


**HOW TO MAKE HISTORY MATTER:  
THE MAURICE K. GODDARD LEGACY  
PROJECT**

*Brenda Barrett*

n September 15, 2010, state officials, conservation leaders, and curious bystanders gathered outside of the Rachel Carson State Office Building in Harrisburg, Pennsylvania, to dedicate an official Pennsylvania historical marker to the memory of Maurice K. Goddard. Speaker after speaker lauded Goddard's extraordinary career in the service of five governors as secretary of the Department of Forests and Waters and its successor, the Department of Environmental Resources. They listed his many accomplishments and told how he "expanded the state park system, establishing forests and natural and wild areas, and professionalizing both forestry and environmental management." They noted that the marker, positioned at the entrance to the offices of the state's Department of Conservation and Natural Resources and Department of Environmental Protection, is visible to the over 2,000 agency employees working in the office building as well as the visiting public and passersby. John Hines, executive deputy secretary of the Department of Environmental Protection,

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remarked that “while it was befitting that the walls of this office building be named for Rachel Carson, this plaque we are dedicating today sits at the building’s solid foundation which is what Doc Goddard gave to every one of us, his commitment to Pennsylvania, to our quality of life, and to future generations.”<sup>1</sup>

Television cameras documented the dedication as one of a series of events planned and sponsored by a group known as the Goddard Legacy Project (GLP), which sought to use the public memory of Maurice Goddard in order to advance their vision of his “legacy of conservation values and good government.”<sup>2</sup> At a time of increasing environmental concern at the state level, the GLP sponsored a series of educational programs, interpretative signs, and web and audiovisual projects that detailed Goddard’s contributions while emphasizing consistently his professionalism, conservation ethic, and nonpartisan approach to public policy. Since its founding in 2009, the GLP’s most visible accomplishment has been the creation of a documentary film, produced in collaboration with Harrisburg’s public television station WITE. The film drew heavily on these themes, casting Goddard as an inspirational leader who had a big vision, accomplished his goals through expertise and integrity, and always placed the public interest first. The story of the Goddard Legacy Project demonstrates both the possibilities and potential limitations in the way an effort to commemorate the memory of a former environmental leader can be refocused to address challenges facing the state today.



FIGURE 1: Unveiling of the Maurice Goddard historical marker at the Rachel Carson Office Building, September 15, 2010. (Photo courtesy of Marci Mowery, Pennsylvania Parks and Forests Foundation. Used with permission.)

## Maurice K. Goddard in History and Memory

In 1955 Pennsylvania governor George Leader appointed Maurice Goddard to head the commonwealth's Department of Forests and Waters as part of a commitment to reforming state government by appointing professionals as public servants.<sup>3</sup> Goddard certainly had the necessary credentials with an undergraduate degree from the University of Maine's Forestry School (1935) and an advanced degree in forestry from the University of California (1938). During World War II Dr. Goddard served on General Dwight Eisenhower's staff, and he was later an instructor in the Pennsylvania School of Forestry at Mount Alto before being promoted to the position of chairman of Penn State's School of Forestry in State College. Goddard would eventually stay on to serve four more Pennsylvania governors, both Republicans and Democrats, in an unprecedented twenty-four-year career that lasted until 1979. As the historical marker notes, his accomplishments included the professional management of the state's land and waters and most memorably the expansion of the state park system. He is credited as the father of the modern state park system with his credo that there should be a park within twenty-five miles of every Pennsylvanian that was open free of charge. Goddard was able to accomplish many of his land acquisition and park development goals with new and sustainable funding sources for resource conservation, including the Oil and Gas Lease Act of 1955 and two major bond issues.<sup>4</sup>



FIGURE 2: Maurice K. Goddard at the dedication of a state park bearing his name. (Photo courtesy of the Pennsylvania Parks and Forests Foundation.)

