee 40, 85, 176
- presidency 108
- publications committee 65, 67, 110
 - name changed to books committee 73
- real estate purchases 125–126
- recruitment of members 145
- regional conservation committees 97, 112
- relations with SCF 207–219
- relations with Sierra Club Legal Defense Fund 157
- relations with Sierra Club of Canada 194–199
- research department 40
- Responsible Trade Program 176
- rock climbing ban on outings 137
- role in IUCN 177, 179–185
- role of officers
 - directors 140
 - executive committee 140
 - fifth officer 140
 - president 139, 149
 - secretary 140, 152, 206
 - treasurer 139, 141
 - vice president 141
- staff 44, 89, 94, 111, 118, 151
 - relationship with volunteers 95
- statement of purposes 203
- structure 149
- success 149
- survival committee 83, 174
- Sustainable Planet Strategy 85, 100, 148, 176
- technical experts 59
- training governance committee 98
- Ventana Chapter 26
- volunteers 45, 60, 151, 159, 207
 - at Alaska oil spill cleanup 130
- Sierra Club Books 67–72
- Sierra Club Bulletin*. See also *Sierra*
- Sierra Club Council 45–46, 110
- Sierra Club Foundation (SCF)
 - and International Program 173
 - executive committee 208
 - grants committee 94, 207, 208
 - license agreement with SC 157
 - nominating committee 207
 - relationship to SC 207–219
- Sierra Club Funds 115
- Sierra Club Legal Defense Fund 153, 154
 - relations with SC 157
- Sierra Club of Canada 169, 192–199
- protests Starbuck's 198

- Sierra Club--100 Years of Protecting Nature* 101
 Sierra Student Coalition 99
Silent Spring 41, 47
 Siri, Will 28
 Sive, Dave 15, 107
 Sleeping Bear Dunes 30, 31, 32
 Smith, Allen 114
 Smith, Gibbs 78, 80
 Smith, Lowell 45
 Smith, Rob 95, 96, 97
 Snyder, Ted 45, 135, 136, 156, 157
 Soper, Mike 82
 Soros, George 53
 Soucie, Gary 45
 Stafford, Helen 13
 Stevick, Steve 154
 Sullivan, Dan 73
 survival committee 148
 Sutherland, Rick 153
 Swatek, Paul 44, 111
 Sweetland, Helen 76, 77, 80
 Szilard, Leo 33
- Tanton, John 39, 166
 Taylor, Gary 172, 175
 Tepfer, Sandy 31, 62, 171
 chairs SC international committee 177
 Third World 185
 Thorpe, Dick 37
 Timber Supply Act 62
 Torre, Gary 157
 Townsley, Jack 104, 146
 Treichel, George 39, 40
 Trzyna, Ted 178, 179
 Tupling, Lloyd 63, 104
 Turner, Tom
 Sierra Club--100 Years of Protecting Nature 101
- UC Press 78
 Uhlenbech, George 20
 United Nations 175
 United Nations Environment Programme (UNEP) 172
 University of Michigan 22
 Unsoeld, Willi 50
- Viavant, June 45
 volunteers 63, 70, 80, 81, 82, 89, 94, 99, 115, 127
 at Alaska oil spill cleanup 130
 Voss, Rene 168
- Wallace, David Rains 68
 Klamath Knot 70
 Watson, Hunter and Carmen 36
 Wayburn, Cynthia 154
- Wayburn, Ed 61, 138, 154
 Alaska wilderness preservation 63
 at Alaska oil-spill cleanup 131
 at Stockholm Conference on the Environment 171
 influences World Commission on Protected Areas 185
 interest in international affairs 177
 on executive committee 142
 promotes Alaska campaign 27
 SC historian 101
 starts conservation committee 5
 terms as SC president 108
- Wayburn, Laurie 64
 Wayburn, Peggy 27
 Weeden, Alan 162, 166
 Wells, David 149
 Werbach, Adam 43, 82, 151
 whaling 190
 Wheeler, Doug 106, 112
 executive directorship 116–119
 management credentials 117
 management style 127
 redesigns SC logo 119
 Republican credentials 116
 staff revolt against 117–118
 voted out as executive director 121
- Wilcher, Denny 114
 wilderness 185
 Wilderness Society 32
 Williams, Larry 85, 174, 175, 176, 177
 coffee-harvesting program 186–188
 director of SC International Program 106
 retires 188
- World Bank 174, 175, 176
 World Commission on Protected Areas 177, 185, 186
 World Conservation Union 177
 World Trade Organization 85
 World Wilderness Conference 186
 Worster, Donald 48
 Nature's Economy 70
 Wyeth, Nathan 99
- Yeager, Brooks 184
 Yeager, Dorr 7
 Youtz, Byron 49, 50
- Zahniser, Howard 32

ANN LAGE

Ann Lage is a principal interviewer for the Regional Oral History Office, UC Berkeley, in the fields of natural resources and the environment, University of California history, state government, and social movements. She has directed major projects on the Sierra Club since 1978 and on the disability rights movement since 1995. Since 1996 she has directed a project on the Department of History at UC Berkeley. She is a member of the editorial board of the *Chronicle of the University of California*, a journal of university history, and chairs the Sierra Club library and history committee. Ann holds a B.A. and M.A. in history from Berkeley.

