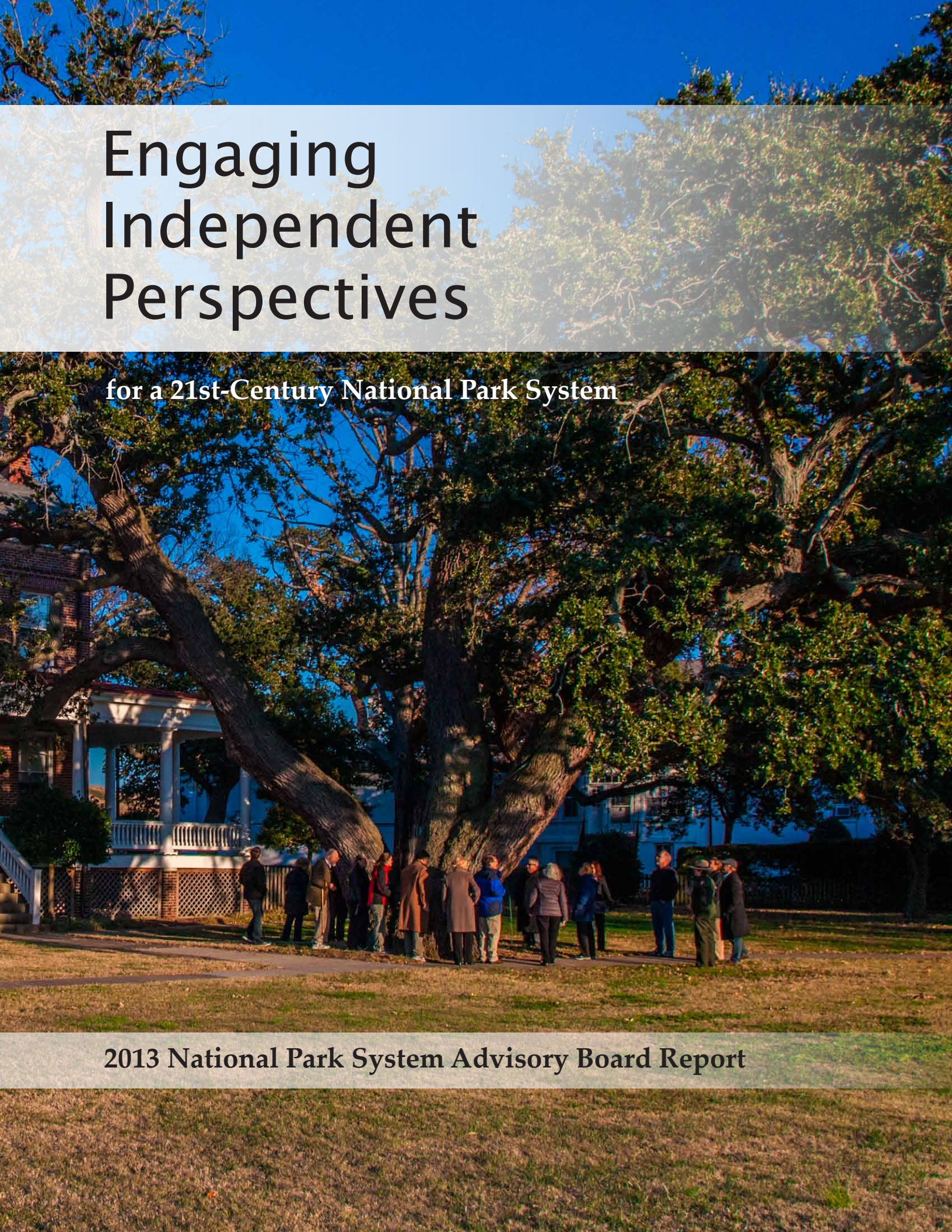
Engaging Independent Perspectives

for a 21st-Century National Park System



2013 National Park System Advisory Board Report

The National Park System Advisory Board is a group of citizen advisors chartered by Congress to help the National Park Service care for special places saved by the American people so that all may experience our heritage.

NPS / DIANA BOWEN

ON THE COVER

Witness to nearly 500 years of history, the Algernourne Oak stands sentinel over the Parade Ground at Fort Monroe National Monument. "Freedom's Fortress" played a pivotal role in the 1861 "Contraband Decision" and, ultimately, emancipation. Established November 1, 2011, as a unit of the National Park System, the site not only conserves critical elements of American history, it also provides access to undeveloped beaches and preserves important habitat for migratory species.

FORT MONROE NATIONAL MONUMENT / NPS / DIANE LIGGETT

Foreword

A Time for New Beginnings—*A Message from the Members of the Board*

In August 2010, National Park Service (NPS) Director Jonathan Jarvis asked the National Park System Advisory Board (NPSAB) to support actions on priorities to strengthen NPS work as "resource steward and educator, to articulate more effectively the values of its mission, and to shape an organizational culture and workforce for leadership in the 21st century." This report summarizes the NPSAB's progress toward advancing these priority objectives—***Fostering Resource Stewardship, Broadening Alliances for Education, Increasing National Relevancy, and Advancing Workforce Innovations***—and offers recommendations for next steps in preparing for the NPS centennial in 2016 and a second century of public service.