In 1971 Governor Milton Shapp appointed Goddard as the founding secretary of the newly created Department of Environmental Resources. The department integrated natural resources management and the many state boards and commissions that formerly regulated environmental quality issues. Goddard used his formidable talents to meld these multiple missions into one department, but it was a challenging job that “took a terrible toll” on his personal life.<sup>5</sup> In the new department he created an integrated environmental protection program that included the establishment of river-basin water-management programs, the consistent enforcement of laws for clean streams and improved air quality, and the adoption of more stringent regulations for mining and other extractive industries. Throughout his career he was committed to hiring a truly professional staff, building their expertise, and demanding high quality work from them at all times.<sup>6</sup> Looking back on his career, Goddard said that his greatest legacy was “my people, we have the finest staff of any department in the country.”<sup>7</sup>

After a twenty-four-year career, in 1979 the incoming governor, Richard Thornburgh, did not reappoint Goddard. According to agency insiders, politically charged decisions he had made over the years, including acquiring parkland through eminent domain and building an effective regulatory framework in the new Department of Environmental Resources, finally caught up with him during the anti-environmental backlash of the late 1970s. For Maurice Goddard, being forced to step down as secretary was not an easy transition as he had invested his whole life in Pennsylvania’s natural estate. Furthermore, Goddard had never favored the creation of the Department of Environmental Resources and he grew increasingly concerned that the needs of the regulatory programs were overwhelming the stewardship of parks and forestry. In retirement he tracked the declining financial resources for the management of commonwealth lands and spent years advocating for the separation of the two functions. Dr. Goddard died in 1995, three months after incoming Governor Tom Ridge signed legislation to establish a new Department of Conservation and Natural Resources and a separate Department of Environmental Protection.<sup>8</sup>

Shortly after his death, Goddard’s colleagues and friends proposed to commemorate his outstanding contributions with a permanent memorial in the rotunda of the state Capitol.<sup>9</sup> However, there were still strong negative feelings about Goddard among certain members of the state Senate and the idea for the memorial faltered. In 1997 a number of his supporters

organized an all-day symposium titled *Maurice K. Goddard: His Life, Legacy, and Lessons* at a conference center in Harrisburg. At the event, the sitting secretaries of the Department of Conservation and Natural Resources and the Department of Environmental Protection spoke of Goddard's outstanding leadership qualities. His many protégés and former employees spoke of his sweeping accomplishments and the impact Goddard had on their lives and careers. There was a great deal of enthusiasm to follow up on the work of the symposium in commemorating his life, but as time passed the public memory of Goddard's legacy began to fade. New governors and new agency heads who had not interacted with Goddard arrived in Harrisburg, while Goddard's former staff and colleagues retired or moved into other positions. Ten years after his death, Goddard had become just a footnote in Pennsylvania's history.

### The Goddard Legacy Project

In 2009 a small group of retired civil servants and Goddard admirers came together to revive the idea of placing a commemorative plaque in the Capitol rotunda. At their first meeting in June, members of the Goddard Legacy Project, as they called themselves, recognized the need to increase awareness of Goddard's contributions among members of the legislature and the Capitol Preservation Commission, who would need to approve any new memorial. In their statement of purpose, the GLP identified a number of projects, including "a series of programs, interpretive signs, television, new media, a documentary, and involvement in the outdoors," which would raise Goddard's profile and "build awareness of his legacy and share that legacy of conservation values and good government with all Pennsylvanians."<sup>10</sup> On the basis of this initial meeting, GLP members quickly adopted a work plan that included preparing fact sheets, installing state historical markers, placing interpretive signs in state parks developed during his era, rededicating a natural area in one of the state forests in his honor, holding educational presentations, and, in a nod to new media, creating a Facebook page. The nonprofit Pennsylvania Parks and Forests Foundation agreed to handle fundraising and fiscal management needs, and officially launched the project in September with a walk in the Harrisburg suburb of Camp Hill, Goddard's home for over fifty years.<sup>11</sup>

Even as the GLP began its activities, the landscape of Pennsylvania's environmental politics had already begun a major transition that would

dominate headlines over the coming years. In the spring of 2009, the potential environmental effects from drilling in the Marcellus shale formation were already recognized, including the impact of drilling infrastructure, well pads, roads, transmission lines, and impoundment areas on natural resources and forest ecology. There were also concerns about the effects on groundwater and waterways from contamination and sedimentation, as well as anxiety about air quality and noise pollution, not to mention new burdens on the state's road system, communities, scenery, and historic landscapes. By 2010 the issues surrounding Marcellus shale drilling had become even more contentious and well recognized. Various debates filled the front pages of newspapers in the state and nationwide. In less than three years the number of Marcellus wells had increased from 43 exploratory wells in 2007 to 1,386 wells in 2010, with a doubling of that number expected by the end of 2011.<sup>12</sup> The number of drilling permits was rapidly increasing and global corporations were flocking to the Commonwealth. The scale and speed of the development threatened to overwhelm the state's Department of Environmental Protection and the entire regulatory process.

