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ABSTRACT

A SURVEY AND ANALYSIS OF FACTORS AFFECTING THE SALARY OF STATE PARK ADMINISTRATIVE HEADS

by James Joel Truncer

The purpose of this study is to analyze existing position classifications and prerequisites of state park administrative heads and to determine the relationship of several specific factors affecting the personnel presently filling these positions and the salaries they receive.

A sampling of fifty-four of fifty-nine agencies primarily responsible for state parks in 46 states was obtained through the use of a questionnaire. Two position classifications were used as a basis for analysis. Positions classified within a civil service or merit system were separated from those not included in a civil service or merit system.

The results indicated a wide variety of educational prerequisites for administrative heads of state park agencies. Extreme differences in salaries and salary ranges were evident.

In general there was a relationship found to exist between the salary received by a state park administrative head and: (1) the level of educational achievement, (2) the field of professional training, (3) the inclusion of the position in a civil service or merit system, (4) the number of years of experience in state park work, (5) the population of the state, (6) the annual state park attendance, (7) the magnitude of the budget, and (8) the

geographical region of country were employed. The most significant relationship found to exist was that the highest salaries were received by college trained professionals serving under a civil service or merit system.

Tables and illustrations were developed for the comparison of findings of this study with those of similar studies concerning park and recreation executives serving in other than federal or state park administrative positions.

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OF STATE PARK ADMINISTRATIVE HEADS

By

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CHAPTER I

INTRODUCTION

Importance of the Park Profession

Historically, the first professional interests in park and recreation management began with the establishment of public parks in England and Europe during the early part of the nineteenth century. It was this movement in Europe and England which led prominent citizens in the new world to work for the creation of parks in New York City. The result was that in 1853 acquisition of land for New York City's Central Park was started. Frederick Law Olmsted and Calvert Vaux created the design for Central Park which was the first large park in this country suitable for the recreational pursuits of the day.

This was the beginning of the park and recreation movement in America. It was through this involvement in recreation by the government that social and economic patterns began to change. The creation of children's playgrounds in congested areas of large cities soon brought about programs which included use of public recreation areas by adults. At the national level interests in preserving vast areas of wilderness were aroused and as a result of the Washburn - Langford - Doane expedition, Yellowstone National Park became a reality in 1872. The Yosemite Grant of 1864 by the federal government in California led to the creation of the first state park in this country.

Since these beginnings there has been an evolution of numerous park and recreation systems in the United States. The initial concept of public parks and recreation first became a reality in this country in the mid-1800's, when numerous social, economic and political changes began to take place. "In most States, however, parks were not acquired until after the turn of the century, and park agencies came into prominence only after the 1920's."¹

The park movement was given added impetus during the 1930's with the aid of depression - prompted public works and conservation legislation. The expansion and growth of park and recreation systems continued until the beginning of World War II. Ironically, the first National Recreation Plan was released by the National Park Service on the day after the Japanese attack on Pearl Harbor. It was not until the mid-1950's that there was an awakening to the need for more public park facilities to handle an ever-increasing population with an ever-increasing amount of leisure time. The rapid growth in population, along with more leisure time has brought about different problems from those which were solved by the park and recreation leaders of the past. New decisions concerning the allocation and distribution of human and natural resources are being faced by today's professionals.

Urbanization and mobility of the American masses has had a profound effect upon the growth of available leisure time. Americans are faced with

¹Outdoor Recreation Resources Review Commission, Outdoor Recreation for America (Washington: U. S. Government Printing Office, January 1962), p. 17.

the prospect of an ever-increasing amount of leisure time in the future and the professional park and recreation administrator must be able to accept the challenge of providing the opportunities for the public to use this time for their enrichment and development as individuals and citizens. The park and recreation profession has grown rapidly with new demands of leadership, supervision and administration being made in trying to provide solutions to the social problems of man created by urbanization and free time.

The Outdoor Recreation Resources Review Commission studies of 1961 show that participation in outdoor recreation will rise from 4.4 billion activity occasions to over 12.4 billion by the year 2000. The nation's population during this same period is expected to double. This recognition of recreational activities and the expanded role they must play in the American way of life has caused new career opportunities to develop in voluntary, public, private and commercial areas as well as in local, state, and federal governmental agencies. The park and recreation professional of today occupies the important pivotal role of providing recreational opportunities for the public in an era of prosperity and scientific advancement never before experienced by man.

Need for this Study

Importance of Individuals Administering Statewide Park and Recreation Systems

There has been, since the concept of the state park movement, various patterns of organization and management adopted by state park agencies. This has been mainly the result of differing recreation development programs

and philosophies of the various states.

Consequently, state park systems differ widely in the number of areas and their aggregate acreage; the size, character and complexity of their administrative organization; the source, background and training of their personnel; methods of land acquisition; the nature and reliability of financial support; and their general policy of development and management.²

As a result of recent state and federal legislation directly affecting the development of park and recreation facilities at all levels of government, new responsibilities in recreation will be assumed by the states. The newly created Federal Bureau of Outdoor Recreation, which is charged with coordination of recreation, depends upon state leadership in order to carry out its mission.

The development of the Federal Outdoor Recreation Plan, by the Bureau of Outdoor Recreation, depends solely upon the development of individual State Recreation Plans which, in turn, will reflect local needs and considerations. The net result is the placing of the states in a pivotal role where local levels of recreation administration will be linked to state and federally coordinated programs and plans. The assuming of new leadership in the field of recreation by the states through the creation of agencies solely responsible for recreation places the states in a most important leadership role.

Individuals responsible for administering state-wide recreation systems will be faced with the task of developing comprehensive recreation programs

²C. Frank Brockman, Recreational Use of Wild Lands (New York: McGraw-Hill Book Co., 1959), p. 86.

and, in addition, coordinating federal assistance programs with local levels of government. The result is the park and recreation professional at the state level will be called upon to make decisions which will not only affect the planning, development and operation of state administered recreation facilities and programs, but also those at other governmental levels.

New Demands for State Recreation Services

As pointed out in the Outdoor Recreation Resources Review Report of 1962, the demand for recreation is surging. Americans are seeking recreational opportunities as never before.

And this is only a foretaste of what is to come. Not only will there be many more people, they will want to do more, and they will have more money and time to do it with. By 2000 the population should double; the demand for recreation should triple.³

Some of the problems facing the states in providing recreation are the most vexing and complicated as a result of involvement by so many fields of government endeavor. Included is the problem of tremendous deficiencies in recreational lands, facilities and services to meet present needs. Competition for use of land will produce even greater difficulties in the years ahead. The number of agencies being created or expanded to meet the recreation demands will cause serious problems in coordination of the roles of government and private enterprise in meeting the total public recreation needs. At the present time there are over 34 federal agencies carrying on programs in the field of recreation. Other difficulties can be expected in

³Ibid., p. 25.

the determination of what governmental level can best supply specific recreation needs with minimum overlaps and gaps in service.

Outdoor Recreation is a serious business both because of its beneficial effect on the physical, cultural, and social well-being of the American people and because of its economic impact. It is a partial solution to the social problems created by urbanization and free time. It is a solution, at least in part, to the fact that man is not wholly suited physiologically to the technological demands placed upon him.⁴

The demand for recreational facilities and services is large and increasing. The recreational services and facilities needed are in the metropolitan regions where most of the population lives. The result is that new and improved methods for effective allocation of natural, human, and economic resources are needed to meet these new demands. The following areas of state responsibility in recreation are indicated in the Proposed State Recreation Policy for the State of Michigan to promote, and facilitate the development of adequate and coordinated recreation facilities and services.

1. Assume new leadership in coordinating efforts to meet total recreational needs of the people. This coordination will encourage all agencies and levels of government to assume their responsibilities rather than abrogate the rights of home rule by local government or usurp prerogatives of federal agencies. Coordinating efforts shall give equal consideration to each area of the State; and shall consider the problems of government and voluntary agencies and also those of private enterprise which will be encouraged to meet some of the public recreation needs.

2. Recreation is a legitimate continuing governmental responsibility directly associated with the public welfare. As such, the adequacy, quality, and continuity of the recreation programs and

⁴U. S. Department of the Interior, Bureau of Outdoor Recreation Employee Handbook (Washington: U. S. Government Printing Office, 1964), p. 10.

opportunities provided at all governmental levels should be supported and advanced by professional leadership through use of public and other supplemental funds.

3. Develop and maintain in cooperation with Federal, State and local governmental agencies and other public and private interests a state recreation plan which will serve as a guide to public and private agencies integrating and coordinating their activities to help provide the future recreation needs of the state.

4. Work with the Federal Government, various State agencies and the political subdivisions of the State in planning sound, long-range recreation programs and services for Federal, State and local areas.

5. Recognize, inventory and appraise the recreation potentialities on all public and private lands, water areas, shorelines, and facilities, and, consistent with the fullest interest of the State, acquire, conserve, protect, perpetuate and develop and make other desired provisions for adequate and appropriate facilities for the use of these resources for public recreation.

6. Set aside or acquire lands, waters and shorelines of state-wide significance needed for public park and recreation purposes, and develop, administer, and use them only for purposes compatible with their recreation values. Incompatible uses should be prevented or discontinued.

7. Permit and encourage the Federal Government and the political subdivisions of the State to construct and operate recreation facilities and programs within the State or on state lands. Permit disposition and exchange of state lands with other governmental agencies for recreation development when it is in the public interest to do so, taking into account the probability of proper and adequate development, operation and administration by the Federal Government or the political subdivisions.

8. Provide technical leadership and guidance to the political subdivisions of the State and other public, private and commercial interests in the planning and development of recreation facilities and services including the collection and dissemination of necessary and desirable data pertinent to such planning and development.

9. Encourage private investments, through State and Federal legislative devices and services, to develop and provide quality recreation facilities and services to the public.

10. Recognize the need for, develop, and support trained technical and professional recreation, and recreation related, leadership and administration in appropriate Federal, State and local governmental agencies.

11. Develop and maintain recreation programs under professional leadership in the various State institutions of education, health, welfare and rehabilitation.⁵

A comprehensive study of the factors affecting the salary of administrative heads of state park agencies had not been undertaken in the past and little is known of the relationship of the education of the personnel presently filling these positions and their salaries. Little opportunity for comparison of these positions was possible prior to the completion of a questionnaire sent to the heads of state park agencies in 1961. Since the return of this questionnaire, the National Park Service completed the collection of salary data and presented it as a part of "State Park Statistics - 1961." With this information, the comparison of data collected by both surveys was possible. Changes and variations were noted which complemented the original questionnaire and the resulting study.

The completion of studies entitled "How Education Affects Salary," "Fringe Benefits Survey" and "Salary Survey" by the American Institute of Park Executives in 1963 provided additional valuable information for purposes of comparison.

Objectives and Scope of This Study

The purpose of this study is: (1) to analyze existing position classifications and prerequisites of administrative heads of state park agencies

⁵ Louis F. Twardzik, A Proposed State Recreation Policy for the State of Michigan (East Lansing: Michigan State University, 1961), pp. 5-8.

and (2) to determine the relationship of specific factors to the salary received by the personnel presently filling these positions.

The study will be conducted on a nation-wide basis with the results indicating various position classifications and prerequisites of the administrative heads of the primary agencies responsible for state parks in the United States.

This is not a detailed study of the organization of each primary state park agency, but an analysis of the various position classifications and position prerequisites. The relationship of salary and education of each administrative head will be explored, as will the relationship of his salary to the state park agency's annual budget, park attendance and state population.

CHAPTER II

REVIEW OF LITERATURE

Previous Studies

Prior the the completion of this study, little had been done to gather information concerning the individual state park agencies' position classifications and prerequisites of the various state park administrative heads. No information was available about the education and experience of administrative heads of the nation's state park agencies.

The National Park Service has, over the years, published an annual report on state park statistics, but included only attendance and budget information about each state park organization. In 1961 the National Park Service did gather and update salary information about the professionals serving with the nation's state park organizations. This did provide a comprehensive report on salary ranges but did not include any information about the individual administrator's education or experience. Also lacking were the state park organization position prerequisites.

In 1963 the American Institute of Park Executives completed detailed studies concerning the salaries and educations of park and recreation professionals serving in other than state or federal organizations. Their results indicated, in general, that salaries increase: (1) as the level of educational achievement increases, (2) as the number of years of experience in the park and recreation field increases, and (3) as the population

of the governmental jurisdiction reporting increases.¹

Tabulations according to regions of the country indicated that there were variations in educational backgrounds of park and recreation professionals that "the salaries in the Western and Southern states are considerably lower than the salaries of the Pacific coast and the Great Lakes - Eastern states."²

Also, LaGasse and Cook evaluated the relationships of salaries to major fields of study of park and recreation directors. These relationships are summarized in Tables 1 and 2.

Table 1. Relationship of Salaries to Major Fields of Study of Park and Recreation Directors, as Reported by LaGasse and Cook

Major	N	Median	Mean
Recreation	101	\$ 7,900	\$ 8,178
Physical Education	75	7,921	7,966
Education	33	8,167	8,789
Landscape Architecture	15	9,167	10,633
Engineering	5	12,250	11,500
Park Management	4	6,667	7,500
Horticulture	7	9,375	9,214
Forestry	3	6,750	7,500
Social Science	8	8,250	8,687
Zoology	1	10,500	10,500
Veterinary Medicine	0	- -	- -
Other	33	9,063	9,348

¹Alfred B. LaGasse and Walter L. Cook, How Education Affects Salary (Wheeling, West Virginia: American Institute of Park Executives, Inc., 1963), p. 7.

²Ibid., p. 9.

Table 2. Relationship of Salaries to Major Field of Study
of Park Directors in Separate Park Departments
as Reported by LaGasse and Cook

Major	N	Median	Mean
Recreation	9	\$ 8,375	\$ 8,500
Physical Education	0	- -	- -
Education	3	9,833	9,833
Landscape Architecture	18	9,333	9,111
Engineering	10	13,333	13,166
Park Management	4	8,667	9,000
Horticulture	8	6,750	7,187
Forestry	16	7,667	8,093
Social Science	0	- -	- -
Zoology	0	- -	- -
Veterinary Medicine	0	- -	- -
Other	12	8,000	9,083

It is interesting to note that those whose major field of study was engineering were the highest paid personnel in the park profession, with landscape architects reported not far below.