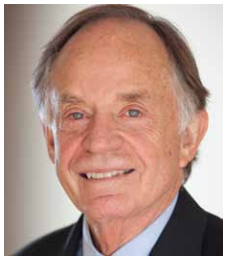
Consulting with NPS personnel, scholarly and professional organizations, and private sector representatives, the NPSAB created committees that included 100 outside subject matter experts to help support distinct tasks. We are grateful to all of these contributors and for the support of NPS professionals who have served as critical informational resources to the NPSAB, sharing their relevant knowledge and personal experience.

Throughout our work, we were inspired by accounts of the remarkable breadth of NPS engagement beyond the places it directly administers. While the NPS is best known as the steward of iconic natural wonders and cultural sites, we anticipate new, exceptional opportunities to expand public awareness and support for the extensive work of the NPS in our communities and across landscapes and seascapes nationwide.

Approaching its second century, the NPS is actively working to advance national goals for education, the economy, and public health, as well as conservation. With significant progress already being achieved, the NPSAB believes that the NPS centennial offers more than a celebration. It is an opportunity to showcase the broad range of vital public services the NPS provides. Our work today supports our hope for the future—that through increased public engagement, the NPS will inspire Americans toward a new level of citizen commitment and action to protect the nation's heritage.

Chairman, National Park System Advisory Board

National Park System Advisory Board



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**National Parks Second Century Commission Member*

NPS / DIANA BOWEN

Growing Support for the Park Idea

The National Park System Advisory Board is a congressionally chartered body of 12 private citizens appointed by the U.S. Secretary of the Interior. Established under the Historic Sites Act of 1935, the NPSAB provides advice to the Secretary of the Interior and to the Director of the National Park Service on matters relating to operation of the parks and management of the NPS. Ideas offered by the NPSAB are based on member experience in local, state, and federal government, academia, and the private sector.

A central function of the early NPSAB was—and remains today—recommending to the Secretary of the Interior the designation of national historic landmarks. The NPSAB also recommends designation of national natural landmarks and comments on the significance of national historic trails. A primary purpose of the NPSAB is to provide independent perspectives on current issues and to propose long-range opportunities and possible solutions to Systemwide challenges. In doing this, the NPSAB also facilitates access to networks of individuals and institutions that share common goals and help the NPS develop collaborative relationships.

In its 2001 report, Rethinking the National Parks for the 21st Century, the NPSAB recommended a 25-year vision for the NPS. The 2009 National Parks Second Century Commission report, Advancing the National Park Idea, developed by an independent group, offered an additional agenda for the future. In 2010 the NPSAB enthusiastically accepted NPS Director Jarvis' charge to advance a shared vision of the 21st-century agency. Today, much has been accomplished to address these tasks and support the 2011 "Call to Action," (***www.nps.gov/calltoaction***) a program to prepare the NPS for a second century of stewardship and engagement.

Since receiving NPS Director Jarvis' request to address the priorities of stewardship, education, relevancy, and the NPS workforce, the National Park System Advisory Board has focused on 10 separate tasks designed to:

1. Plan for a Future National Park System
Offer guidance for developing a new National Park System plan. *(Call to Action Item 1) Lead: Gretchen Long*

2. Recommend National Historic Landmarks (NHLs)
Expand work to recommend a broader, richer representation of America's story in the designation of NHLs.
Lead: Ronald M. James

3. Recommend National Natural Landmarks (NNLs)
Enhance the NNL program by exploring new opportunities to engage additional public and private support, increase awareness of America's diverse natural history, and support the conservation work of NNL owners. *Lead: Belinda Faustinos*

4. Support Economic Valuation
Support measurement of the total economic value of the NPS including cooperative programs outside the National Park System. *(Call to Action Item 14) Lead: Professor Linda Bilmes*

5. Revisit the "Leopold Report"
Prepare a contemporary version of the 1963 *Leopold Report* to help the NPS confront modern challenges in resource management. *(Call to Action Item 21) Lead: Dr. Rita R. Colwell*

6. Expand Collaboration in Education
Help the NPS broaden contacts with educational institutions, expand collaboration with K-12 educational systems, and incorporate parks and programs into educational media.
Lead: Dr. Milton Chen

7. Explore American Latino Heritage
Develop a theme study to identify American Latino-related places for their significance and recognition in potential new national landmarks and national parks, as well as in existing NPS sites. *Lead: Belinda Faustinos*

8. Support the NPS Centennial Campaign
Provide advice for a centennial public awareness initiative to highlight the national park idea. *Lead: Leonore Blitz*

9. Build Community Relationships
Explore new approaches for broader relevancy and public engagement. Help identify and recruit partners in diverse communities. *(Call to Action Item 13) Lead: Dr. Carolyn Finney*

10. Support Leadership Development
Provide advice on NPS leadership, workforce, organizational development, and more effectively advancing innovation.
(Call to Action Item 31) Lead: Dr. Margaret Wheatley

Fostering Resource Stewardship

This new plan will offer a road map and framework for the future. It identifies the role of the NPS as a catalyst and leader in connecting all Americans to their heritage, and in connecting all parks to larger landscapes and communities.

—GRETCHEN LONG

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Task 1: Plan for a Future National Park System

National Park Service responsibilities for managing parks and programs have grown over the past century in response to opportunities rather than a clear design. An agency of the scope, scale, and influence of the NPS must implement its own Systemwide, long-term plan to meet the needs of a rapidly changing 21st-century and safeguard a full representation of the nation's resources. A new, comprehensive plan is needed to integrate all NPS units and programs, tell multiple stories, and engage all Americans in their shared heritage.