These external developments added a sense of urgency to the GLP's program. The state government was facing difficult issues of how much drilling should be allowed on public lands, who should reap the financial benefit from extraction on state lands, and whether the state should levy additional taxes on the industry. The biggest question of all was how to protect the environment from the degradation that seemed to come with any boom in extractive industry. All of these factors were exacerbated by Pennsylvania's difficult economic situation and an extremely partisan political climate in the lead-up to the November 2010 gubernatorial election. Within this context, GLP members began to focus their work not just on commemorating Goddard's good works, but also on preserving his legacy of forging professional and bipartisan solutions to environmental issues.

### Telling the Goddard Story

This new focus highlighted different expectations among the varied volunteer members of the project. The state agency staff from the Department of Conservation and Natural Resources and the Pennsylvania Historical and Museum Commission were satisfied just to tell the full story of Maurice Goddard in the hopes that his good works would inspire both the public and governmental leaders. The Pennsylvania Parks and Forests Foundation

saw this as an opportunity to raise its profile and tackle contested issues on the management and funding of the state's public lands. Some of the retirees, who had been environmental leaders in their own right, advocated for a more activist approach, pointing out that many of Goddard's greatest accomplishments were under threat, and that his reasoned approach to environmental protection was badly needed in the current political climate. Since the project had some clearly articulated program goals, such as historical markers and a documentary, the members were able to focus on tangible projects despite the differing perspectives on the lessons to be learned and shared from the GLP's activities.

One of Maurice Goddard's well-documented accomplishments and the one he is most remembered for was the expansion of the state park system. As a consequence, the GLP selected as their first area of focus the role Goddard had played in developing these public amenities. Members reasoned that if the public was more aware of the history of the state's parks and understood the role of government in their creation, they would be more likely to support and even defend the parks against funding cuts in the current economic crisis. They were also concerned about potential new stress on the state's award-winning park system stemming from exploration for natural gas in the Marcellus shale formation.<sup>13</sup> While the state forests had always been managed for multiple resources of forestry and energy extraction, the economic return from the Marcellus shale development had brought new pressures to drill in many of the commonwealth's state parks. This was not just speculative, as the mineral rights in over 80 percent of the land in state parks have been severed from the surface estate.<sup>14</sup>

To build awareness of Pennsylvania's rich heritage of state parks, the Goddard Legacy Project funded the installation of twenty-five interpretive signs at parks created or completed under his leadership. In addition to the interpretive panels, a generous donation allowed the GLP to install five historical markers across the state. Goddard's role in the history of state parks was prominently featured on two of the markers, one in front of the Rachel Carson State Office Building in Harrisburg and another placed at M. K. Goddard State Park in western Pennsylvania.<sup>15</sup> The message on the state park panels introduced visitors to Maurice Goddard and to the idea that the creation of a public park takes vision, planning, and funding. Each park held a press conference to celebrate placement of the interpretive panels, and the Pennsylvania Parks and Forests Foundation continues to hold other promotional events organized around the signs.

The spring 2010 edition of the Pennsylvania Parks and Forests Foundation newsletter provides a clear example of the process by which the GLP sought to craft and evoke a public memory of Maurice Goddard in order to frame contemporary policy debates. Foundation officers devoted most of the issue to an article entitled “Maurice K. Goddard: Patriarch of State Parks.” The message from the organization’s president, a prominent GLP member, emphasized Goddard’s role in creating Pennsylvania’s outstanding state park system and urged readers to learn more about the pressures on the Oil and Gas Lease Fund that he had established to acquire and develop state parks. On a later page in the newsletter the message was even more explicit, pointing out that the state legislature had begun diverting money in the Oil and Gas Lease Fund from “its historical purpose.”<sup>16</sup> The foundation newsletter, which usually featured informational stories about state parks and recreational topics, used the vehicle of an article on the GLP to act as an advocate on the difficult funding and conservation issues facing the state parks system in 2010. Indeed, the foundation continued to refer to “the Goddard approach” in its programing and press releases.

