

# Second-Century Perspectives

*A Journey of Understanding*

2016 National Park System Advisory Board Report





# A Message from NPS Director Jonathan B. Jarvis



Play Video



*The National Park System Advisory Board members have taken a journey through the organization and developed a deeper understanding about achieving the NPS mission.*

*They have given enormous energy, intelligence, and time to this effort. It's been about making a difference and contributing to a vision of the future.*

—Jonathan B. Jarvis, Director  
National Park Service



To view the report visit  
[http://go.nps.gov/  
advisory-board-report](http://go.nps.gov/advisory-board-report)

## Addressing the Tasks

The current National Park System Advisory Board (NPSAB) has been the most active and productive in our history. Supporting and promoting the NPS vision to actively participate in community relationships throughout America, the NPSAB continues to inspire National Park Service (NPS) leadership with its independent perspectives and expert experience.

The NPSAB 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, it is charged to provide advice on matters relating to park operations and management of the NPS. The NPSAB also recommends the designation of national historic landmarks (NHLs) and national natural landmarks (NNLs) and comments on the significance of national historic trails (NHTs).

An essential role of the Board is to provide outside views on present and longer-term issues and opportunities. The Board engages others to join formally in its work, substantially increasing the expertise available to the NPS.

In August 2010, looking toward the NPS Centennial and a second century of public service, I asked the Board to support NPS objectives to strengthen the NPS role as resource steward and educator, to articulate more effectively the values of our mission, and to advance an organizational culture and workforce for leadership in the 21st century.

This 2016 NPSAB Report, “Second-Century Perspectives, A Journey of Understanding,” provides a record of the Board’s accomplishments to help the NPS prepare for a second century of exemplary stewardship, public enjoyment of the parks, and enhanced conservation at the community level. We are deeply appreciative of its support.

## NPSAB in Action: Tasks for Our 21st Century

- |   |  |  |
|---|--|--|
| 1. <b>Prepare detailed guidance for a new National Park System plan.</b><br><i>Lead: Gretchen Long</i>                                | 5. <b>Recommend designation of NNLs that more completely exemplify our country’s natural heritage.</b><br><i>Lead: Judy Burke</i>  | 9. <b>Facilitate a program to engage communities and broaden relevancy.</b> <i>Lead: Dr. Carolyn Finney</i>        |
| 2. <b>Recommend designation of NHLs that more completely reflect the American experience.</b><br><i>Lead: Dr. Stephen J. Pitti</i>    | 6. <b>Recommend revisions to NPS resource management policies and identify historic sites related to American scientific achievements.</b><br><i>Lead: Dr. Rita R. Colwell</i> | 10. <b>Advise on strategy for NPS urban agenda.</b> <i>Lead: Belinda Faustinos</i>                                 |
| 3. <b>Produce a theme study on American Latino heritage and identify related significant sites.</b><br><i>Lead: Belinda Faustinos</i> | 7. <b>Help the NPS build institutional capacities and new alliances for education.</b> <i>Lead: Dr. Milton Chen</i>  | 11. <b>Encourage development of economic valuation of the NPS mission.</b> <i>Lead: Professor Linda Bilmes</i>     |
| 4. <b>Develop scholarship on Asian American Pacific Islander heritage and identify related sites.</b><br><i>Lead: Dr. Milton Chen</i> | 8. <b>Work with the NPS on management and workforce innovations.</b><br><i>Lead: Dr. Margaret Wheatley</i>   | 12. <b>Identify steps to expand partnerships and philanthropic support of NPS work.</b> <i>Lead: Paul Bardacke</i> |
|   |  | 13. <b>Help the NPS connect with partners to plan the centennial campaign.</b> <i>Lead: Gretchen Long</i>          |

# Foreword— A Report to the American People



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*The Board has a special role through the centennial to help plan how the NPS in its second century can relate to a new generation of Americans.*

*This is a different world in 2016 than 1916. If we are to address the next generation, it has to be done in a way they understand. It is a generation more diverse, digitally oriented, and urban.*

—Honorable Tony Knowles, Chair  
National Park System Advisory Board



## A Journey of Understanding

It is a high honor to serve on the National Park System Advisory Board, a body formally authorized by Congress to help the National Park Service pursue and achieve its mission.