ADDRESSING THE TASK

The NPSAB Planning Committee was established in 2010 consisting of 15 members with extensive and diverse experience. Work groups focused on analysis of gaps in representation of ecological systems and cultural resources, new park partnership models, large landscape-scale conservation, and urban engagement.

CHIPPOKES STATE PARK / VIRGINIA DEPARTMENT OF CONSERVATION AND RECREATION

Progress Report

The committee developed a comprehensive report to provide a foundation for a new National Park System plan. The full report identifies 18 major recommendations reflecting the committee's analysis of issues, opportunities, and other examples of system plans. Major concepts focus on integrating parks with other protected areas; sustaining the integrity of parks by engaging effectively in conservation at the large landscape scale; improving connections among parks, NPS programs, and urban populations; and developing NPS institutional capacity for system planning and partnerships.

The report compares past practices with recommended future directions and examples of vision statements and conservation targets from international, state, and other planning efforts. Guided by the principles of representation, resilience, redundancy, and restoration, a change from current NPS criteria, the committee evaluated new mapping and analytical methods to identify gaps, as well as vulnerability and protection potential for ecological systems. National parks and NHLs were analyzed by significance topic, and suggestions were made for addressing underrepresented stories. Case studies on large landscape-scale conservation provided insights into legal and administrative changes required to enhance effectiveness. A review of the inventory of major metropolitan areas with NPS units within a 50-mile radius noted some obvious gaps. The limited capacity of many small NPS units in urban areas was discussed, and recommendations were developed to address transportation and social obstacles for urban populations. The committee also evaluated multi-stakeholder management models for NPS units and boundary configurations that encompass private lands, offering recommendations on the NPS role as a partner and the importance of authority to ensure consistency with NPS standards and policies.

Priorities Through 2016

Enhance NPS capability for dynamic system planning that engages communities and other agencies. Provide administrative support and develop new skills for effective partnerships, especially on a large landscape scale. Establish prototype urban program offices. Update criteria, conduct studies that advance untold stories, and identify priorities for new or expanded parks, landmarks, and other designations.

FOLLOW OUR WORK

Download the complete National Park System Advisory Board Planning Committee report and appendices at ***www.nps.gov/resources/advisoryboardreport.htm***. Visit the ***Call to Action*** website *(Item 1)*.

Task 2: Recommend National Historic Landmarks

Beginning in 2009 the National Historic Landmarks (NHL) Committee took dramatic steps to open the door to a wide variety of resources and constituencies, offering NPS services to a broader audience. By reviewing nominations of historic sites representing the full spectrum of the nation's past, it is possible for the National Historic Landmarks Program to reach many more people than ever before and to tell a richer, more complex story about American life.

ADDRESSING THE TASK

The U.S. Secretary of the Interior has called on the NHL Program to consider places associated with Spanish-speaking heritage. This "American Latino Initiative" has resulted in many properties being elevated to national landmark status and many others being nominated. At the same time, the Secretary tasked the NHL Program to identify resources that are significant because of an association with the role of women in the history of the nation. Similarly, the program has increased its effort to address resources in the Intermountain West, a region rich with historical significance, but too often overlooked. In addition, work has been initiated on lesbian, gay, bisexual, and transgender (LGBT) community-related properties and on an Asian Pacific-Islander theme study. Responding to a congressional mandate, the program also completed a Cold War theme study, making it possible to address a more recent period of American history.

Progress Report

These efforts add new dimensions to the array of national historic landmarks by representing a fuller range of the entire American story. Thanks to the great effort of NPS staff, combined with the diligent work of the NHL Committee and the NPSAB, the intrinsic nature of the NHL Program has been transformed to recognize the experiences of a diverse nation, whether from the perspective of ethnicity, gender, geography, or economic status.

In all, 85 properties have been nominated to join the list of national historic landmarks since 2009, bringing the total NHLs to 2,500. While the more traditional subjects of prominent political leaders, monumental architecture, and the military and its conflicts continue to be honored with additional listings, the program also recognized many other aspects of the past. With the new NHLs and the many emerging nominations that are currently being processed, the National Park System is in a better position to interpret the rich, diverse range of the nation's past, making the agency and its programs more relevant to more people than ever before. The unfolding list of recent nominations and listings suggest what the future might—and should—hold, informing the NPS about the direction it can take as it seeks additional properties for designation as NHLs.

Priorities Through 2016

Many more properties are being considered, representing a wide spectrum of possibilities. Future work will achieve a balance of listed landmarks that reflects the full diversity of the nation. The story represented by the NHLs will be expanded to be as broad as possible, geographically inclusive, and address more recently developed aspects of American culture, while continuing to honor the nation's more traditional historical topics.

FOLLOW OUR WORK

Learn more about the National Historic Landmarks Program at ***www.nps.gov/nhl***. Download the National Historic Landmarks Committee report at ***www.nps.gov/resources/advisoryboardreport.htm***.

Task 3: Recommend National Natural Landmarks

The U.S. Secretary of the Interior established the National Natural Landmarks (NNL) Program in 1962 as part of a broad legacy of conservation programs. The program recognizes and supports voluntary conservation of outstanding geological and biological sites, regardless of ownership. Ongoing partnerships with public and private landmark owners allow participants to share information, solve problems cooperatively, and conserve outstanding examples of the nation's natural history.