Figures number 1 and number 2 illustrate the relationship of major fields of study to mean annual salary as determined by LaGasse and Cook.

The tabulation of major fields of study of park directors in separate park departments reveals that the greatest number of individuals filling these positions came from a natural science background, but the highest mean salary was earned by those again with an engineering education.

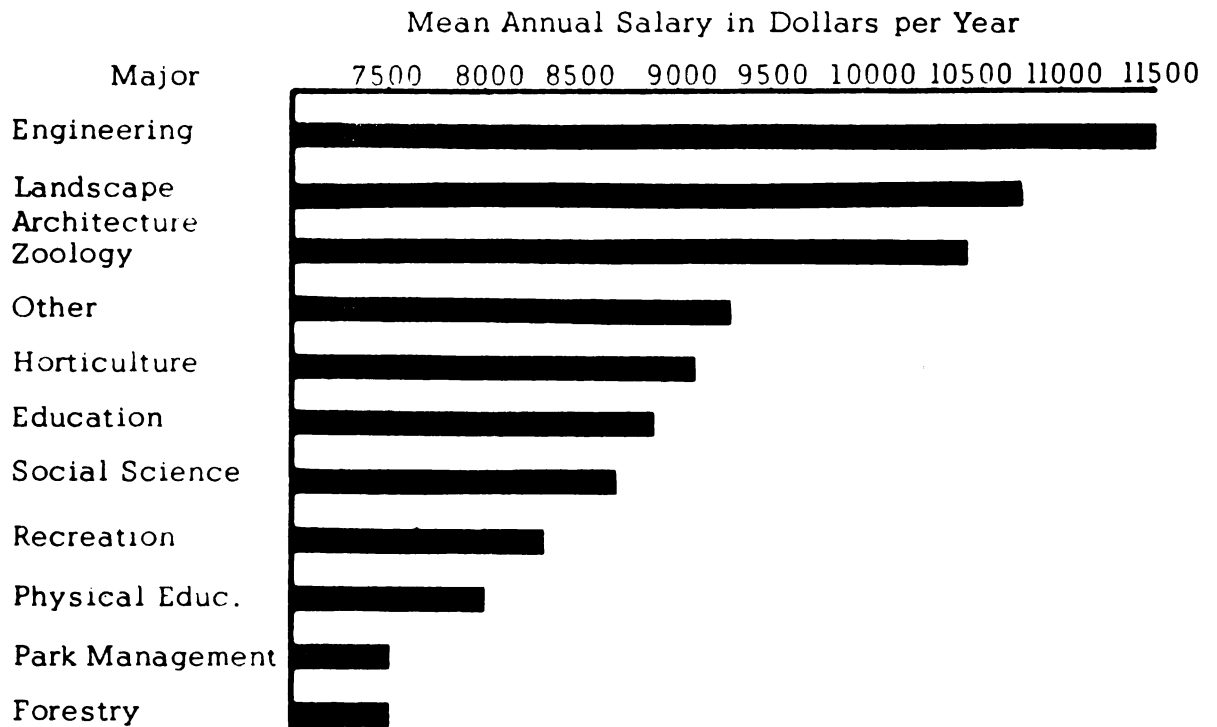


Figure 1. Relationship of Major Field of Study to Mean Annual Salary of Park and Recreation Directors in Combined Park and Recreation Departments, as Reported by LaGasse and Cook

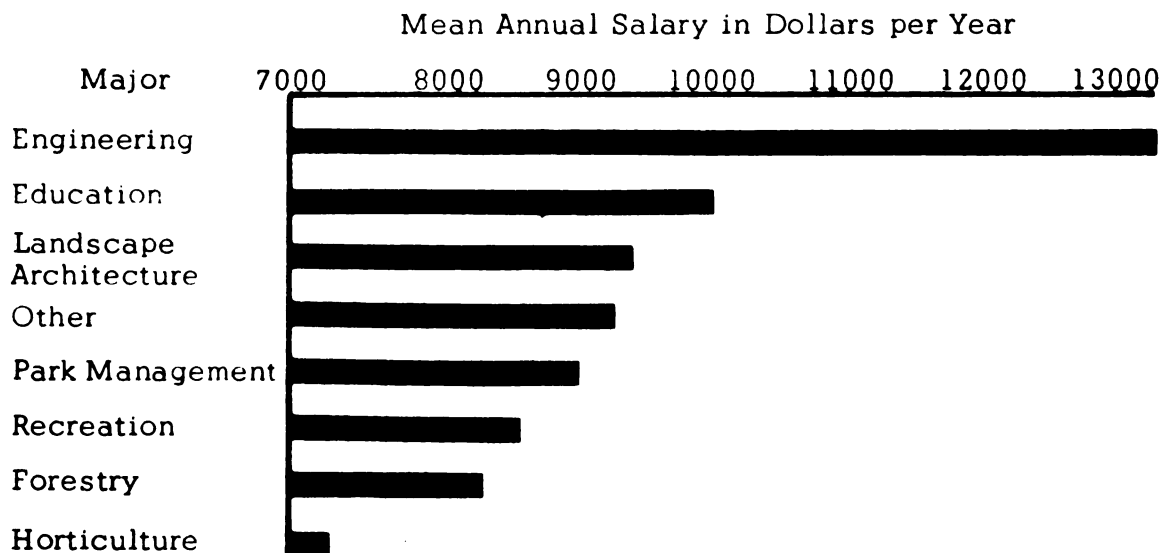


Figure 2. Relationship of Major Field of Study to Mean Annual Salary of Park Directors in Separate Park Departments as Reported by LaGasse and Cook

The following Figures number 3 and number 4 indicate the extent to which the various professional fields are represented by the directors of combined and separate park departments at other than the State or Federal governmental level.

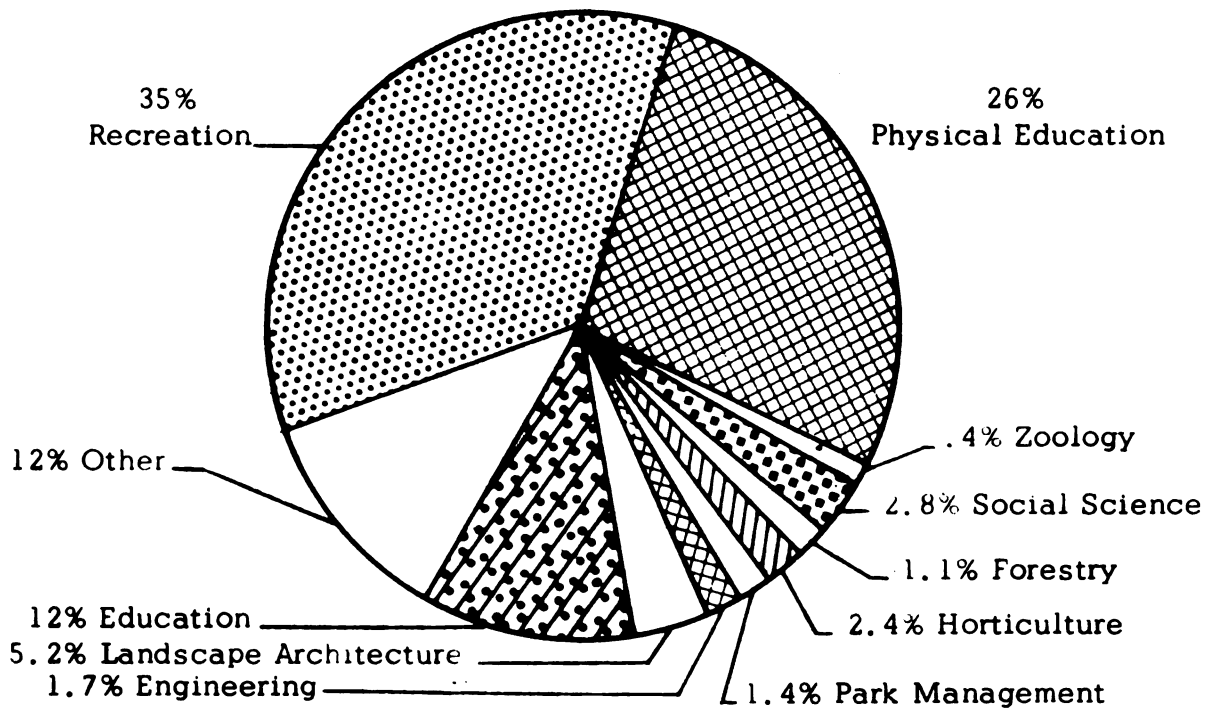


Figure 3. Major Fields of Study of Park and Recreation Directors in Combined Park and Recreation Departments

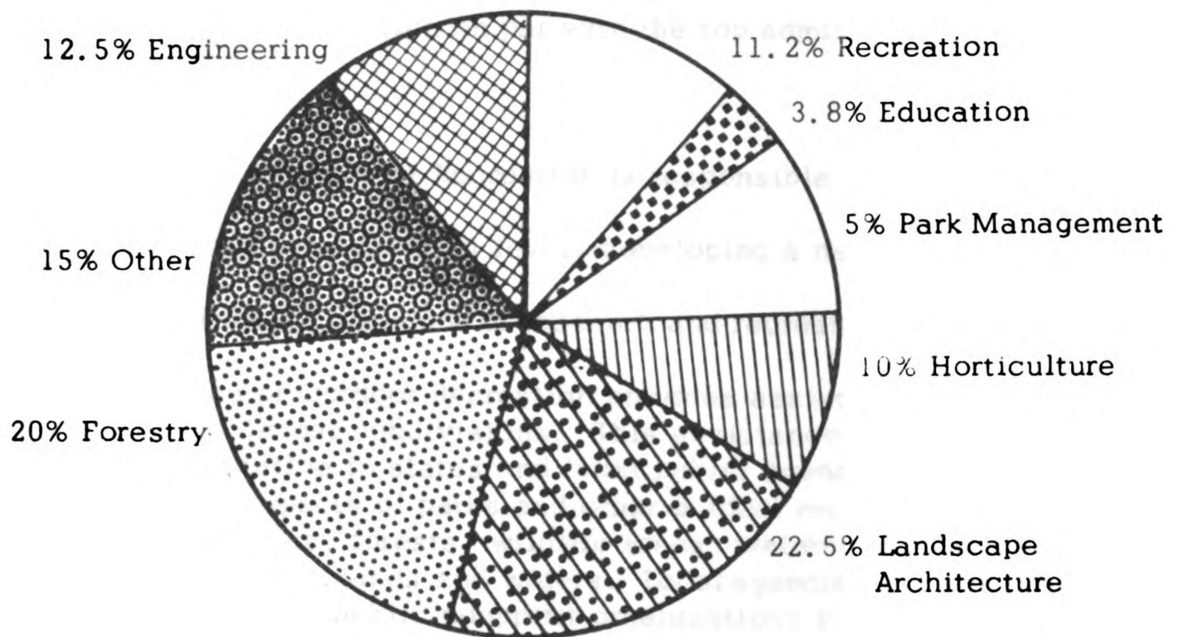


Figure 4. Major Fields of Study of Park Directors in Separate Park Departments

Comparisons with Related Public Professions

There are several federal agencies with administrative responsibilities for some phase of recreation at the national level. Included among the agencies with primary responsibilities for recreation are the Bureau of Outdoor Recreation, the National Park Service, the Bureau of Sport Fisheries and Wildlife in the Department of the Interior, and the Forest Service in the Department of Agriculture. The administrative heads of these agencies are federal civil service employees. The top administrators in the Bureau of Sport Fisheries and Wildlife, the National Park Service, and the U. S. Forest Service are classified at management level 5 and receive salaries of \$26,000 annually at present. The director of the Bureau of Outdoor Recreation is classified at GS-18 and receives a salary of \$24,500. Steps

are now being taken to classify the director of BOR at management level 5 and thus bring this position on par with the top administrative positions in the other agencies.

The Bureau of Outdoor Recreation is responsible for coordinating outdoor recreation at the national level, developing a national outdoor recreation plan and the carrying out of research and recreation studies.

The Bureau of Outdoor Recreation provides assistance to states or their political subdivisions. This assistance is advisory and consultative to states and local public agencies on various recreation aspects of parks and other outdoor recreation areas, historical areas, forests, wildlife areas, water-control projects, and other public lands and waters. Local agencies are construed to include semi-public nonprofit organizations such as the Boy Scouts of America, Girl Scouts of America, 4-H Clubs, nonprofit camping or recreation organizations of churches, and educational institutions.³

The National Park Service is responsible for the administration, protection and development of National Parks, National Recreation Areas, National Monuments and National Historic Sites. Planning assistance, policy information, maintenance and operation information is available through several periodical publications.

The National Park Service upon request also may provide technical advisory assistance in park operational and planning fields and in highly specialized fields such as history, archeology, and interpretive services planning which meet special needs.⁴

The U. S. Fish and Wildlife Service through its Bureau of Sport Fisheries and Wildlife provides technical assistance in sport fishery management

³U. S. Department of the Interior, Federal Assistance in Outdoor Recreation (Washington: U. S. Government Printing Office, 1964), p. 3.

⁴Ibid., p. 6.

and water resource development, as well as managing National Wildlife Refuges and game fish hatcheries.

The U. S. Forest Service has as one of its responsibilities the development of outdoor recreation opportunities on National Forests. The Forest Service maintains a number of Cooperative State and Private Forestry programs related to or bearing on outdoor recreation. In addition the Forest Service conducts research programs related to forest recreation.

Scientists in the Forest Service's Branch of Forest Recreation Research are concentrating on basic and applied studies aimed at obtaining sound information that will help public and private forest land managers: (1) Provide and improve the recreation opportunity through a better understanding of the recreationists' needs and desires, (2) maintain and protect forest recreation sites from damage or destruction by heavy use, (3) evaluate the economic opportunities and impacts of forest recreation enterprises and complexes, and (4) coordinate forest recreation use with other demands on forest resources.⁵

⁵Ibid., p. 20.