### Environmental History for a Larger Audience

Despite these initial successes, the ability of the GLP to craft a public memory for Maurice Goddard remained confined largely to those who visited certain state parks or read historical markers. The idea of a documentary was first proposed at the 1997 symposium and the ability of television to reach a much wider audience than the interpretive signs appealed to GLP supporters. Caren Glotfelty, at that time the Maurice Goddard Chair at Penn State, had followed up by funding the development of a script and extensive interviews with the men and woman who worked closely with him. While the original documentary was never finalized, the opportunity to partner with WITF, central Pennsylvania’s public television station, helped make the documentary a reality. The station already had a relationship with the Department of Conservation and Natural Resources promoting state parks through the *Explore PA* television series and in 2009 was seeking ways to promote the Ken Burns–produced National Park series. This led to a series of public service promotions on state parks and an intersection with the GLP.<sup>17</sup> Recognizing the importance of the topic of environmental protection and conservation, WITF agreed to be a partner on the project and produce the documentary.<sup>18</sup>



Important to the development of the environmental history message of the Goddard Legacy Project was a workshop held on March 31, 2010, at WITF's headquarters. WITF Senior Vice President Cara Williams Fry suggested the workshop as a way to identify the important themes represented by Goddard's career to help frame the planned documentary on his life. The themes identified at the workshop influenced not just the direction of the documentary, but also the later, more action-oriented direction of the GLP as a whole. The thirty or so attendees were primarily men and women who had a long and close association with Goddard from the field of conservation and environmental protection. Through a series of facilitated small group discussions, the participants addressed specific questions on how Goddard influenced their careers, what his most important accomplishments were, and the relevance of his work to the issues facing the Commonwealth today. Most telling were the responses of the attendees to the discussion question "What would you consider to be his most important accomplishment in the field of conservation?" They identified his most important accomplishments as the values he espoused and lived, and his commitment to his people. His contribution to the creation of a modern state park system, the protection of water resources, and conservation funding were seen as important, but ranked lower on the list.

Attendees at the March meeting also connected Goddard's vision and values to the challenges facing the Commonwealth today—a narrative link that the GLP and WITF producers placed at the core of the documentary. In response to a question about the "parts of his legacy . . . most relevant to the conservation challenges facing Pennsylvania today," for example, attendees identified managing Marcellus drilling as the state's biggest challenge, but felt Goddard's greatest symbolic contribution to facing this challenge would be his professional and nonpartisan approach to resolving both the management and the environmental issues. As a result, in preparing the storyline and script for *The Life of Maurice Goddard*, producers emphasized not only what Maurice Goddard accomplished by his efforts, but also the importance of the values that guided his work. In addition to serving as an important source of themes for the film, the 2010 workshop also functioned as an informal casting call. *The Life of Maurice Goddard* featured powerful and touching interviews by those who knew his work on a professional and personal basis. The interviews with the ninety-two-year-old former governor, George Leader, who had hired Goddard for his first cabinet position in 1955, were a consistent and moving thread throughout the documentary. All the interviews



FIGURE 3: Trailer for the documentary on the life of Maurice K. Goddard. (Image courtesy of WITF-TV, Harrisburg, PA.)

portrayed Goddard as an inspirational leader who had a big vision; who accomplished his goals with professionalism, integrity, and hard work; and who always placed the public interest first.

Through examples of Goddard's work and interviews with the men and woman who worked closely with him, the documentary was designed to express his values in a way that would resonate with a broad audience. The importance of having a professional staff was shown by his commitment in 1955 to the expansion of civil service status to the staff of the Department of Forest and Waters, where positions had formerly been filled through patronage appointments. As former Goddard protégé Walter Lyon observed, "running a program as complex as he did in Pennsylvania required people who through training and experience knew what the hell they were doing."<sup>19</sup> His management of water resources for both recreational and industrial uses and the innovative Delaware and Susquehanna river basin commissions illustrated the importance of collaboration with both the private sector and the federal government. Conservation as a bipartisan value was made clear by Goddard's service under five governors and his demonstrated ability to work with the legislature on both sides of the aisle. Many of his staff noted his bipartisan problem-solving by quoting him: "A forest fire is not a Republican or Democratic fire, it is just a fire and needs to be put out."<sup>20</sup> The interviews also showed Goddard as a man who could be wrong on occasion and who

chose to put service to the public ahead of care for his family. Throughout the documentary the intangible values of personal integrity and leadership lit up the faces of those who spoke about his work and about why working for him was the most memorable part of their lives.