ADDRESSING THE TASK

To date, over 590 NNLs have been designated by the Secretary of the Interior. National natural landmarks are owned by a variety of land stewards, and participation in the program is voluntary. Each NNL is selected for its outstanding condition, illustrative value, rarity, diversity, and value to science and education. The National Park Service administers the program, reports on the condition of NNLs, identifies specialists to advise landmark owners on resource management, and advocates for the protection of designated sites. Benefits of NNL designation include the positive recognition and appreciation of nationally significant resources and the ability of public agencies and private individuals and organizations to make more informed development and planning decisions early in regional planning processes. In addition, some private owners of commercially operated NNLs may choose to recognize and emphasize the national significance of the areas for public information purposes.

Progress Report

The NPSAB NNL Committee continued its work to support the goals of the National Natural Landmarks Program by reviewing evaluation reports for proposed NNLs and forwarding recommendations to the Secretary of the Interior, increasing awareness of America's diverse natural history, and supporting the conservation work of NNL owners.

Ten sites were recommended for designation over the past two years, in addition to major boundary expansions at two existing NNLs. Eight new NNLs have been designated during this period. In addition, the NPSAB supported a 50th anniversary commemoration of the National Natural Landmarks Program and visited two NNLs in Colorado: the Morrison-Golden Fossil Area near Denver and Garden of the Gods in Colorado Springs. These interactions highlighted the potential for the NPS to support connections with scientists and the public in appreciating and enjoying America's natural heritage. The NNL photo contest and the production of annual calendars continue to illustrate the beauty and diversity of the nation's NNLs, as well as the longevity of the NPS relationship with conservation partners. The NNL Program also reaches out to communities and children through booths and educational publications for *Bioblitz* events at NPS locations, including Rocky Mountain and Saguaro National Parks.

Priorities Through 2016

Strengthen the NNL Program as an effective mechanism for empowering local land stewards, encouraging scientific discovery, and increasing environmental awareness and community spirit. Goals include recommending additional NNLs to broaden types of represented resources, increasing recognition of NNL program benefits among the NPS and the public, and raising funds for evaluation of potential sites.

FOLLOW OUR WORK

Learn more about the National Natural Landmarks Program at ***www.nature.nps.gov/nnl***. Follow future work of the National Natural Landmarks Committee at ***www.nps.gov/resources/advisoryboardreport.htm***.

Task 4: Support Economic Valuation

This first-ever, truly comprehensive economic valuation of national parks and programs quantifies the wide range of public benefits that flow from the modern National Park Service as it approaches its second century. To accomplish that, this study will: (1) measure the total economic values of national parks and programs, (2) illustrate those values using case studies of specific parks and programs, and (3) develop research analyses of those values suitable for peer review and publication.

ADDRESSING THE TASK

In 2016 the nation will mark the 100th anniversary of the National Park Service, an occasion that is expected to attract significant public interest and stimulate a national dialogue about the success of the national park idea and its growing contributions to society. This economic valuation of the *entire* NPS, including both parks and programs, will offer key research to inform that discussion.

This valuation builds on existing research of the economic contributions from NPS visitor spending and payroll to include the critically important values not represented by those market activities. Those values include the net benefits received by the public from visiting national parks and using NPS-managed programs. Also critically important are the net benefits received by the public from knowing that parks and programs exist and will be preserved for future generations.

Progress Report

A privately funded and managed academic team, co-led by Harvard University and Colorado State University, developed this economic valuation study to accomplish the three objectives stated above. The team organized the entire study in two phases. Phase I produces a "blueprint" that identifies the specific economic values to be measured, the valuation methods to be utilized, and the major procedural steps required for the study. Phase II implements the study blueprint.

As a preliminary step, the team produced a conceptual framework describing the total economic values to be measured and conducted a case study of Joshua Tree National Park to illustrate those values. Additionally, the team conducted an extensive literature review and synthesized information about the parks and programs in order to design survey questionnaires for use in the Phase II valuation. The team has also begun to conduct focus groups to determine public understanding of national parks and programs, and to evaluate certain technical details for conducting the valuation surveys. Finally, the study team is assembling an advisory panel of leading economists and other experts.

Priorities Through 2016

Recommendations for advancing the economic valuation effort include completing Phase I and continuing fundraising activities to implement Phase II. Periodic briefings on the status of NPS economic valuation will be provided to NPS management. Developing a communications plan to convey findings about national parks and NPS programs to Congress and the public is a final goal.

FOLLOW OUR WORK

Find a case study of Joshua Tree National Park and a status report of the economic valuation study at ***www.nps.gov/resources/advisoryboardreport.htm***. Visit the ***Call to Action*** website *(Item 14)*.

Task 5: Revisit the "Leopold Report"

Published in 1963, the *Leopold Report* (officially *Wildlife Management in the National Parks*) influenced the philosophy, policies, and people of the National Park Service. Now after 50 years, compelling reasons exist to revisit the *Leopold Report*. These include a much larger and more complex National Park System, a need to address cultural as well as natural resource management, a growing population and increased development near and around parks, the challenge of climate change, and extraordinary advances in science and ecosystem management.

ADDRESSING THE TASK

The NPSAB Science Committee accepted the critically important task of revisiting the *Leopold Report* and communicating their findings to the NPS Director. The report focused on three questions: (1) What should be the goals of natural and cultural resource management in the National Park System? (2) What policies for resource management are necessary to achieve these goals? and (3) What actions are required to implement these policies?