CHAPTER III

COLLECTION OF DATA

Definitions for Purposes of Study

Administrator is the individual in a state park agency who is entrusted with the paramount executive duties of the organization.

Administrative Head - See administrator.

Agency classification is the grouping of state park agencies into systematic categories based upon organizational characteristics.

Budget is the published annual financial statement of a state park agency indicating the operating and capital improvement expenses of that agency.

Civil service is the system established by a state law for the administration of government personnel on the basis of merit, under provisions of constitutional documents or by means of statute.

Educational prerequisites are the educational requirements which an individual must attain to qualify for the administrative head position of a state park agency.

Merit system is the system established by a state for the administration of government personnel on the basis of merit without a civil service law, but with a tradition and set of practices embodied in a constitutional mandate.

Population is the group of administrators in the primary state park agencies which received the questionnaire used as a basis for this study.

Position classification is the grouping of state park administrative positions into categories based on whether the administrator's position was or was not included in a civil service or merit system.

Regions are the geographical areas of the United States used for comparative purposes in this study.

Sample population is the group of administrators in the primary state park agencies which responded to the questionnaire used as a basis for this study.

State park agency is the primary organization in a state responsible for the administration and operation of state parks.

Nature and Source of Data

In April of 1961 a questionnaire was mailed to the agency in each state primarily responsible for state parks. A total of 59 questionnaires were mailed, one to each state, except New York where one was sent to each of the 9 operating state park commissions and the central state park office in Albany, New York.

Most state park organizations exercise direct supervision of field operations from a central headquarters. State parks of New York, however, are organized on a regional basis with nine regions, each essentially autonomous, under the supervision of the Division of Parks in the Conservation Department. Custody and direct operation of the state parks of New York in each region is the responsibility of several regional park commissioners, together with their staff. The chairman of each

regional commission is, by law, a member of the State Council of Parks which is a planning, policy-making, and budget-making authority.¹

Of the 59 questionnaires sent out, 54 were returned, representing a 91.5 percent response. There were, however, some questionnaires returned lacking responses to all the questions. This in part may have been due to the lack of adequate instruction, misinterpretation of a question, or an individual's reaction to the personal nature of a particular question. The validity of the answers recorded is open to criticism and it is realized that a response may be given which will put the respondent in the best possible light or one which the respondent thinks is the answer which should be given.

To help overcome this problem several questions were introduced as checks on other questions to better determine the validity of the responses. There was in no instance detected an answer to a question which contradicted a previous response in the same questionnaire. The 59 state park agencies polled includes the primary agency in each state responsible for state parks, which represents a combined budget of over 100 million dollars and jurisdiction over more than 5 million acres.

The states of Colorado and North Dakota did not respond. Both of these states have limited state park programs which are presently administered under other than distinct state park organizations. In addition, the Long Island State Park Commission in New York did not respond, nor

¹Brockman, op. cit., p. 104.

did the states of New Mexico and Rhode Island. Subsequently in June 1961, questionnaires were again sent to the agencies which failed to respond to the first query. However, satisfactory returns were not forthcoming and the five agencies involved were subsequently deleted from the survey.

The agencies queried are not of the same size or of similar organization. Thus, there are many differences in organization, scope of responsibility, policy and education of personnel presently filling the position of administrative head.

The following is Brockman's state park agency classification, which illustrates the extent of variations from one agency to another.

1. State parks, forests, and game administered as separate units within a common department. In fifteen states (Alabama, Illinois, Indiana, Iowa, Kansas, Massachusetts, Michigan, Minnesota, Nebraska, New Jersey, New York, Ohio, South Dakota, West Virginia, and Wisconsin) state park, state forest, and state fish and game affairs are handled by distinct divisions within one major department. For example, state parks in Indiana are administered by the Division of State Parks, Lands and Waters of the Department of Conservation, which also includes the Division of Forestry and the Division of Fish and Game.

2. State parks and state forests administered under a common authority, with fish and game administration separate. Thirteen states (California, Connecticut, Kentucky, Maryland, New Hampshire, North Carolina, Oklahoma, Pennsylvania, South Carolina, Tennessee, Utah, Vermont, and Virginia) consider fish and game as a separate entity, controlled by a specific administrative organization, while state parks and forests are administered by subdivisions of another major department. In California, for example, the Division of Beaches and Parks, which administers state parks, and the Division of Forestry are included as separate units within the Department of Natural Resources; fish and game matters are administered by an independent Department of Fish and Game.

3. Administration of state parks by a distinct department. Fourteen states (Arizona, Colorado, Delaware, Florida, Georgia, Louisiana, Maine, Mississippi, Missouri, Nevada, New Mexico, Texas, Washington, and Wyoming) have independent state park organizations, distinct from forestry, fish and game, or any other state agency. For example, in the state of Washington, the independent State Parks and Recreation Commission manages state parks, the equally independent Department of Game is concerned with sports fisheries and wildlife, and the highly important state forestry program is administered by the Department of Natural Resources.

4. State parks administered by a state park division within the highway department. This system is used in Montana and Oregon. It is considered to be conducive of efficient and economical maintenance of state park areas by existing highway department personnel skilled in and equipped for such activities.

5. State parks administered by historical bodies. In North Dakota, state parks are largely of historical interest and the State Historical Society has been designated as the administrative agency.

6. Miscellaneous. State parks in Arkansas are administered by the State Publicity and Parks Commission; in Idaho by the Department of Public Lands; in Rhode Island by the Department of Public Works.²

Limitations of this Study

The primary limitation of this study is the fact that the information used was gathered via a questionnaire. This in itself places a great deal of reliance upon the respondent to answer each question truthfully and completely. There is often a tendency for individuals to respond to a question in the way they think they should. In addition there is a tendency not to answer those questions which are of a personal nature or which may reflect unfavorably upon the individual or his organization. The questions

²Ibid., pp. 90-93.

asked were purposely kept simple and direct, to minimize confusion and produce comparable results. The questionnaire was not foolproof and the validity of the results would have been increased if the author had been able to make sure the respondent gave the desired interpretation to each question.

The fact that state park agencies vary widely from one state to another should be considered when trying to compare one agency with another. There are a great many differences in organization, scope of responsibility and the professional training of individuals presently filling the administrative positions. A good example is New York State, where nine separate and distinct state park commissions each operate independently under the general guidance of the New York State Park Council. A single New York State Park Commission is a larger organization than some state's entire park system. But, at the same time some New York State Park Commissions are smaller organizations with fewer responsibilities, compared with those of other agencies responsible for an entire state park system. Differences in state park organization are the rule, rather than the exception, as noted earlier in this chapter.

Another limiting factor is the continual change in organizations which has been taking place most dramatically in the past few years. The park and recreation movement in this nation has felt dynamic changes in organization and personnel which means the results gathered at any particular moment may only hold true for a very limited period of time. The creation

of new organizations and the shifting of personnel from one state park system to another presents certain limitations as to the usefulness of the information. Although changes do occur, the results obtained provide the basis for useful comparisons of the various state park organizations and their administrators.

CHAPTER IV

ANALYSIS OF DATA

Method of Analysis

Upon the return of the questionnaire the responses were transcribed to ledger sheets for tabulation. A total of 33 questions were used to gather the information concerning each agency and its administrative head. Due to the lack of data processing equipment, the author compiled and tabulated the results manually. It should be noted that the questionnaire was designed to be processed mechanically and the results could have been determined with much greater ease if data processing equipment had been used.

To facilitate the processing and analysis of responses the reporting agencies were separated into two classifications for comparative purposes. State park administrators whose position was included in a civil service or merit system were separated from those administrators who served in a position not under such systems.

Basic knowledge concerning the administrative head of each agency, along with background information about the individual presently filling the position was gathered, tabulated, and analyzed. Included in the study is the following specific information: (1) position classification, (2) position prerequisites, (3) levels of educational achievement, (4) field of professional training, (5) professional experience, (6) age, (7) annual salary,

(8) salary ranges, and (9) regional comparisons. In addition, observations were made which related levels of salary to: (1) the field of professional training, (2) the inclusion of the administrator's position in a civil service or merit system, (3) the annual state park attendance, (4) the magnitude of the budget, and (5) the geographical region of the country where employed.

This, then, provides the basic framework for comparison and analysis of position prerequisites, education and salary of the various state park administrative heads.

Position Classifications

The survey indicates that twenty-three state park administrative head positions are included in a civil service or a merit system. This represents approximately 41 percent of the total individuals who responded. Thirty-one state park administrative heads reported that their position is not included in a civil service or merit system, which amounts to approximately 59 percent of the fifty-four individuals who responded. Three individuals whose positions are included in a civil service system indicate that they are appointed to their present administrative capacity. Distribution of these position classifications is illustrated on the accompanying United States map in Figure 5, page 27.

Of the thirty-one individuals whose positions are not included in a civil service or merit system, all indicate that they are appointed to their present job. Nine of these individuals report that the length of their appointment coincides with that of the governor's term of office, representing

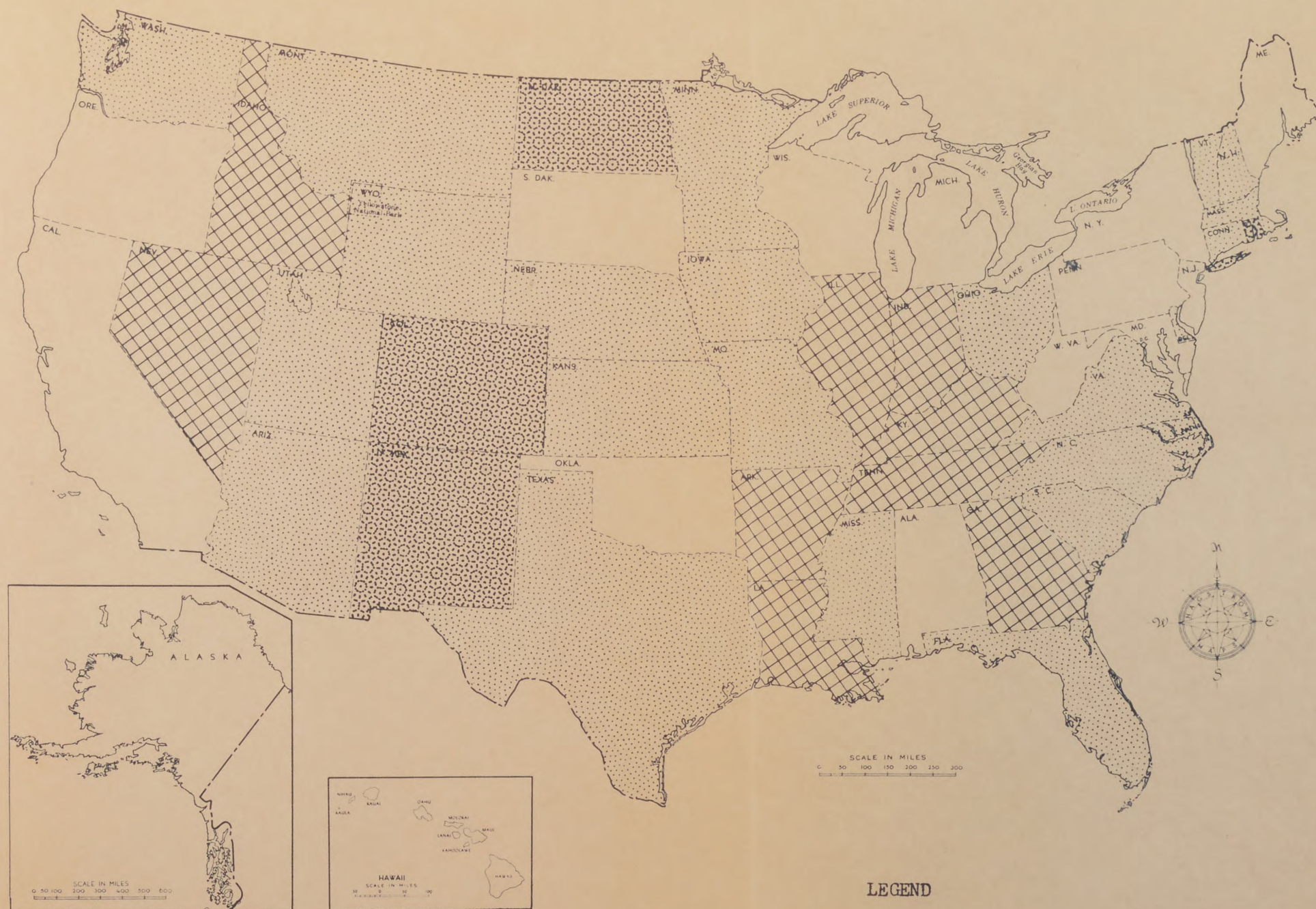


Fig. 5. -- Map of the United States, showing the distribution of state park administrator classifications.

approximately 29 percent of those positions which are not included in a civil service or merit system. Table 3 summarizes the length of appointments as reported. In New York State, nine separate and distinct state park commissions each operate independently under the general guidance of the New York State Park Council. For comparative purposes it must be remembered that often a single New York State Park Commission is a larger organization than that of another state's entire state park system. But, at the same time some New York State Park Commissions are smaller organizations with fewer responsibilities, compared with those of other agencies responsible for an entire state park system. Differences in state park organization are the rule, rather than the exception, as noted earlier in this chapter.

Table 3. Length of Appointments of State Park Administrators
Not Serving Under a Civil Service or Merit System

Individuals	Length of Appointment
4	Indefinite
9	Coincide with governor's term
2	6 years
6	4 years
1	1 year
Mean, 4.1 years	

Another limiting factor is the continual change in organizations which has been taking place most dramatically in the past few years. The park and recreation movement in this nation has felt dynamic changes in organization and personnel which means the results gathered at any particular

moment may only hold true for a limited period of time. The creation of new organizations and the shifting of personnel from one state park system to another presents certain limitations as to the usefulness of the information gathered at any time. Although changes do occur, the results obtained provide the basis for useful comparisons of the various state park organizations and their administrators.