The film concludes with a segment on the Goddard Legacy Project and features the unveiling of the state historical marker in Harrisburg, subtly bringing the narrative to the present day. Released on November 17, 2010, the documentary reached many thousands of viewers on all seven public television stations across Pennsylvania, continues to be rebroadcast by WITF, and is available for viewing online. The film draws a clear connection between the legacy that Goddard left behind—parks, forests, and a cleaner environment—and the values that he embodied as a leader. While it does not explicitly raise the current environmental issues facing the Commonwealth, it tells a powerful story of the recent history of conservation and environmental protection. Larry Schweiger, a former Goddard staffer who is now president of the National Wildlife Federation, concluded by saying Maurice Goddard believed we are “all trustees of the environment and have a responsible to future generations, this was something he took very seriously and this is something that is missing in so much of the narrative of our nation.”<sup>21</sup> Agency leaders in both of the state’s environmental agencies have shown it to their staffs and it has been incorporated into the Department of Conservation and Natural Resources programs for orientation and leadership development. Because the documentary recounts environmental issues now in the past and events that are seen as part of the “agency’s heritage,” this has made it acceptable even if its message, by design, also raises challenging questions about contemporary policy debates.<sup>22</sup>

## Conclusion

“I had the benefit one evening here in Harrisburg of watching a special on Maurice Goddard,” declared Senator Vincent Hughes, minority chair of the Pennsylvania Senate Appropriations Committee, during the March 11, 2011, Department of Conservation and Natural Resources budget hearings. “It was very impressive,” Hughes continued, as “his history and contribution to the Commonwealth set a tone for how we should operate around the country.” Concerns over the environmental impact of Marcellus shale extraction and

debates over the proposed implementation of a severance tax dominated state politics, and Hughes finished his remarks by identifying clearly the underlying public policy message the Goddard Legacy Project was designed to convey when the project first began. "I guess my biggest fear after I watched the program," he concluded, "is that the direction in which we seem to be going is inconsistent with this incredible vision that [Goddard] had established."<sup>23</sup>

It is, of course, difficult to evaluate the Goddard Legacy Project's impact on influencing public policy. While the project members hoped that their efforts would trigger this kind of response and inform agency leaders, legislators, and the public about the values of "the Goddard way," they were well aware of the difficulty of weighing in on the contentious debate over regulating new extractive industry. As many were seasoned professionals, they recognized the scale of the monetary and global forces at work. They were also disheartened by a national climate that questioned the role of science and professional expertise in making policy and good decisions for the future. Nevertheless, Hughes's statement, as well as the invocation of Goddard's name in editorials and letters to the editor, showed that both lawmakers and members of the public were more aware of Goddard's legacy as a model for present-day resource management than they would have been otherwise.

A number of factors contributed to the GLP's success in creating a meaningful program at the intersection of environmental and public history. First, was the man himself—Maurice Goddard, his achievements, and the values that they embodied. As shown most clearly in the documentary, he was an inspirational person. He inspired the conservation and environmental professionals whose lives he had touched, whether long retired or at the apex of their careers, to step forward and share their stories, their energy, and their dollars. However, that was clearly not the only issue or the efforts to memorialize Goddard would have succeeded when originally proposed back in 1997. A contributing factor was the coalition's mix of members, including committed advocates, elder statesmen, funders, media savants, state agency staff, and a nonprofit project sponsor. The mobilization of highly capable retirees and the retiree community was an important element of the project, as many were former leaders who were accustomed to making things happen. Their memories of Goddard powered a great deal of the work. For many this was their legacy as well as Maurice Goddard's, and they knew this might be the last opportunity to tell their story to a larger audience. Finally, the fact that

Pennsylvania was facing an overwhelming challenge in natural gas drilling that was changing the landscape, rolling back environmental gains, and redirecting conservation dollars lent a sense of urgency to the work.