Progress Report

The NPSAB Science Committee drafted *Revisiting Leopold: Resource Stewardship in the National Parks*, which the NPSAB approved unanimously. The report addressed a variety of critical issues, including the fact that changes confronting national parks are widespread, complex, accelerating, and volatile.

Revisiting Leopold offered numerous recommendations, including these key examples:

- The overarching goal of NPS resource management should be to "steward NPS resources for continuous change that is not yet fully understood in order to preserve ecological integrity and cultural and historical authenticity, provide visitors with transformative experiences, and form the core of a national conservation landscape and seascape."
- The NPS must expand its scientific capacity, station more scientists in parks, and provide support for critical research needed to protect park resources.
- NPS management strategies must be expanded beyond park boundaries to larger landscapes and longer time horizons. Collaborative and efficient partnerships are essential to success.
- The NPS should integrate the precautionary principle into decision making at all levels. The principle emphasizes science-informed prudence and restraint, and requires the NPS to err on the side of preservation.
- Monitoring resource conditions is essential to managing for change, and NPS monitoring should be expanded and more integrated into educational outreach and research.

Priorities Through 2016

Revisiting Leopold emphasized urgency and opportunity in responding to the committee's recommendations, and the importance of NPS resource management as an "enduring responsibility." The report has been widely distributed. Dialogues are being held around the country to engage NPS employees, the scientific community, stakeholder groups, and citizens in considering the implications of the report as the NPS prepares to respond to the report's recommendations.

FOLLOW OUR WORK

View *Revisiting Leopold: Resource Stewardship in the National Parks* at ***www.nps.gov/calltoaction/PDF/LeopoldReport_2012.pdf***. Learn more about the NPSAB Science Committee at ***www.nps.gov/resources/advisoryboardreport.htm***.

Broadening Alliances for Education

A connection to young people is critical. The National Park Service has an important role to play in a redesigned American school system.

—DR. MILTON CHEN

SELMA TO MONTGOMERY NATIONAL HISTORIC TRAIL

© JOE WATTS

Task 6: Expand Collaboration in Education

The NPSAB Education Committee serves as advisors to the NPSAB regarding future needs, challenges, opportunities and directions of NPS education by (1) assisting in developing broader NPS contacts with educational institutions and others to promote expanded collaboration with K-12 and higher education systems, and (2) exploring the development of strategies that support innovation, creativity, and sustainable partnerships in formal and informal education.

ADDRESSING THE TASK

A subcommittee offers expert guidance, advice, and collaboration in the fields of technology, partnerships, professional development, lifelong learning, and research and evaluation. Each subcommittee is aligned with National Education Council (NEC) work as an advisory group representing various entities of NPS education and interpretation. Joint priorities, goals, and outcomes address the Education Committee's primary responsibilities.

PATERSON PUBLIC SCHOOLS / © GEORGE GARBECK

Progress Report

During 2012 various parties signed several agreements to help the NPS advance its education mission. A major accomplishment was the signing of the memorandum of understanding (MOU) between the Departments of Interior and Education. To kick off this historic agreement, the NPS Director and the U.S. Secretary of Education filmed a short video supporting the use of national parks in place-based education and highlighting the MOU between these Departments. Additional achievements include a cooperative agreement with *Sesame Workshop* to develop six short videos and activities for children ages three to six and their caregivers and a task agreement with The George Washington University to draft a vision paper on 21st-century park ranger interpreter skills.

Education Committee members provided the NPS with opportunities to work with their individual organizations to develop two mobile applications, design and complete a literature review on informal family learning, explore grant and other funding sources, and reach out across a wide network to provide opportunities for the NPS Associate Director for Education and Interpretation and the NPSAB Education Committee Chair to speak at education-related conferences and forums.

The professional expertise of the committee members, working in collaboration with the NEC, has produced surveys, white papers, and reports to guide the NPS in determining next steps. Recent work includes a white paper on the current status of technology in national parks, papers on developing partnerships at national, local university and local community levels, and a review of positions at institutions of informal learning to provide guidance on developing position descriptions for an evaluation coordinator.

Priorities Through 2016

Provide continued guidance and support to the NPS. Assist the NPS to develop a longer-term business plan; curate a published collection of exemplary educational programs; develop new funding; and host a national summit on informal, place-based learning.