Position Prerequisites

Fifteen, or 25.9 percent of the state park administrative heads indicate that there are no educational requirements specified for their positions. Of this group, 13 indicate that they are holding appointed positions and two state that their positions are included in a civil service system.

Thirty-seven state park administrative heads indicate that there are educational prerequisites or requirements specified for their position. Of this group, 7 say that a high school education is the minimum requirement and 31 indicate that a college degree is the minimum acceptable education in order to qualify for their present position.

The following Figure 6 shows the various college degrees which are accepted as an educational prerequisite.

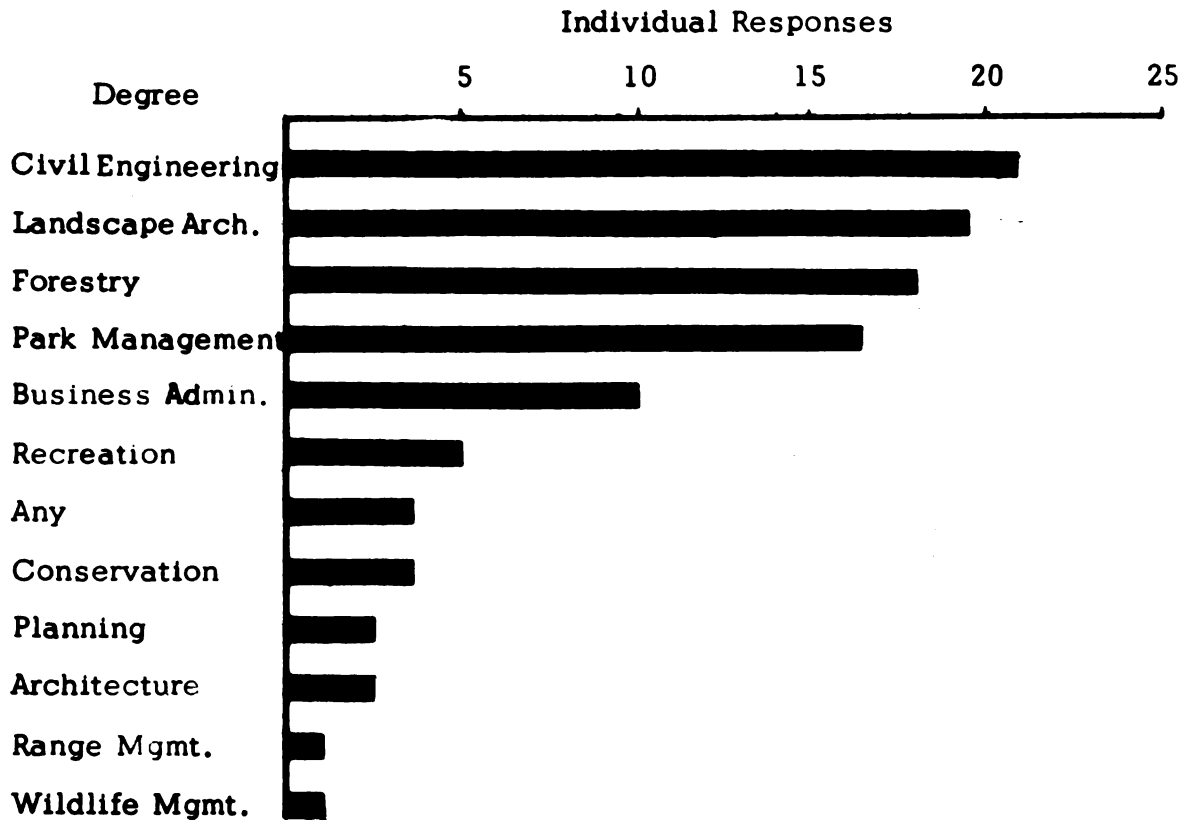


Figure 6. College Degrees that are Accepted as an Educational Prerequisite for the Position of State Park Administrative Head

Education

Of the 54 individuals included in the survey 35, or 64.8 percent indicate that they hold a college degree. Of the 35 who indicate that they hold a college degree 18, or 59.9 percent are in an appointed position. Fifteen of the 54 surveyed indicate that they do not hold a degree. Twelve of these, or 80 percent of the individuals who do not have a college degree are holding an appointed position. Of the 20 individuals who indicate they are serving under a civil service or merit system 17, or 85 percent hold a college degree.

The following Figure 7 indicates the major fields of study of those individuals who completed college.

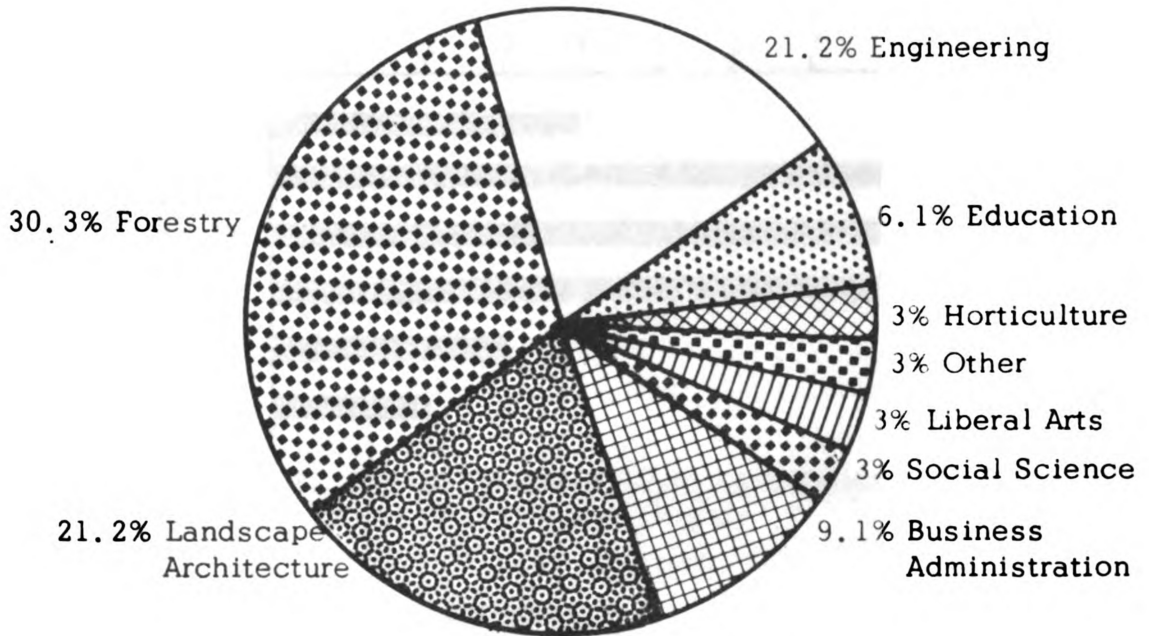


Figure 7. Major Fields of Study of State Park Administrators Having Completed College

Of 35 individuals 31, or 88.6 percent hold a bachelor of science degree and 4, or 11.47 percent hold a bachelor of arts degree. In addition, 3 of the 35 individuals questioned hold graduate degrees representing 8.6 percent of the total.

The length of time since the completion of the first college degree is a maximum of 51 years, a mean of 26.1 years, and a minimum of 2 years.

The following Figure 8 illustrates the number of years since completion of the first degree versus the number of individuals.

The individuals who earned an advanced degree beyond their bachelor degree indicate that the length of time since the completion of this degree is a maximum of 45 years, a mean of 20.4 years, and a minimum of 1.5 years. The average length of time from completion of a bachelors to completion of an advanced degree is 12.5 years.

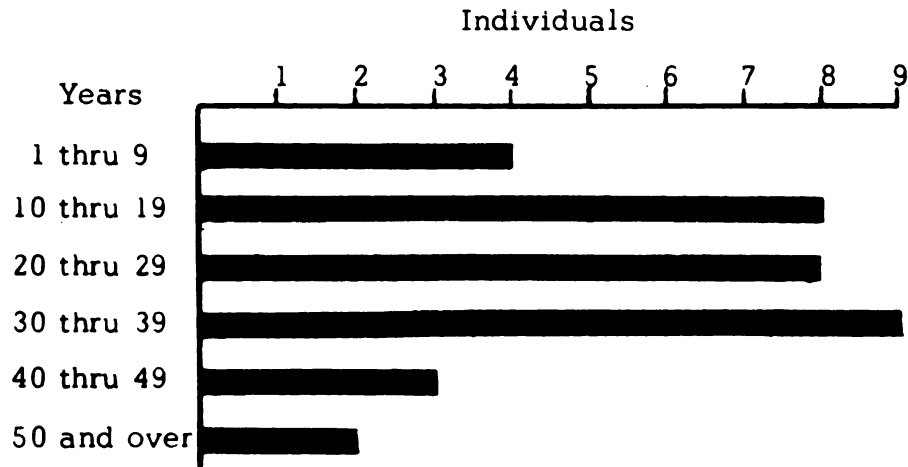


Figure 8. Number of Years Since Completion of the First College Degree

Experience

Thirteen individuals indicate that they did not obtain a college degree. Of these 13 individuals, 10 are serving in other than a civil service or merit system and 3 are serving under a civil service or merit system. Figure 9 illustrates the areas of experience of non-degree administrators.

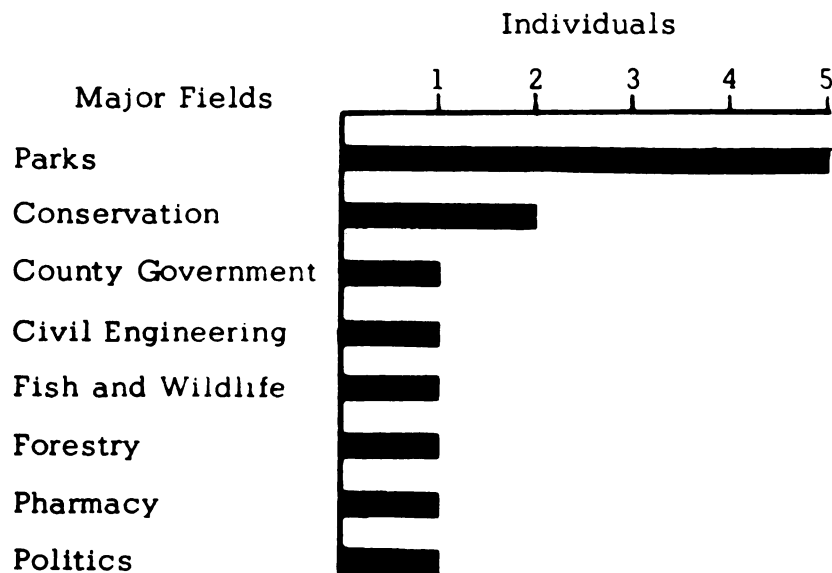


Figure 9. Major Fields of Experience of Non-Degree State Park Administrators

The total length of time in state park work of 51 individuals who responded is shown in the following Figure 10. Indicated are years of experience with a maximum of 41 years, a mean of 13.7 years, and a minimum of .25 years.

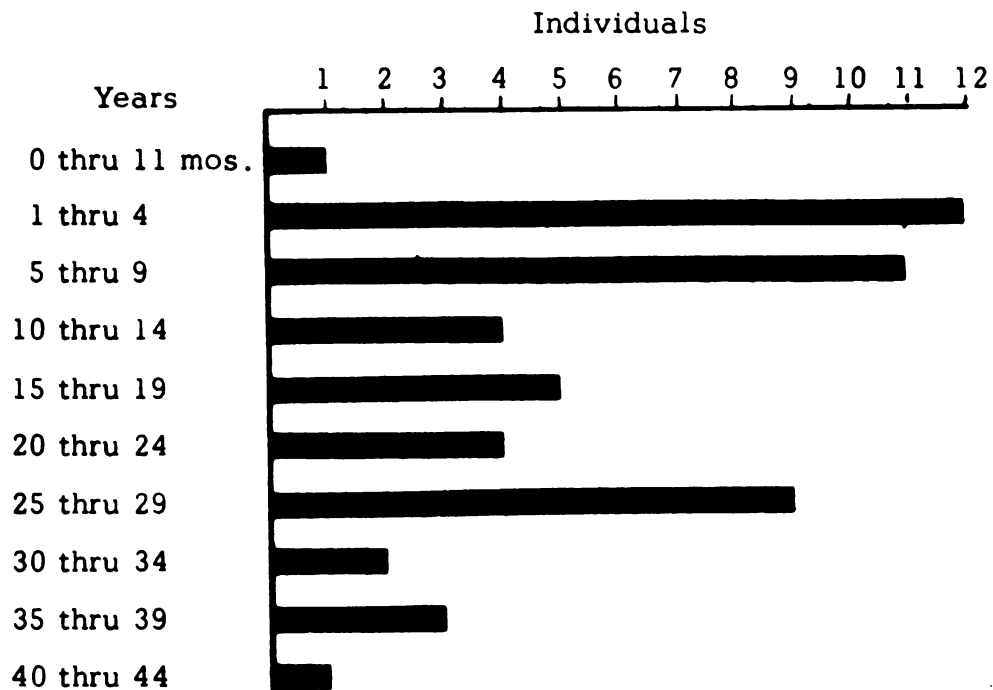


Figure 10. Total Length of Time in State Park Work by Administrators

Thirty individuals report that they are not serving under a civil service or merit system and indicate a maximum of 30 years experience, a mean of 12.16 years experience, and a minimum of .25 year's experience. The twenty individuals who indicate that they are serving under a civil service or merit system indicate a maximum of 41 years experience, a mean of 16.18 years experience, and a minimum of 1 year's experience.

Fourteen individuals indicate that they have been employed in park work at other than the state government level for a maximum of 10 years,

a mean of 4.78 years, and a minimum of 1 year. Of these fourteen individuals who responded, 9 are serving under other than a civil service or merit system and 5 are included in a civil service or merit system.

Fifty individuals did indicate the length of time with their present state park agency. Figure 11 illustrates these responses with a maximum of 43 years, a mean of 11.1 years, and a minimum of .20 years.