While the above factors were the most significant, it also helped that media, foundations, and government professionals were also at the table. The staff of the public television station WITF served as key creative partners who not only produced a well-received documentary, but also came up with many ways to incorporate the Goddard story into various media formats. The Pennsylvania Parks and Forests Foundation also chose to align this project with their mission, providing the institutional resources necessary for linking the GLP's various initiatives. The Department of Conservation and Natural Resources supported the project with staff time and grant funding. Finally, the project was built on the good work of previous efforts to remember the legacy of Maurice Goddard, including the 1997 symposium and the draft of a documentary initiated by a former Goddard Chair at the Penn State School of Forestry.

As for the future, the participants in the Goddard Legacy Project continue to meet regularly and still advocate a memorial in the state Capitol. However, they have broadened their understanding of the need to craft a meaningful public memory of Goddard's legacy. At a retreat in January 2011 the members agreed that the lessons of Maurice K. Goddard's life, including professionalism, science-based decisionmaking, a bipartisan approach, and the value of public service are what is most critical to the conservation and environmental challenges facing Pennsylvania.<sup>24</sup> Sharing these values with the new administration, members of the legislature, professionals, and particularly the next generation was seen as an effective strategy to influence future conservation and environmental policy. The GLP identified this new direction as a way to be a player in the ongoing debate on how to balance protecting the commonwealth's environment and natural resources with expanding energy extraction.

The group also recognized that the model of a great man as a visionary leader is out of fashion and that the replacement model is not yet clear. So the focus of the next set of objectives for the Goddard Legacy Project is on educational programs that reach out to target audiences and empower them to take leadership roles by better understanding the elements of good leadership. Some of the current GLP objectives include developing a curriculum on leadership as part of the statewide educational standards on civics, segmenting the documentary into teachable units, using the Goddard documentary and

story as part of the state park environmental education programing, forging an interpretive partnership with the State Museum of Pennsylvania, and, most ambitiously, creating a leadership institute for agency, nonprofit, and industry professionals to come together around the principles embodied in Goddard's career.

The Goddard Legacy Project has had an interesting trajectory, moving from an initiative to memorialize a revered leader to a more activist group that seeks to influence public policy and explore what environmental leadership means in the twenty-first century. In less than two years, the project achieved all of its specific objectives except gaining approval to place a memorial in the rotunda of the state Capitol building. The project dedicated numerous signs and markers and launched a documentary that will have lasting impact as educational tools. By any measure it has been a success both as a public history project and as a forum for ideas on leadership.<sup>25</sup> The project has unquestionably raised the profile and public awareness of Maurice Goddard's work, his conservation values, and the idea of public service.<sup>26</sup> Through the work of the GLP, these ideas have managed to gain some traction in the contentious debates around conservation and environmental protection in Pennsylvania.

## NOTES

1. John Hines, interview, in WITF, *The Life of Maurice Goddard*, November 17, 2010. This source is available from <http://video.witf.org/video/1640758793/>. The full text of the marker reads: "MAURICE K. GODDARD (1912–1995): Served five governors from 1955 to 1979 in an extraordinary career as Secretary of the former Departments of Environmental Resources and Forests and Waters. Goddard significantly expanded the state park system, established state forest natural and wild areas, and professionalized forestry and environmental management in state government. A leader in air and water resource management, he inspired environmental awareness nationwide." The historical marker is a registered trademark of the Pennsylvania Historical and Museum Commission and the marker text is copyright protected. It is used with permission.
2. Goddard Legacy Project, meeting minutes, June 9, 2009. More information on the goals of the project can be viewed online at the Pennsylvania Parks and Forests Foundation website, See "Maurice K. Goddard Legacy Project," <http://www.paparksandforests.org/goddard.html>
3. Mark Layser, "The Keystone to Conservation": Maurice Goddard, Pennsylvania and His Legacy of Environmental Accomplishment," MA thesis, Pennsylvania State University, Harrisburg, 2010. Layser's information was based on a 2010 interview with former governor George Leader.
4. Ernest Morrison, *The Life of Maurice K. Goddard . . . A Walk on the Downhill Side of a Log* (Mechanicsburg, PA: Pennsylvania Forestry Association, 2000). The Pennsylvania Forestry Association has recently reprinted the book.