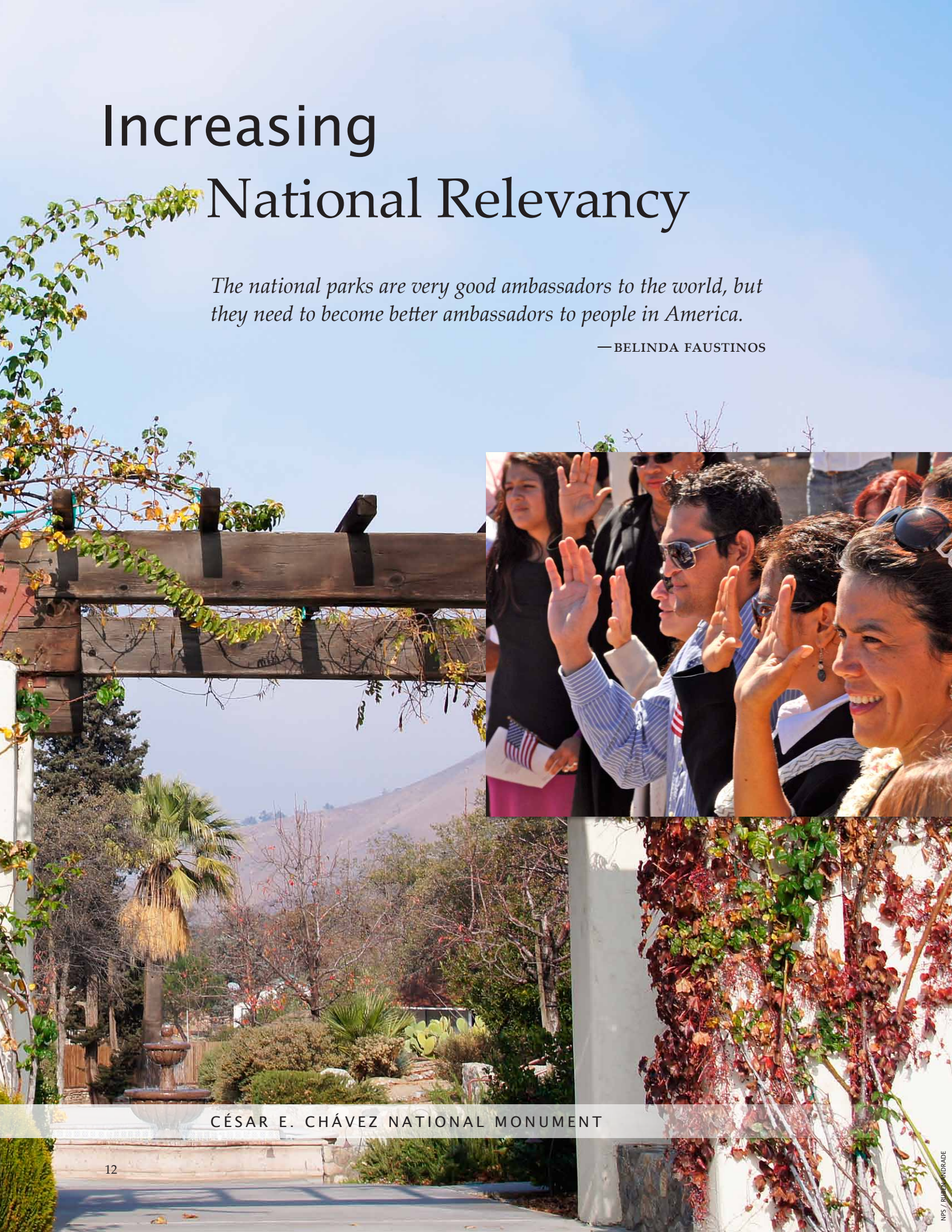
FOLLOW OUR WORK

Go to a Department of Education and NPS educational message video link and download NPSAB Education Committee reports at ***www.nps.gov/resources/advisoryboardreport.htm***. Explore additional NPS education and interpretation information at ***www.nps.gov/learn***.

Increasing National Relevancy

The national parks are very good ambassadors to the world, but they need to become better ambassadors to people in America.

—BELINDA FAUSTINOS



CÉSAR E. CHÁVEZ NATIONAL MONUMENT

NPS / RUBEN ANDRADE

Task 7: Explore American Latino Heritage

An "American Latino Heritage Initiative" has commenced to identify new approaches for broader relevancy and inclusive public engagement with NPS resources. Establishment of an American Latino Heritage Scholars Expert Panel to produce a theme study is assisting government agencies and the private sector in identifying and evaluating places of significance related to American Latino heritage in communities nationwide. This model will be used to tell the stories of other under-represented groups and themes in America.

ADDRESSING THE TASK

The newly established NPSAB panel has undertaken an innovative and successful approach for helping the NPS tell the stories of all Americans, particularly those represented by relatively few national landmarks or sites listed in the National Register of Historic Places. Working in collaboration with the NPS Associate Director for Cultural Resources, the American Latino Heritage Scholars Expert Panel is already realizing significant results.

GRAND CANYON NATIONAL PARK NATURALIZATION CEREMONY / NPS / MICHAEL QUINN

Progress Report

The *American Latinos and the Making of the United States: A Theme Study* is presently undergoing final design and publication. Since the American Latino Heritage Scholars Expert Panel of nine scholars and three NPS employees began work in November 2011, the panel and staff completed the task of contracting for, reviewing, and editing 18 essays from nationally recognized scholars.

The theme study was structured with four main categories: Making the Nation, Making a Life, Making a Living, and Making a Democracy, with a core essay written by expert panelist Dr. Steven J. Pitti. The sites mentioned in the study comprise a starting place for the expanded telling of the Latino story. These special places offer a pool of potential candidates for designation as national historic landmarks and for listing in the National Register of Historic Places. In addition to the work of the panel on the theme study, the experts also provided input on related activities of the National Park Service and Department of Interior including the National Park Foundation American Latino Heritage Fund, an on-line American Latino Heritage Travel Itinerary, conducting and promoting youth summits, pursuing world heritage site status for San Antonio Missions National Historical Park, development of the *Hispanics and the Civil War: From Battlefield to Homefront* booklet published by Eastern National, documentation of Forty Acres by the Historic American Buildings Survey, and development of a web toolkit.