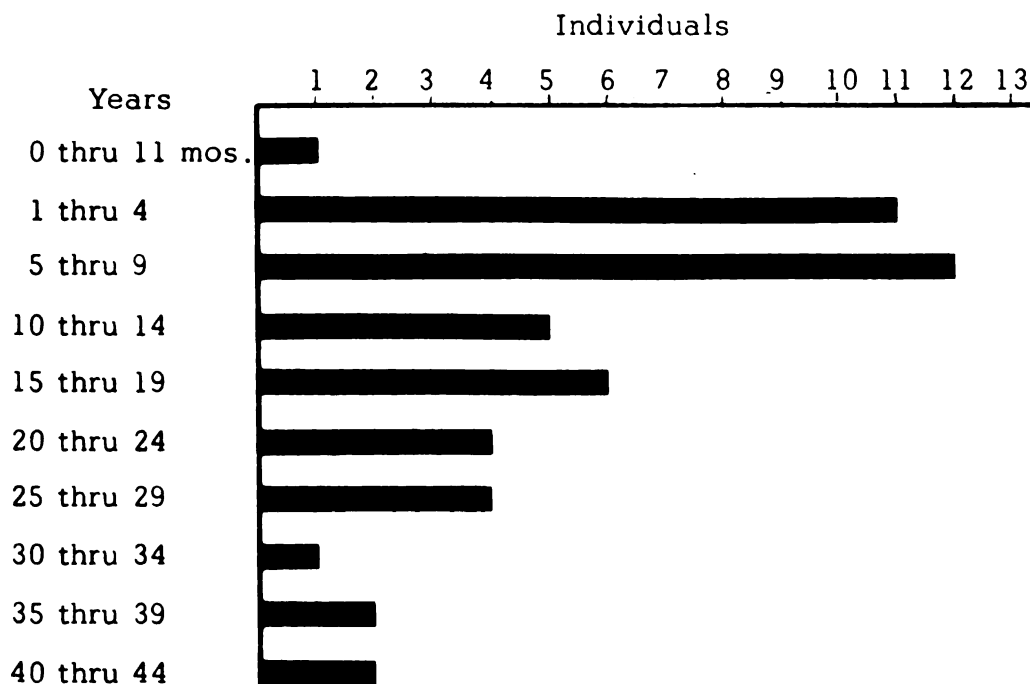


Figure 11. Number of Years With Present State Park Agency

Of the 50 responses 30 are serving under other than a civil service or merit system and the maximum length of service is 43 years, the mean 12.9 years and the minimum .25 year. The remaining 20 individuals are under a civil service or merit system with a maximum of 37 years length of service, a mean of 13.53 years, and a minimum of .20 year.

Thirty-two individuals state they have not worked for any other state park agency other than the present one which employs them. Twelve indicate they had worked for 1 other agency, 3 indicate they had worked for 2 other agencies, and 1 indicates that he had worked for 3 other agencies. Of these 16 responses, 8 hold a position included in a civil service or merit system and 8 are not under such systems.

Age of Sample Population

Of the 49 persons responding, all are males, the maximum age being 72 years, the mean being 50.1 years, and the minimum being 23 years. The following Table 4 illustrates the distribution of these individuals by age groups.

Table 4. Age Distribution of State Park Administrative Heads

Age Group	Number of Individuals	Percentage of Total
20 - 29	2	4.1
30 - 39	5	10.2
40 - 49	13	26.5
50 - 59	20	40.8
60 - 69	6	12.2
70 - 79	3	6.1

Of 20 individuals who report they are under a civil service or a merit system the maximum age is 71 years, the mean age is 51.25 years, and the minimum age is 29 years. Table 5 shows the number of individuals in the various age groups.

Table 5. Age Distribution of Civil Service or Merit System State Park Administrators

Age Group	Number of Individuals	Percentage of Total
20 - 29	1	5
30 - 39	2	10
40 - 49	4	20
50 - 59	11	55
60 - 69	0	0
70 - 79	2	10

Of the 29 individuals who are not included in a civil service or merit system, the maximum age is 72 years, the mean age is 49.3 years, and the minimum age is 23 years. The following Table 6 illustrates the distribution of these individuals by age groups.

Table 6. Age Distribution of Non-Civil Service or Merit System State Park Administrators

Age Group	Number of Individuals	Percentage of Total
20 - 29	1	3.5
30 - 39	3	10.1
40 - 49	9	31.1
50 - 59	9	31.1
60 - 69	6	20.7
70 - 79	1	3.5

Salaries

Forty-eight individuals did indicate their present annual salaries as administrative heads of state park organizations. See Table D of the appendix for a census of these reported salaries. Of the salaries reported, the maximum is \$15,772 per annum, the mean is \$10,004 per annum, and

the minimum is \$4,080 per annum. Figure 12 on page 38 indicates the annual salaries of state park administrators as reported for the year 1961.

The following table shows the number of administrators at various salary levels.

Table 7. Salary Levels of State Park Administrators

Salaries	Number of Individuals	Percentage of Total
\$ 4,000 - 4,999	2	4.2
5,000 - 5,999	0	0
6,000 - 6,999	2	4.2
7,000 - 7,999	8	16.7
8,000 - 8,999	8	16.7
9,000 - 9,999	5	10.4
10,000 - 10,999	7	14.6
11,000 - 11,999	7	14.6
12,000 - 12,999	3	6.3
13,000 - 13,999	2	4.2
14,000 - 14,999	2	4.2
15,000 - 15,999	2	4.2

Eighteen administrators report their position is included in a civil service or merit system and of these the maximum salary is \$15,772 per annum, the mean salary is \$11,270 per annum, and the minimum salary is \$6,600 per annum. Thirty individuals report their position is not included in a civil service or merit system. The maximum salary is \$12,600 per annum, the mean salary is \$8,571 per annum, and the minimum salary is \$4,080 per annum. Table 8 compares these individuals at various salary levels.

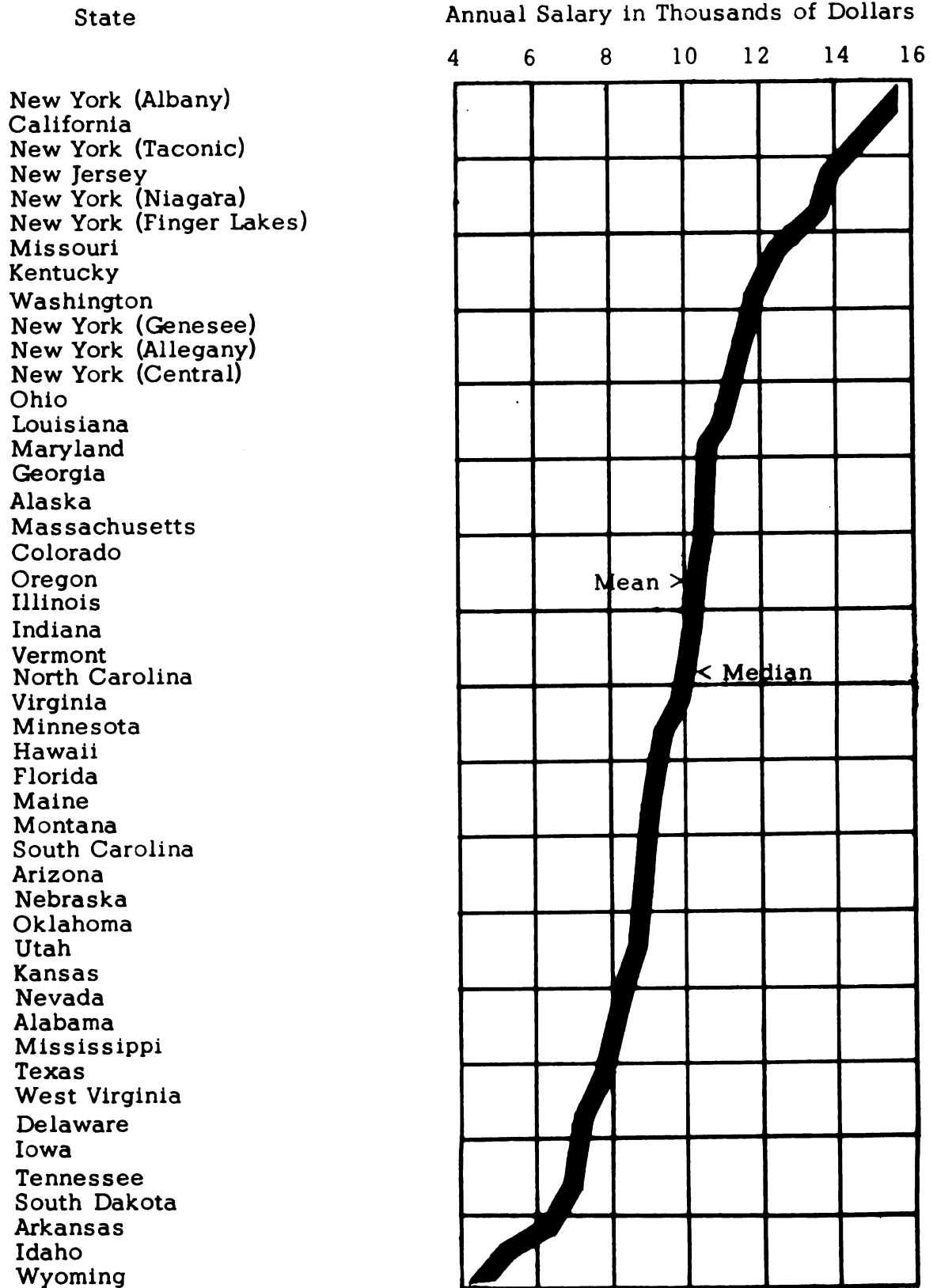


Figure 12. Annual Salaries of State Park Administrators as Reported for the Year 1961

Table 8. Distribution of Salary Levels of State Park Administrators

Salary	Civil Service or Merit System		Non-Civil Service or Merit System	
	Number of Individuals	Percent	Number of Individuals	Percent
\$ 4,000 - 4,999	0	0	2	7.1
5,000 - 5,999	0	0	0	0
6,000 - 6,999	1	5.6	1	3.5
7,000 - 7,999	2	11.1	5	17.9
8,000 - 8,999	2	11.1	6	21.5
9,000 - 9,999	1	5.6	4	14.3
10,000 - 10,999	2	11.1	4	14.3
11,000 - 11,999	4	22.2	3	10.7
12,000 - 12,999	0	0	3	10.7
13,000 - 13,999	2	11.1	0	0
14,000 - 14,999	2	11.1	0	0
15,000 - 15,999	2	11.1	0	0

Annual Salaries of College Graduates

A total of 15 administrators with college degrees report that their positions are included in a civil service or merit system and the maximum annual salary is \$15,772, the mean annual salary is \$11,545, and the minimum annual salary is \$6,600.

Eighteen administrators with college degrees indicate that their positions are not included in a civil service or merit system and the maximum annual salary is \$12,600, the mean annual salary is \$9,127 and the minimum annual salary is \$4,800.

A summary of the above 33 individuals indicates the maximum annual salary is \$15,772, the mean annual salary is \$10,226, and the minimum annual salary is \$4,800.

The following Figure 13 indicates the mean annual salaries of college graduates from various professional fields.

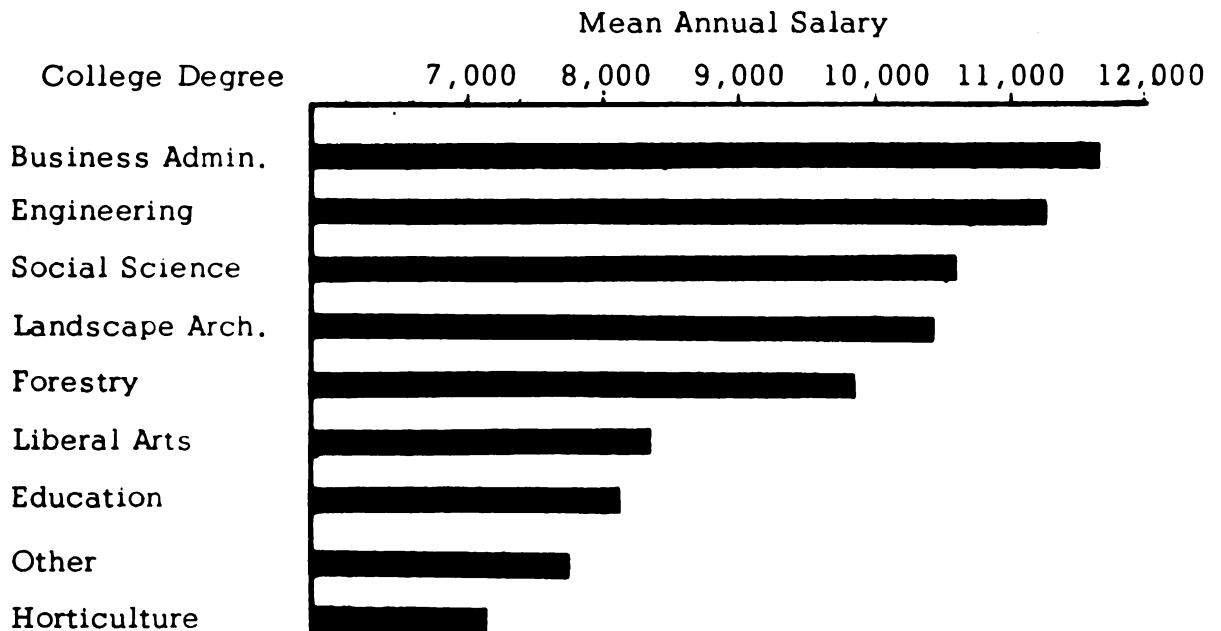


Figure 13. Relationship of Major Fields of Study to Mean Annual Salary of State Park Administrators

Annual Salaries of Non-College Graduates

Three administrators who do not have college degrees report their positions are included in a civil service or merit system and the maximum annual salary is \$13,600, the mean annual salary is \$9,893 and the minimum annual salary is \$7,680.

Twelve administrators who do not have college degrees report their positions are not included in a civil service or merit system and the maximum annual salary is \$12,000, the mean annual salary is \$8,860 and the minimum annual salary is \$4,080.