5. Jim Nelson, interview, in WITF, *The Life of Maurice Goddard*.
6. Walter Lyon, who worked for Goddard after the creation of the Department of Environmental Resources, tells the story of how the secretary personally paid the dues for young staff to ensure they participated in professional associations. Walter Lyon, personal communication, June 2009. John Krill, who served as a lawyer on the Department of Environmental Resources Strike Force, recalls how when he was appointed acting secretary of the agency Goddard called him up to say, "Krill, congratulations, I am glad to see it is one of my boys." John Krill, personal communication, September 2011.
7. Larry Schweiger, interview, in WITF, *The Life of Maurice Goddard*.
8. Morrison, *Life of Maurice K. Goddard*, 286–301.
9. In the rotunda of the Pennsylvania State Capitol there are currently three large memorial plaques, two facing each other on the House side and one on the Senate side. All three commemorate Pennsylvania leaders who were associated with conservation values: Joseph Trimble Rothrock, the state's first Director of Forestry; Edwin Kalbfus, a wildlife supporter who helped found the Pennsylvania Game Commission; and Samuel Dixon, founder of the state's Department of Health who was on the State Forestry Commission and promoted the importance of forests for human health including the development of a sanatorium for tubercular patients in Michaux State Forest near Mont Alto.
10. Goddard Legacy Project, minutes June 9, 2009.
11. "Maurice K. Goddard Legacy Project."
12. Governor's Marcellus Shale Advisory Commission, "Governor's Marcellus Shale Advisory Commission Report," July 22, 2011 (available from [http://pa.gov/portal/server.pt/community/marcellus\\_shale\\_advisory\\_commission/20074](http://pa.gov/portal/server.pt/community/marcellus_shale_advisory_commission/20074)); Nature Conservancy, "Pennsylvania Energy Impact Assessment: Report No. 1 Marcellus Shale Natural Gas and Wind," November 15, 2010 (available from [http://www.nature.org/media/pa/tnc\\_energy\\_analysis.pdf](http://www.nature.org/media/pa/tnc_energy_analysis.pdf)).
13. In 2009 the National Recreation and Park Association and the Academy for Park Management awarded a prestigious Gold Medal for outstanding park management to the Pennsylvania State Park System.
14. "Governor's Marcellus Shale Advisory Commission Report," 36. Starting in 2008–2010 the Department of Conservation and Natural Resources leased 138,866 acres for Marcellus drilling and the Commonwealth received \$413 million. During this time the department approved 150 well pads and 575 well-drilling locations in state forests. By 2010 over 70 percent of the 2.7 million acres of state forest land were already under lease.
15. Through the partnership with Pennsylvania Parks and Forests Foundation, the GLP solicited contributions from foundation members and a variety of retirees associations for signs and historic markers. This effort resulted in many small donations and one major gift from former employees of Goddard.
16. Marci Mowery, "President's Message," and Ellen Zeph, "Maurice K. Goddard—Patriarch of Pennsylvania Parks," *Penn's Steward: Newsletter of the Pennsylvania Parks and Forests Foundation*, Spring 2010.
17. WITF had a received a multiyear grant from the Commonwealth to produce the *Explore PA* series.

18. At a March 31, 2010, workshop at WITF, Kathleen Pavelko, president of WITF, stated that a recent survey had shown that the topic of environmental protection was of great interest to the station's viewing audience.
19. Walter Lyon, interview, in WITF, *Life of Maurice Goddard*.
20. Bill Forrey, interview, in *ibid*.
21. Larry Schweiger, interview, in *ibid*.
22. Sandy Sykes, DCNR Training Director, personal communication, November 2011.
23. Senator Vincent Hughes, Minority Chair of the Senate Appropriations Committee, questioning Cindy Dunn, Acting Secretary of the Department of Conservation and Natural Resources, at the Senate Budget Hearing on March 22, 2011. This was transcribed from a recording of the hearing and lightly edited for readability.
24. Goddard Legacy Project, meeting minutes, January 11, 2011.
25. However, when a professional historian from the Pennsylvania Historical and Museum Commission congratulated the group for undertaking so many public history projects, many of the members of the project said they never even knew there was a field called public history. Beth Hager, personal communication, September 23, 2011.
26. The Ralph Abele Scholarship Committee, a group formed to remember a friend and associate of Maurice K. Goddard who was the executive director of the Pennsylvania Fish Commission from 1972 to 1987, was inspired to form an Abele Legacy Project. According to Wayne Kober, who works with both projects, the Abele Legacy Project has adopted many of the ideas from the Goddard Project. Wayne Kober, personal communication, September 19, 2011.