Priorities Through 2016

The American Latino Heritage Scholars Expert Panel will continue to function as a new committee of the NPSAB. Futures activities will include providing input to the NPS and to state and local preservation officers on priority sites for possible designation. Additional work will include identification of further research that must be conducted, coordination with other Latino heritage efforts (including the proposed Smithsonian Latino Museum), providing input on existing and new interpretive and educational materials at NPS sites that tell the stories of Latinos, and identifying tools to help Latino communities develop the capacity to attain historic landmark designations.

FOLLOW OUR WORK

Visit the American Latino Heritage Projects website at ***www.nps.gov/history/crdi/latino.html***. Learn more about NPSAB relevancy efforts at ***www.nps.gov/resources/advisoryboardreport.htm***.

Task 8: Support the NPS Centennial Campaign

While national parks are greatly admired, opinion polling indicates that public awareness of the complexity and geographical extent of the National Park System is limited, as is understanding of the broad scope of community-focused programs the NPS administers. Over the past century, the National Park System has grown dramatically and the role of the NPS has greatly expanded. The NPS today has a significant educational and science research capacity and now collaborates extensively to promote stewardship with public and private institutions.

ADDRESSING THE TASK

This work reflects a contemporary mission to help address societal challenges including climate change, the decline in cultural literacy, the obesity epidemic, and growing alienation between people and the natural world. The centennial of the NPS in 2016 is an opportunity to remind the public of the success, benefits, and values of the national park idea.

In June 2011 the NPS Director asked the NPSAB for advice in developing a communications initiative "to introduce more of the American people to all that the NPS has to offer looking to its second hundred years of public service." The Director stated the effort should identify target audiences and offer an overarching theme or message that invites public understanding of the role the modern, 21st-century NPS plays in enriching the nation.

Progress Report

The NPSAB Centennial Campaign Committee considered possible actions and needed resources to develop and implement a centennial campaign. In November 2011 the NPSAB arranged meetings for the Director with four professional advertising/marketing firms to explore ideas about possible activities, content, and costs of a public information campaign. The Director spoke of the purposes of parks, described NPS programs, and stated that a campaign should emphasize the public benefits and values of the NPS mission.

From the beginning, it was agreed that congressional appropriations would not fund the campaign. Private sources, including foundations, individuals, and corporate sponsors would provide necessary support. The National Park Foundation (NPF) was considered the appropriate institution to receive donations for the initiative and to contract with an advertising/marketing firm to create and implement the campaign. In May 2012 the NPF Board made public its intent to help fund a campaign and to begin planning efforts. The NPSAB created a team to provide input to the Director on the selection of a firm to develop the effort. In July the Director, NPS senior leaders, and NPF and NPSAB representatives met with numerous advertising/marketing firms, which presented campaign proposals. Grey Advertising was selected to develop the centennial campaign.

Priorities Through 2016

The NPSAB will coordinate a newly established committee that will serve as a conduit to engage stakeholders in campaign activities. Next steps in centennial campaign development will involve directly the broad community of individuals and organizations that support the NPS mission.

FOLLOW OUR WORK

Learn more about NPS centennial campaign planning efforts at ***www.nps.gov/resources/advisoryboardreport.htm***. Follow the road to the NPS centennial at ***www.nps.gov.***

Task 9: Build Community Relationships

National trends including a more diverse population, growing urbanization, and increasingly sophisticated communications technologies are providing the National Park Service with opportunities to connect with new communities and introduce more people to what the NPS and its partners have to offer. The NPSAB's Relevancy Committee has collaborated with the NPS to explore approaches for more expansive public engagement and help the NPS build relationships with diverse communities and demographic segments of American society.

ADDRESSING THE TASK

Early in 2012 NPSAB Relevancy Committee representatives worked with Cuyahoga Valley National Park to develop and pilot a concept for facilitated park-community dialogue sessions. A 20-mile long linear park in Ohio running from Cleveland in the north to Akron in the south, Cuyahoga Valley National Park is surrounded by a rich mosaic of diverse populations.

With support and leadership of the park superintendent, a Relevancy Committee team engaged park staff to learn more about its work, patterns of park visitation, and perceptions of surrounding communities to obtain input and ideas about the pilot effort. The park superintendent and CEO of the Conservancy for Cuyahoga Valley National Park (CCVNP), and the park's friends group, jointly invited a representative group of local civic leaders to consider the initiative and contribute to its development.

Progress Report

Cuyahoga Valley National Park, CCVNP, and the NPSAB Relevancy Committee sponsored five individual dialogue sessions with residents of four separate communities adjacent to the park. The committee collaborated with a local facilitator to conduct the meeting, an important element in connecting with the communities. A key objective was to identify people not familiar with the park nor connected in any way to the National Park Service.

The meetings were a great success, with many of the meeting participants following up with the park to request that the meetings be continued, and volunteering to serve as ambassadors by communicating back to their communities.

The park and its friends group found the citizen conversations quite valuable and want to continue the effort. As a result, a major outcome of the effort is the creation of a Community Engagement Council. Based on suggestions from citizen participants, the advisory group has begun working with the park to help broaden community engagement and assist community members in learning more about the park in an effort to continue to build strong relationships between the park and the local community.

Priorities Through 2016

The NPSAB Relevancy Committee will continue to encourage these conversations on a Systemwide basis in order to assist the NPS in (1) developing a broader base of experience and knowledge about the country's changing social landscape and (2) cultivating opportunities to share the learning throughout the NPS.