A summary of the above 15 individuals indicates the maximum annual salary is \$13,600, the mean annual salary is \$9,082, and the minimum annual salary is \$4,080.

Figure 14 illustrates the relationship of salaries to the professional fields of civil service or merit system state park administrators. Figure 15 illustrates the relationship of salaries to the professional fields of non-civil service or merit system state park administrators.

Salary Ranges

Twenty-three administrators who are serving under a civil service or a merit system indicate the following salary ranges or set salaries. The high salary range is \$13,200 to \$16,056 per year, the mean salary range is \$9,544 to \$11,796 per year, and the low salary range is \$6,600 to \$8,100 per year. The greatest spread from the minimum to the maximum of any given salary range is \$3,600, the mean is \$2,252 and the minimum is \$720.

Thirteen of 29 individuals whose positions as administrators are not under civil service or a merit system, indicate the following salary ranges. The high salary range is \$9,000 to \$14,000 per annum, the mean salary range is \$8,035 to \$10,266 per annum, and the low salary range is \$4,200 to \$5,580 per annum. The greatest span from the minimum to the maximum of a given salary range is \$5,000, the mean is \$2,231, and the minimum is \$1,326.

Sixteen of the 29 individuals who receive set salaries have a maximum salary of \$12,000 per year, a mean salary of \$8,876 per year, and a minimum salary of \$4,800 per year. Twenty-three of the above 29 persons hold appointed positions. The following Table 9 indicates the length of appointments.

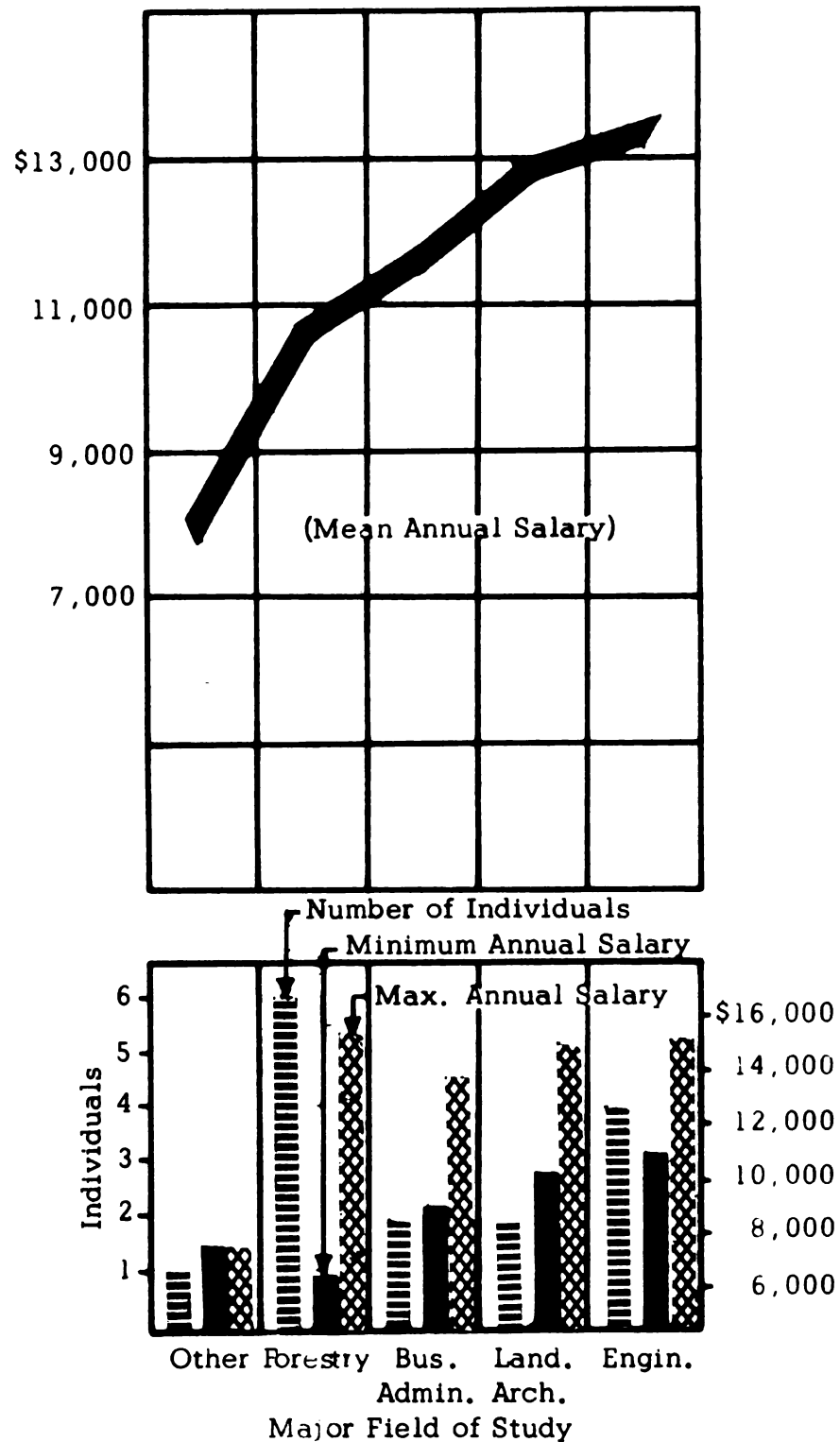


Figure 14. Relationship of Salaries to Major Fields of Study of Civil Service or Merit System State Park Administrators

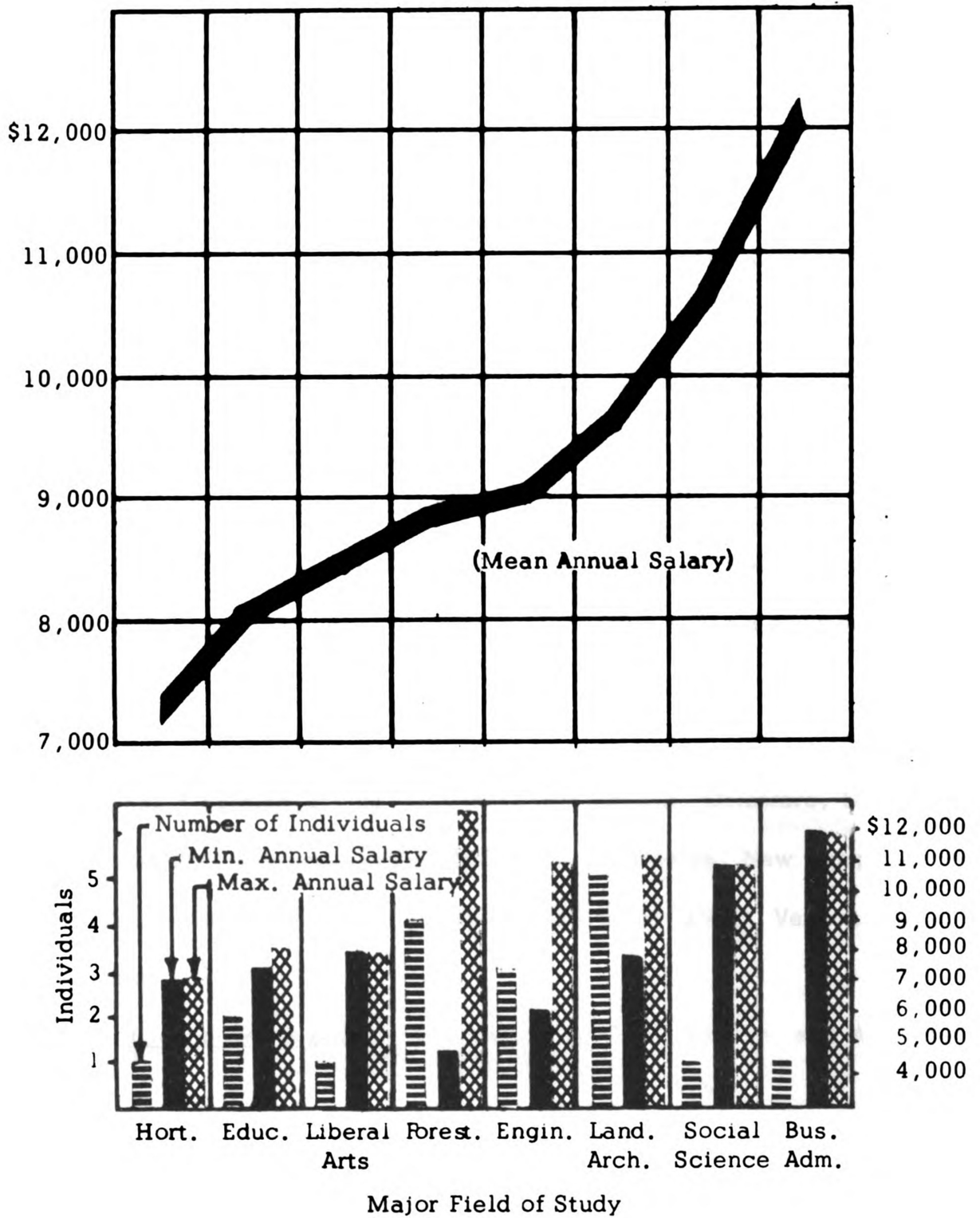


Figure 15. Relationship of Salaries to Major Fields of Study of Non-Civil Service or Merit System State Park Administrators

Table 9. Length of Appointments of State Park Administrators

Individuals	Length of Appointments	
4	Indefinite	
9	Not specified	
2	6 years	
6	4 years	mean 4.1 years
1	2 years	
1	1 year	

Regional Comparisons

In order to provide a means of comparison the states are grouped by geographical regions, as established by LaGasse and Cook in their Salary Survey of Park and Recreation Executives. This provides a common basis for comparison of results with those of previous studies.

For our purposes, the United States is divided into four regions. The Great Lakes - Eastern Region includes: Connecticut, Delaware, Illinois, Indiana, Maine, Massachusetts, Michigan, Minnesota, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont and Wisconsin.

The Pacific Coast Region includes: California, Oregon, and Washington.

The Southern Region includes: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.

The Western Region includes: Arizona, Colorado, Idaho, Iowa, Kansas,

Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, and Wyoming.

There appears to be at the regional level a relationship between the mean salary and the mean budget, the mean annual state park attendance and the mean population. In general, as these latter factors increase in magnitude, there appears an accompanying increase in the mean annual salary. The one exception noted is in the Western Region, where the mean regional state park attendance recorded is disproportionally high in relation to the mean salary. See Figure 16 for the comparative results as recorded by regions.

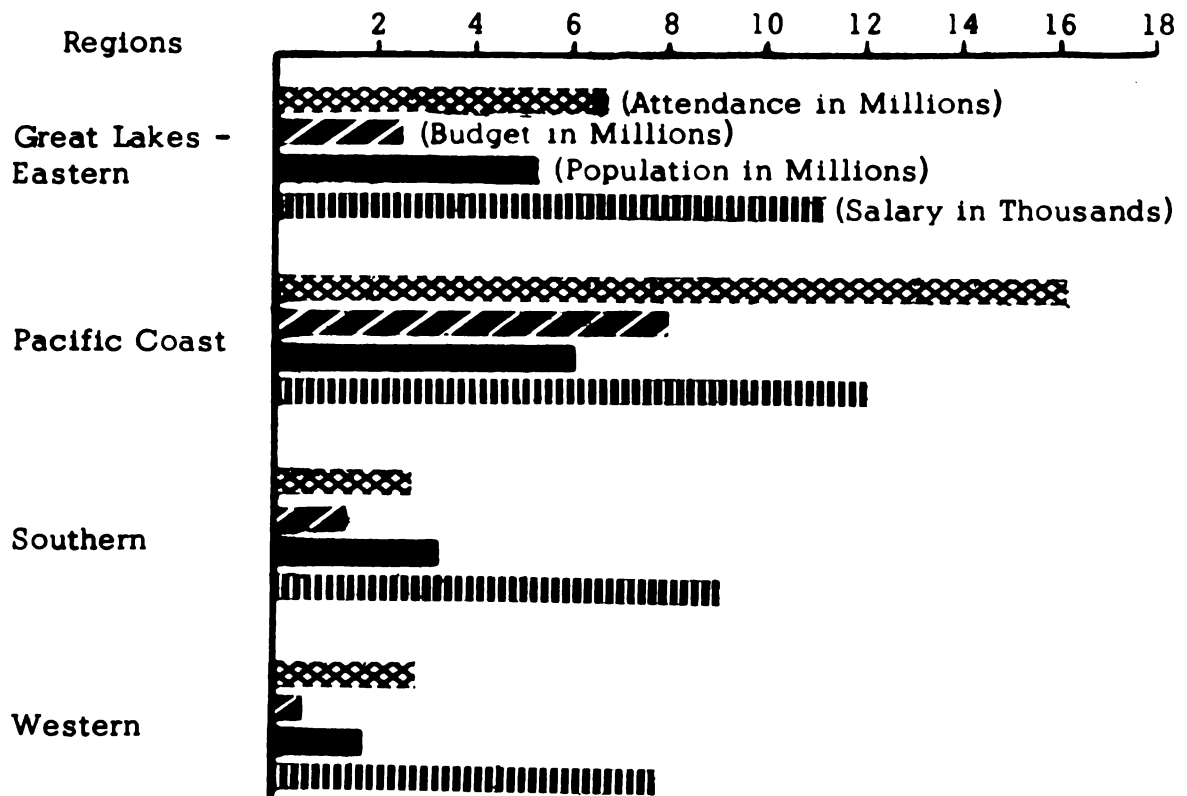


Figure 16. Relationship of State Park Attendance, Budget, State Population, and Mean Annual Salaries of State Park Administrators by Geographical Regions

LaGasse and Cook indicate the median salary of each region and note various budgetary levels. In general they found that the salaries increase: (1) as the level of educational achievement increases, (2) as the number of years of experience increases, and (3) as the population of the governmental jurisdiction reporting increases.

The results as determined by this study indicate the above to be generally true for administrative heads of state park agencies. The salaries received in the Western and Southern regions are considerably lower than those received in the Pacific Coast and Great Lakes - Eastern states, as pointed out by LaGasse and Cook. The levels of educational achievement are, in general, also lower in the Western and Southern states.