Beyond the incomparable inspiration and unique learning experiences offered by individual parks, the NPS engages with communities across the country to support investments in local parks and cultural sites, work that creates jobs and supports local economies, nurtures education, promotes civic engagement, promotes public health, and enhances ecosystem services. This is a multifaceted mission providing vital public services that improve the quality of our lives. We believe the NPS can be a greater force for public good.

This report describes NPSAB progress in helping the NPS enhance its stewardship and education mission, to become more inclusive in telling the nation's story, and to promote organizational innovations.

## Addressing the Tasks

Addressing this work, the NPSAB enlisted 180 outside subject matter experts to participate in 13 separate tasks. These private citizens, serving as volunteers, included representatives of professional organizations, conservationists, scientists, educators, businesspeople, and leaders with governmental experience.

We are grateful to all for their contributions, as well as to the many NPS employees in parks and program offices nationwide who shared with us their relevant knowledge and personal experience. We are especially grateful to NPS Director Jonathan Jarvis for his unprecedented commitment of time and who ensured that NPS staff were available to collaborate with the Board and its committees to encourage our work.



A stately totem pole greets hikers in Sitka National Historical Park.

## Supporting the NPS Mission

For the Board, this has been a journey of understanding about the NPS and the values it represents. Through our work, we learned about the extraordinary breadth and scope of NPS resources and responsibilities, the expanding benefits and values of its mission, and the commitment, passion, and skills of NPS employees. National parks are public spaces belonging to all Americans, and the NPS works in America's communities to support local conservation actions.

Given the broad range of vital services the NPS provides, our hope is that public understanding of this mission will deepen in the years ahead. To that end, we invite a new level of citizen engagement and volunteerism to support this work, and we encourage the nation's leaders to join in this effort. Inspired by the national parks, we can work together to protect our heritage and build a better nation.

# Task 1



## Prepare Detailed Guidance for a New National Park System Plan



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*There is clearly a need for a new National Park System Plan. We came up with a very effective report working in tandem with NPS staff, and now we're hearing that much of what we thought is being institutionalized within the Service.*

—Gretchen Long, Chair  
NPSAB Planning Committee

### Addressing the Task

National Park Service responsibilities for managing parks and programs have grown over the past century in response to opportunities rather than a clear design. Looking to the future, the NPS identified preparation of a new system plan as the first task in its *A Call to Action* centennial program. In 2010 NPS Director Jarvis asked the NPSAB to offer guidelines for a new systemwide plan that will meet the needs of a rapidly changing 21st century, safeguard a full representation of the nation's resources, integrate NPS units and programs, tell multiple stories, and engage all Americans in their shared heritage.

A Planning Committee of the Board was established to address this work and develop an initial statement of “principles and guidelines” in 2011 and then a comprehensive report to provide a foundation for a new National Park System plan. Adopted by the Board in November 2012, “[Planning for a Future National Park System](#)” identifies 18 major recommendations. Key concepts focus on integrating parks with other protected areas; sustaining the integrity of parks by engaging effectively at the large landscape scale; improving connections among parks, NPS programs, and urban populations; and developing NPS institutional capacity for system planning and partnerships.

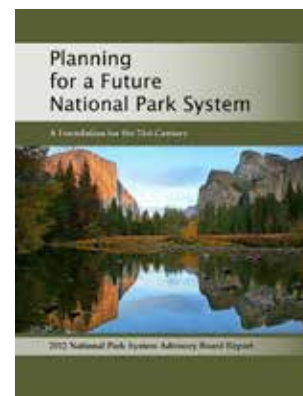
The report compares past practices with recommended future directions and offers examples of vision statements and conservation targets from international, state, and other planning efforts. Guided by the principles of representation, resilience, redundancy, and restoration, the report suggests that NPS units and other designations can be cornerstones and catalysts in an integrated system of protected areas. The committee evaluated new mapping and analytical methods to identify gaps. National parks and NHLs were analyzed by significance category, 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. Recommendations also addressed transportation and social obstacles to park access for urban populations.



NPS PHOTO

Students explore by kayak at River Raisin National Battlefield Park.