FOLLOW OUR WORK

Download "A Toolkit for Engaging Communities and Fostering Relationships" at ***www.nps.gov/resources/advisoryboardreport.htm***. Visit the ***Call to Action*** website *(Item 13)*.

Advancing Workforce Innovations

Work on collaboration is now embedded in the Collaborative for Innovative Leadership. One of its great capacities is to bring people together and have meaningful conversations.

—DR. MARGARET WHEATLEY

ERIE CANALWAY NATIONAL HERITAGE CORRIDOR

ERIE CANALWAY NATIONAL HERITAGE CORRIDOR / JEAN MACKAY

Task 10: Support Leadership Development

Building on recommendations offered in the 2009 National Parks Second Century Commission report, the NPSAB has focused on developing a 21st-century NPS organizational culture that is adaptive, resilient, and sustainable by helping the NPS develop leaders who are good learners, innovative, and who collaborate on solving complex system issues. These leaders learn and gain support from each other in formally sponsored communities of practice; they work well with multiple partners, neighboring communities, and other agencies.

ADDRESSING THE TASK

Systemwide participation is essential for creating a 21-st century culture in the NPS. Successful development of deep organizational strategies will depend on collaborative and conversational approaches that directly engage employees in the park process and involve park superintendents and program managers throughout the NPS.

NPS / KATE MARKS

Progress Report

The new 21st-century vision applies a distinctive theory of culture change. Rather than filling a "gap" between the present and the future, new organizational cultures are created by noticing who is *already practicing* attributes and behaviors of the new culture. Their work is amplified and spread through a four-stage process: *naming* the exemplars; *connecting* them to each other; *nourishing* their work with resources, ideas, time; and *illuminating* their achievements to inspire others. National Park Service Director Jon Jarvis' "Four Priorities" and the 2011 "Call to Action" plan created focus, coherence, and direction for the NPS, and produced multiple opportunities to implement 21st-century leadership practices, including the following:

1. *The Collaborative for Innovation*. A new organization function that brings together all individuals involved in leadership development and learning, pooling resources to promote best practices for all NPS issues, communities of practice (groups of professionals with shared interests and experience), collaborative processes, and facilitation skills.

2. *Redesign and Redirection of the Organization Development Function* to support the "Four Priorities" and the "Call to Action."

3. *Addressing Issues from the Employee Viewpoint Survey*. The Organizational Development function has begun in-depth work with 20 parks to address issues raised in the Employee Viewpoint Survey. Work will continue with up to 50 additional parks. This ambitious, multiyear process will use 21st-century leadership practices of inclusion, conversation, diversity, and critical thinking to apply survey data to resolve park-specific issues.

Priorities Through 2016

This approach to culture change has already been embedded in many senior leadership functions. The Collaborative for Innovation and Change will continue to provide a clear organizational focus for furthering this work, and along with the Organizational Development function, has already advanced transformations in 21st-century leadership that will deepen, mature, and take root during the next four years.

FOLLOW OUR WORK

Learn more about the Collaborative for Innovation and Change at ***www.nps.gov/csi***. Download the report, "Developing a 21st-Century Leadership Culture," at ***www.nps.gov/resources/advisoryboardreport.htm***. Visit the ***Call to Action*** website *(Item 31)*.

YOSEMITE NATIONAL PARK

NPS / JAMES MILLER

Building on America's Best Idea

Writer and historian Wallace Stegner called national parks "the best idea we ever had. Absolutely American, absolutely democratic, they reflect us at our best rather than our worst." A second century of service offers the NPS an opportunity to reacquaint Americans with these special places and the exceptional value of NPS work to the nation.

For nearly 100 years, the National Park Service has continued to preserve distinct natural and cultural elements of America's heritage, while embracing new responsibilities to meet the needs of a changing nation. Originally established to protect remote, grand scenery and architecturally distinguished buildings, the NPS today conserves lived-in landscapes, protects biological complexity, enhances ecosystems services, promotes sustainability, preserves cultural heritage, and encourages civic and environmental learning. These evolving responsibilities present new challenges, but the benefits that flow from this mission are immense—and integral to improving the quality of life everywhere reached by the national park idea.

Work summarized in this report recognizes that for the NPS to succeed in the future, it must cultivate new talents and abilities: skills must be developed to manage parks as educational resources, to protect landscapes increasingly altered by development and climate change, and to collaborate extensively with multiple entities. By vigorously embracing its mission as educator and committing to increase scientific and scholarly knowledge, the NPS will strengthen stewardship efforts and forge a new, more relevant identity. The National Park System Advisory Board believes that the NPS has distinct capacities to help address challenges facing the nation. By providing even stronger leadership in the next century, the NPS can play a more inspirational role in the lives of all Americans and help build a better nation.

Organic Act

On August 25, 1916, President Woodrow Wilson signed the act creating the National Park Service, a federal bureau in the Department of the Interior. The Organic Act of the National Park Service states "the Service thus established shall promote and regulate the use of Federal areas known as national parks, monuments and reservations…by such means and measures as conform to the fundamental purpose of the said parks, monuments and reservations, which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

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Follow the work of the National Park System Advisory Board at ***www.nps.gov/resources/advisoryboard.htm***.

Learn more about the National Park Service "Call to Action" at ***www.nps.gov/calltoaction***.

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