CHAPTER V

SUMMARY AND CONCLUSIONS

Summary

Position Classifications

The position classification of 23 state park administrative heads is included in a civil service or merit system. This represents 41 percent of the total number of individuals who responded. Thirty-one administrative heads indicate that they are not under a civil service or merit system. This represents 51 percent of the total. Three individuals state that their present position, although under a civil service or merit system, is an appointment. All of the 31 individuals who are not serving under a civil service or merit system hold appointed positions. Nine of these appointed positions are for terms which coincide with that of the governor's term of office.

Position Prerequisites

Fifteen state park administrators indicate that there are no educational requirements specified in order to fill their present position. A total of 13 of these 15 hold appointed positions. A total of 37 state park administrators indicate that there are educational requirements. Of this number, 31 said a college degree is required in order to qualify educationally for their present position. Twelve college degree fields are listed by this group of 31 individuals as being acceptable. Engineering, landscape architecture, forestry,

park management, business administration, and recreation are the most widely accepted degrees, in the above order. The minimum educational prerequisite stated is graduation from high school.

Education

Of the 54 administrators queried, 34 indicate that they have a college degree, this representing approximately 62.9 percent of the total response. Eighteen of the 34 who have a college education hold appointed positions. Twelve of the 15 administrators without a college degree are holding appointed positions. The 15 administrators with a college degree serve under a civil service or merit system. The greatest number of state park administrators hold degrees in forestry, landscape architecture, engineering, and business administration, in this order. A total of 9 college degree fields are represented with the degree of recreation being conspicuously absent.

The professions represented by the administrators who responded to this survey are very similar to those reported for separate park departments, other than state or federal, as determined by LaGasse and Cook. There are, however, several professions not represented which are included in the LaGasse and Cook study, namely degrees in park management and recreation.

It should be noted that only 5 administrators indicate that a recreation degree would be accepted as an educational prerequisite. This is not too surprising since most state park organizations have in the past emphasized

the engineering or natural science disciplines. The lack of administrators with a park management degree can be explained by the fact that there are a limited number of individuals with this training, due to the relatively short period of time the degree has been awarded and the limited number of schools providing degree programs. It is reasonable to expect that as these professions grow and more individuals become available, an increasing number will be found as administrators of state park organizations.

Of the 34 individuals with a college degree, 30 have bachelor of science degrees, 4 have bachelor of arts degrees, and 3 also hold graduate degrees.

The mean length of time since the completion of the first college degree is 26 years. The range is from a minimum of 2 years to a maximum of 51 years. The mean length of time since the completion of a graduate degree is 20 years, the minimum is 1-1/2 years, and the maximum is 45 years. The mean length of time from completion of an undergraduate degree to completion of a graduate degree was 12-1/2 years.

Experience

Fifteen administrators indicate that they do not hold a college degree. Twelve of these 15 hold positions which are not under a civil service or merit system. Of the individuals without a college degree, the major areas of experience are parks and then conservation, in that order. The maximum length of time of 5 administrators in state park work is 41 years and the shortest length of time is 3 months. The mean length of time is 14 years and 3 months.

Fourteen administrators indicate that they have been employed in park work at other than the state level. Nine of these hold positions which are not included in a civil service or merit system. The maximum number of years with the present state park agency is 43 years, the mean is 11 years and the minimum is less than 3 months.

Thirty-two administrators of 48 indicate that they have worked for no state park agency other than the one in which they are presently employed. The remaining 16 individuals report they have worked for at least 1 other state park agency. One-half of these individuals are serving in a position under a civil service or merit system.

Age of Sample Population

Of the 49 administrators in the sample population, all are males. The maximum age in years is 72 years, with a mean age of 50.1 years and a minimum of 23 years. The 20 administrators whose position is under a civil service or merit system have the highest mean age and the 29 administrators not under a civil service or merit system have the highest maximum and the lowest minimum ages of the original 49 respondents to the questionnaire.

Annual Salaries

The highest annual salary reported is \$15,772 and the highest mean is \$10,004 and the high minimum is \$4,080. It should be noted that the highest maximum, mean and minimum salaries earned are by college graduates serving in positions under a civil service or merit system. The lowest

maximum, mean, and minimum salaries reported are earned by non-college graduates, whose position is not included in a civil service or merit system.

Sixteen individuals indicate they receive set salaries, the maximum being \$12,000 per year, the minimum being \$4,800 and a mean being \$8,876. All of these administrators are not serving under a civil service or a merit system.

The administrator who receives the highest annual salary holds a civil engineering degree. The next highest salaries went to college graduates with degrees in business administration, engineering, social science, landscape architecture and forestry, with the lowest salary received by a horticulture graduate.

Salary Ranges

The highest salary range of \$13,200 to \$16,056 is included under a civil service system. The mean salary range of the positions under a civil service or merit system is also higher than those which are not under such systems. The lowest salary range reported appears among those whose positions are not included in a civil service or merit system. The greatest spread from starting salary to maximum is \$5,000 for a position which is not under a civil service or merit system. The smallest spread amounts to \$720 in a salary range also appearing in this same classification.

Regional Comparisons

The highest paid administrators are those in the Pacific Coast region, followed by those in the Great Lakes - Eastern region, the Southern region

and the Western region. A relationship appears to exist between the mean regional salary and the (1) magnitude of the mean regional state park budgets , (2) mean regional population, and (3) mean annual state park attendance of the region.

In general, the statements of LaGasse and Cook concerning salaries of park directors hold true for the state park administrators of the same regions. The salaries received by administrators in the Western and Southern regions are considerably lower than those of fellow administrators in the Pacific Coast and Great Lakes - Eastern regions. The educational level of achievement is, in general, lower among administrators in the Western and Southern states, as noted by LaGasse and Cook.

Conclusions

In general it can be stated that the average state park administrator is a male, approximately 50 years of age, and holds a bachelor of science degree in one of 9 major professional fields which was obtained over 26 years ago. He presently holds a \$10,000 per year appointed position and is not employed under a civil service or merit system. It should be pointed out that this individual has been with the state park organization for over 14 years and has worked for no other state park system.

There are great variations from one agency to another and there are basic differences in the magnitude of administrative responsibilities, operating budget, state population and state park attendance. Each state park agency has been historically different and as a result, there are great

variations in the educational backgrounds and the salaries received by the various administrative heads of these agencies. There are found to exist relationships which are similar to the findings of other surveys of park executives serving in other than a federal or state park organization.

There is a relationship found to exist between the salary received by a state park administrative head and: (1) the levels of educational achievement, (2) the field of professional training, (3) the inclusion of the position in a civil service or merit system, (4) the number of years of experience in state park work, (5) the population of the state, (6) the annual state park attendance, (7) the magnitude of the budget, and (8) the geographical region of the United States where the administrator is employed.

It is reasonable to expect significant changes in the education, experience, and salaries of state park and recreation administrators in the future. As a result of accelerated state and federal recreation programs in the past 5 years there are new demands for trained park and recreation professionals. Several states have initiated land acquisition and development programs to provide additional recreational opportunities at the state level and in some cases, assistance to local levels of government. Several recent programs at the state level include New York's land acquisition program, New Jersey's Green Acres Program, Pennsylvania's Project '70' and Wisconsin's state park expansion program.

Current pressures on resources have brought about extensive plans for the expansion of existing facilities. Definite plans for the next 5 years call for swimming capacity to increase by 70 percent, campgrounds by 55 percent, picnic areas by 37

percent, and winter sports areas by 36 percent. Long-range plans call for increasing camping capacities about ninefold, winter sports sevenfold, swimming facilities about fourfold, and picnicking close to threefold. Some of these long-range developments are dependent upon the solving of major problems such as pollution, erosion control, and termination of other uses.¹

The total effect is one which indicates that many changes can be expected in the future.

In summary, vast as the demand for outdoor recreation presently is, it pales beside what may be expected in future years. Commission studies show that participation in outdoor recreation during each summer may well leap from the present 4.4 billion separate outdoor recreation "activity occasions" - participation by an individual in a single recreation activity during a day - to 6.9 billion activity occasions by 1976. By the year 2000, this total could rise to over 12.4 billion occasions, an increase of 184 percent over participation in 1960. Between the years 1960 and 2000, when the Nation's population is expected to double, participation in outdoor pursuits will nearly triple.²

Even if we were to give our imaginations free rein, predicting what will be required of us in the way of public outdoor recreation is unlikely to keep up with actuality. Certainly, the demand for skiing facilities 25 years ago gave us no hint of the present popularity of outdoor winter sports. The ownership of pleasure boats 20 years ago hardly suggested that, by 1963, over 2-1/2 billion dollars would be spent each year on boating in the United States. Seemingly unrelated technological changes can have enormous effect on recreational patterns. Cheap air jet travel to the Caribbean, for instance, has introduced millions of Americans to the pleasures of underwater exploration, deep-sea fishing, sailing and water skiing. These newly acquired tastes are brought home by them and transplanted to our less benign landscape in changed forms. Improved equipment extends the ability of the average man to venture into recreational activities from which he might, in former years, have

¹ Outdoor Recreation Resources Review Commission, op. cit., p. 67.

² Ibid., p. 49.

been excluded. The automobile has made it possible for him to go farther to find what he wants than he ever could before. Like it or not, our more open regions and states are going to have to relieve the more crowded ones: for example, Indiana's beaches and parks will be sought out by the Chicagoan. A 35 percent increase in population, a corresponding reduction in available land, a probable 50 percent increase in real spendable income and an increase in hours of leisure time will all work together to treble the demand for recreation space.³

As state park and recreation agencies expand and assume new leadership responsibilities in the field of recreation, the demands for trained professional park and recreation administrators can also be expected to grow. With the field of recreation responsible for providing many of man's physical, cultural, and social needs, trained professionals with specialization in recreation will be sought to provide the administrative leadership necessary to plan, develop, and administer new and expanded programs required to meet the ever-increasing recreational demands.

³Indiana Department of Conservation, Master Plan For Acquisition and Development, 1964, p. 4.

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APPENDIX

Table A. State Populations, 1960 Census

State	Rank	Population ¹	State	Rank	Population ¹
New York	1	16,782,304	South Carolina	26	2,382,594
California	2	15,717,204	Oklahoma	27	2,328,284
Pennsylvania	3	11,319,366	Kansas	28	2,178,611
Illinois	4	10,081,158	Mississippi	29	2,178,141
Ohio	5	9,706,397	West Virginia	30	1,860,421
Texas	6	9,579,677	Arkansas	31	1,786,272
Michigan	7	7,823,194	Oregon	32	1,768,687
New Jersey	8	6,066,782	Colorado	33	1,753,947
Massachusetts	9	5,148,578	Nebraska	34	1,411,330
Florida	10	4,951,560	Arizona	35	1,302,161
Indiana	11	4,662,498	Maine	36	969,265
North Carolina	12	4,556,155	New Mexico	37	951,023
Missouri	13	4,319,813	Utah	38	890,627
Virginia	14	3,966,949	Rhode Island	39	859,488
Wisconsin	15	3,951,777	South Dakota	40	680,514
Georgia	16	3,943,116	Montana	41	674,767
Tennessee	17	3,567,089	Idaho	42	667,191
Minnesota	18	3,713,864	Hawaii	43	632,772
Alabama	19	3,266,740	North Dakota	44	632,446
Louisiana	20	3,257,022	New Hampshire	45	606,921
Maryland	21	3,100,689	Delaware	46	446,292
Kentucky	22	3,038,156	Vermont	47	389,881
Washington	23	2,853,214	Wyoming	48	330,066
Iowa	24	2,757,537	Nevada	49	285,278
Connecticut	25	2,535,234	Alaska	50	266,167

¹U. S. Bureau of the Census, U. S. Census of Population: 1960. Characteristics of the Population, Vol. I.

Table B. State Park Expenditures, 1961

State	Rank	Amount ¹	State	Rank	Amount ¹
California	1	\$20,067,560	Utah	26	\$704,053
New York	2	19,209,921	Maine	27	691,350
Kentucky	3	12,460,784	Louisiana	28	646,686
Ohio	4	5,614,253	Nebraska	29	594,626
Washington	5	2,623,087	Vermont	30	586,213
Michigan	6	2,559,633	North Carolina	31	560,101
West Virginia	7	2,498,789	South Carolina	32	535,106
Illinois	8	2,352,323	Texas	33	515,922
Maryland	9	2,233,361	Virginia	34	404,562
Oklahoma	10	2,169,342	New Mexico	35	400,192
Oregon	11	2,007,515	Arkansas	36	380,950
Pennsylvania	12	1,776,415	Alabama	37	377,472
Iowa	13	1,776,036	Colorado	38	318,895
New Jersey	14	1,709,133	Mississippi	39	304,971
Florida	15	1,629,934	Hawaii	40	273,828
Indiana	16	1,581,769	South Dakota	41	232,035
Tennessee	17	1,570,581	Kansas	42	221,102
New Hampshire	18	1,459,488	North Dakota	43	158,000
Massachusetts	19	1,346,506	Alaska	44	154,216
Minnesota	20	1,121,876	Idaho	45	119,650
Rhode Island	21	1,052,281	Montana	46	99,431
Missouri	22	966,529	Delaware	47	91,028
Georgia	23	922,502	Nevada	48	80,246
Connecticut	24	903,730	Arizona	49	74,447
Wisconsin	25	715,436	Wyoming	50	68,875

¹U. S. Department of the Interior, State Park Statistics, 1961 (June 1962).

Table C. State Park Attendance, 1961

State	Rank	Attendance	State	Rank	Attendance ¹
New York	1	31,992,946	Rhode Island	26	3,005,938
California	2	27,451,110	Indiana	27	2,965,865
Ohio	3	18,610,235	Alabama	28	2,850,532
Pennsylvania	4	14,604,993	New Hampshire	29	2,331,225
Michigan	5	13,385,922	West Virginia	30	1,922,109
Oregon	6	12,233,325	North Carolina	31	1,665,502
Illinois	7	9,574,176	Louisiana	32	1,553,308
Oklahoma	8	9,268,446	New Mexico	33	1,300,000
Washington	9	8,101,586	Massachusetts	34	1,277,771
Iowa	10	7,578,404	Kansas	35	1,168,200
Missouri	11	7,362,448	Mississippi	36	1,135,800
Texas	12	6,614,332	Virginia	37	1,112,269
Kentucky	13	6,000,000	Idaho	38	878,900
Wisconsin	14	5,519,761	Vermont	39	775,810
Connecticut	15	4,788,548	Wyoming	40	674,953
New Jersey	16	4,686,975	Maine	41	661,732
Tennessee	17	4,175,047	Utah	42	554,500
South Dakota	18	4,019,479	Alaska	43	550,000
Nebraska	19	3,906,217	Colorado	44	490,921
Florida	20	3,647,462	North Dakota	45	489,800
Georgia	21	3,407,411	Montana	46	383,900
Arkansas	22	3,378,350	Hawaii	47	299,231
South Carolina	23	3,325,276	Delaware	48	191,800
Minnesota	24	3,195,876	Nevada	49	172,443
Maryland	25	3,087,338	Arizona	50	80,847

¹U. S. Department of the Interior, State Park Statistics, 1961 (June 1962).

Table D. Salaries of State Park Administrators, 1961

State	Rank	Salary	Salary Range
New York (Albany)	1	\$15,772	\$15,772
California	2	15,288	\$13,200 - 16,056
New York (Taconic)	3	14,902	12,346 - 14,476
New Jersey ²	4	14,000	9,405 - 12,225
New York (Niagara)	5	13,600	11,000 - 13,600
New York (Finger Lakes)	6	13,564	11,152 - 13,564
Missouri	7	12,600	9,000 - 14,000
Kentucky	8	12,000	12,000
Washington ³	9	12,000	10,000 - 12,000
New York (Genesee)	10	11,782	9,586 - 11,782
New York (Allegany)	11	11,416	9,586 - 11,782
New York (Central)	12	11,416	9,586 - 11,416
Ohio ¹	13	11,280	9,420 - 11,280
Louisiana ^{1, 3}	14	11,202	11,202
Maryland	15	11,117	8,940 - 11,117
Georgia ^{1, 3}	16	11,000	11,000
Alaska	17	10,920	10,200 - 13,800
Massachusetts ¹	18	10,738	8,476 - 10,738
Connecticut ¹	19	10,600	9,384 - 13,192
Oregon	20	10,560	8,940 - 10,980
Illinois ^{1, 3}	21	10,000	10,000
Indiana ^{1, 3}	22	10,000	10,000
Vermont ¹	23	10,000	10,000
North Carolina ¹	24	9,708	7,920 - 10,104
Virginia ¹	25	9,600	7,680 - 9,600
Minnesota ¹	26	9,400	9,400
Hawaii	27	9,096	9,096 - 11,616
Florida ¹	28	9,000	9,000
Maine	29	8,944	7,592 - 9,360
Montana ¹	30	8,640	7,560 - 9,660
South Carolina ¹	31	8,520	8,520
Arizona ¹	32	8,400	8,400
Nebraska ¹	33	8,400	7,440 - 9,840
Oklahoma	34	8,400	7,800 - 9,660
Utah ¹	35	8,400	8,400

Table D--Continued

State	Rank	Salary	Salary Range
Kansas ¹	36	\$ 8,000	\$ 8,000
Nevada ^{1, 3}	37	7,920	\$ 8,866 - 10,192
Alabama	38	7,800	7,520 - 9,000
Mississippi ¹	39	7,800	7,800
Texas ¹	40	7,680	No response
West Virginia	41	7,680	6,960 - 7,680
Delaware ¹	42	7,200	7,200
Iowa ¹	43	7,200	No response
Tennessee ^{1, 3}	44	7,080	5,640 - 7,080
South Dakota	45	6,600	6,600 - 8,100
Arkansas ^{1, 3}	46	6,300	6,300
Idaho ^{1, 3}	47	4,800	4,800
Wyoming ¹	48	4,080	4,200 - 5,580

¹Position not under a civil service or merit system.

²Salary reported is that of Director of Division, not Bureau Chief.

³Term of office coincides with that of the governor.

Table E. State Populations by Geographical Regions, 1960

<u>Great Lakes - Eastern</u>		<u>Southern</u>		<u>Pacific Coast</u>		<u>Western</u>	
State	Population ¹	State	Population ¹	State	Population ¹	State	Population ¹
Connecticut	2,535,354	Alabama	3,266,740	California	15,717,204	Arizona	1,302,161
Delaware	446,292	Arkansas	1,786,222	Oregon	1,768,687	Colorado	1,753,947
Illinois	10,081,158	Florida	4,951,560	Washington	2,853,214	Idaho	667,191
Indiana	4,662,498	Georgia	3,943,116			Iowa	2,757,537
Maine	969,265	Kentucky	3,038,156			Missouri	4,319,813
Massachusetts	5,148,578	Louisiana	3,257,022			Montana	674,767
Michigan	7,823,194	Maryland	3,100,689			Nebraska	1,411,330
Minnesota	2,413,864	Mississippi	2,178,141			Nevada	285,278
New Hampshire	921,606	North Carolina	4,556,155			New Mexico	951,023
New Jersey	6,066,782	South Carolina	2,382,594			North Dakota	632,446
New York	16,782,304	Tennessee	3,567,089			Oklahoma	2,328,284
Ohio	9,706,397	Virginia	3,966,949			South Dakota	680,514
Pennsylvania	11,319,366	West Virginia	1,860,421			Texas	9,579,677
Rhode Island	859,488					Utah	890,627
Vermont	389,881					Wyoming	330,066
Wisconsin	<u>3,951,777</u>						
Total	84,077,804		<u>41,854,854</u>		<u>20,339,105</u>		<u>28,564,661</u>
Mean	5,254,862		3,219,604		6,779,701		1,904,310

¹ U. S. Bureau of the Census, U. S. Census of Population: 1960. Characteristics of the Population, Vol. I.

Table F. State Park Expenditures by Geographical Regions, 1961

<u>Great Lakes - Eastern</u> State	Amount ¹	<u>Southern</u>		<u>Pacific Coast</u>		<u>Western</u>	
		State	Amount ¹	State	Amount ¹	State	Amount ¹
Connecticut	\$ 903,730	Alabama	\$ 377,472	California	\$20,067,560	Arizona	\$ 74,447
Delaware	91,028	Arkansas	380,950	Oregon	2,007,515	Colorado	318,895
Illinois	2,352,323	Florida	1,629,934	Washington	2,623,087	Idaho	119,650
Indiana	1,581,769	Georgia	922,502			Iowa	1,776,036
Maine	691,350	Kentucky	12,460,784			Missouri	966,529
Massachusetts	1,346,506	Louisiana	646,686			Montana	99,431
Michigan	2,559,633	Maryland	2,233,361			Nebraska	594,626
Minnesota	1,121,876	Mississippi	304,971			Nevada	80,246
New Hampshire	1,459,488	North Carolina	560,101			New Mexico	400,192
New Jersey	1,709,133	South Carolina	535,106			North Dakota	158,000
New York	19,209,921	Tennessee	1,570,581			Oklahoma	2,169,342
Ohio	5,614,253	Virginia	404,562			South Dakota	232,035
Pennsylvania	1,776,415	West Virginia	2,498,789			Texas	515,922
Rhode Island	1,052,281					Utah	704,053
Vermont	586,213					Wyoming	68,875
Wisconsin	715,436						
Total	\$42,771,355		\$24,525,799		\$24,698,162		\$8,278,279
Mean	\$ 2,673,209		\$ 1,886,599		\$ 8,232,720		\$ 551,885

¹U. S. Department of the Interior, State Park Statistics, 1961 (June 1962).

Table G. State Park Attendance by Geographical Regions, 1961

State	<u>Great Lakes - Eastern</u> Attendance ¹	<u>Southern</u>		<u>Pacific Coast</u>		<u>Western</u>	
		State	Attendance ¹	State	Attendance ¹	State	Attendance ¹
Connecticut	4,788,548	Alabama	2,850,532	California	27,992,946	Arizona	80,847
Delaware	191,800	Arkansas	3,378,350	Oregon	12,233,325	Colorado	490,921
Illinois	9,574,176	Florida	3,647,462	Washington	8,101,586	Idaho	878,900
Indiana	2,965,865	Georgia	3,407,411			Iowa	7,578,404
Maine	661,732	Kentucky	6,000,000			Missouri	7,362,448
Massachusetts	1,277,771	Louisiana	1,553,308			Montana	383,900
Michigan	13,385,922	Maryland	3,087,338			Nebraska	3,906,217
Minnesota	3,195,876	Mississippi	1,135,800			Nevada	172,443
New Hampshire	2,331,225	North Carolina	1,665,502			New Mexico	1,300,000
New Jersey	4,686,975	South Carolina	3,325,276			North Dakota	489,800
New York	31,992,946	Tennessee	4,175,047			Oklahoma	9,268,446
Ohio	18,610,235	Virginia	1,112,269			South Dakota	4,019,479
Pennsylvania	14,604,993	West Virginia	1,922,109			Texas	6,614,332
Rhode Island	3,005,938					Utah	554,500
Vermont	775,870					Wyoming	674,953
Wisconsin	<u>5,519,761</u>						
Total	117,569,633		<u>37,260,404</u>		<u>48,327,857</u>		<u>43,765,590</u>
Mean	7,348,102		2,866,185		16,109,286		2,917,706

¹U. S. Department of the Interior, State Park Statistics, 1961 (June 1962).

Table H. Salaries of State Park Administrators by Geographical Regions, 1961

<u>Great Lakes - Eastern</u>		<u>Southern</u>		<u>Pacific Coast</u>		<u>Western</u>	
State	Salary	State	Salary	State	Salary	State	Salary
Connecticut	\$ 7,200	Alabama	\$ 7,800	California	\$15,288	Arizona	\$ 8,400
Delaware	7,200	Arkansas	6,300	Oregon	10,560	Colorado	10,600
Illinois	10,000	Florida	9,000	Washington	12,000	Idaho	4,800
Indiana	10,000	Georgia	11,000			Iowa	7,200
Maine	8,944	Kentucky	12,000			Missouri	12,600
Massachusetts	10,738	Louisiana	11,202			Montana	8,640
Michigan	NR ¹	Maryland	11,117			Nebraska	8,400
Minnesota	9,400	Mississippi	7,800			Nevada	7,920
New Hampshire	NR	North Carolina	9,708			New Mexico	NR
New Jersey	14,000	South Carolina	8,522			North Dakota	NR
New York ²	92,452	Tennessee	7,080			Oklahoma	8,400
Ohio	11,280	Virginia	9,600			South Dakota	6,600
Pennsylvania	NR	West Virginia	7,680			Texas	7,680
Rhode Island	NR					Utah	8,400
Vermont	10,000					Wyoming	4,080
Wisconsin	NR						
Total	\$191,214		\$118,809		\$37,848		\$103,720
Mean	\$ 11,247		\$ 9,139		\$12,616		\$ 7,978

¹Abbreviation NR indicates no response.²Includes combined salaries of seven administrators.

Table I. List of State Park Agencies¹

State	Title of Administrator	Organization
Alabama	Chief	Division of State Parks
Alaska	State Forester	Division of Lands
Arizona	Director	State Park Board
Arkansas	Assoc. Director	Publicity & Parks Commission
California	Chief	Division of Beaches & Parks
Colorado	Director	State Park & Recreation Board
Connecticut	Superintendent	State Park Department
Delaware	Superintendent	State Park Commission
Florida	Director	State Park Service
Georgia	Director	Department of State Parks
Hawaii	Director	Division of State Parks
Idaho	Admin. Assistant	Department of Public Lands
Illinois	Superintendent	Division of Parks & Memorials
Indiana	Director	Division of State Parks
Iowa	Director's Ass't.	Division of Parks
Kansas	Director	State Park & Resources Auth.
Kentucky	Commissioner	Division of State Parks
Louisiana	Director	State Park & Recreation Comm.
Maine	Director	State Park Commission
Maryland	Superintendent	Department of Forests & Parks
Massachusetts	Director	Division of Forests & Parks
Michigan	Chief	Division of Parks & Recreation
Minnesota	Director	Division of State Parks
Mississippi	Director	State Park Commission
Missouri	Director	State Park Board
Montana	Director	State Park Division
Nebraska	Chief	Division of State Parks
Nevada	Director	Division of State Parks
New Hampshire	Director	Forestry & Recreation Comm.
New Jersey	Chief	Bureau of Parks & Recreation
New Mexico	Director	State Park Commission
New York (Albany)	Director	Division of Parks
New York	Gen. Manager	Allegany State Park Comm.
New York	Manager	Central State Park Commission
New York	Sec. - Engineer	Finger Lakes State Park Comm.

Table I--Continued

State	Title of Administrator	Organization
New York	Chief Engineer	Genesee State Park Comm.
New York	Gen. Manager	Long Island State Park Comm.
New York	Executive Sec.	Niagara State Park Comm.
New York	Gen. Manager	Taconic State Park Comm.
New York	Gen. Manager	Thousand Is. State Park Comm.
North Carolina	Superintendent	Division of State Parks
North Dakota	(none)	
Ohio	Chief	Division of State Parks
Oklahoma	Director	Division of Rec. & State Parks
Oregon	Superintendent	State Park & Recreation Div.
Pennsylvania	Chief	Division of State Parks
Rhode Island	Chief	Division of Parks & Recreation
South Carolina	Director	Division of State Parks
South Dakota	State Forester	Division of Forestry & Parks
Tennessee	Director	Division of State Parks
Texas	Exec. Director	State Park Board
Utah	Director	State Park & Recreation Comm.
Vermont	Director	Department of Forests & Parks
Virginia	Commissioner	Division of Parks
West Virginia	Chief	Division of Parks & Recreation
Wisconsin	Superintendent	Forests & Parks Division
Wyoming	Director	State Parks Commission

¹U. S. Department of the Interior, List of Agencies Administering State Park and Related Recreation Areas (Revised November 1959).

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