### Accomplishments



With the Board's report in hand, Director Jarvis convened a steering committee to develop a new system plan. In early 2016 a draft was reviewed by regional and national NPS leaders with a [final plan](#) scheduled for release in September 2016. Responses to the Board's recommendations are expected to be reflected in the new plan and in other centennial initiatives.

### Challenges Ahead

Implementation of the plan will require engagement of stakeholders, partner organizations, citizens, and Congress. As recommended by the Board, system planning is expected to be a continuing process requiring new institutional capacity in the NPS. Several suggested updates to criteria, guidelines, and procedures will need to be pursued. Broad concepts in the plan will need to be applied in identifying priorities for types of areas to be addressed in future years.



# Task 2



## Recommend Designation of National Historic Landmarks



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*The NHL Committee has taken as one of its most important tasks the broadening of our understanding of American history, so we have volunteered our time and thrown ourselves into efforts to tell all of America's stories.*

—Dr. Stephen J. Pitti, Chair  
National Historic Landmarks Committee

### Addressing the Task

National historic landmarks are historic places that illustrate the heritage of the United States. Today more than 2,560 historic properties enjoy this national designation.

The NPSAB's responsibility to recommend NHL designations to the Secretary of the Interior is specified in the 1935 Historic Sites Act. Beginning in 2009 the Board's National Historic Landmarks Committee took dramatic steps to consider a wider variety of resources and constituencies, encouraging nominations that tell richer, more complex stories about the full spectrum of people and events that participated in building the nation.

### Accomplishments

- Since May 2011 four specific NPS initiatives were developed to further the representation of [diverse stories](#) within the NHL Program: the American Latino Heritage Initiative; the Asian American and Pacific Islander Initiative; the Women's History Initiative; and the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Heritage Initiative. The NPSAB played a central role in modeling an approach to developing the first two efforts. These initiatives have resulted in the designation of 59 new NHLs that recognize the experiences of an increasingly diverse America.
- The [NHL program](#) also has expanded attention to labor history, resources in the Intermountain West, African American and Native American history, and the Cold War. These new NHLs and emerging nominations now being processed are transforming the intrinsic nature of the NHL Program. Such important designations put the NPS in a better position to interpret the nation's past, making its mission more relevant to more people than ever before. For further details download "[National Historic Landmarks Program: Six-Year Progress Report, 2011–2016.](#)"



PHOTO COURTESY OF DETROIT INSTITUTE OF ARTS

Rivera's *Detroit Industry* mural was designated a NHL in 2014.

### Challenges Ahead

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.

The NPS must also act to reform key NHL procedures and guidelines. To that end, in May 2015 the NHL Committee convened program staff, key stakeholders, and public history professionals in a workshop entitled "Multiple Voices: The National Historic Landmark Program in the 21st Century." The meeting's purpose was to consider existing program priorities, remaining current with academic scholarship, how to identify best practices among preservationists, and to engage and respond to the interests of local and national stakeholders. In 2016 the NHL Committee and program staff will propose new program policies, procedures, workflows, and priorities.

Download Committee Chair Dr. Stephen J. Pitti's 2016 report to the Board, "[Upgrading and Improving the National Historic Landmarks Program.](#)"

# Task 3



## Explore American Latino Heritage



Play Video



*The American Latino Heritage panel produced a substantive report that has been a benchmark for how the Service is going to identify new sites that are relevant to the Latino community.*

—Belinda Faustinos, Chair  
American Latino Scholars Expert Panel

### Addressing the Task

Following a [White House sponsored forum on Latino Heritage](#) in 2011, the Secretary of the Interior directed development of a theme study to explore the contributions of Latinos in modern American history.

In response, at the request of the NPS Director, the NPSAB convened the American Latino Heritage Scholars Panel to complete “[American Latinos and the Making of the United States: A Theme Study](#).” The work focuses on four main categories: Making the Nation, Making a Life, Making a Living, and Making a Democracy.

The sites mentioned in the study comprised a starting place for the expanded telling of Latino stories and a pool of potential candidates for designation as national historic landmarks and for listing in the National Register of Historic Places.

### Accomplishments

The [panel of scholars](#) has provided input on related NPS and Department of Interior activities, including the National Park Foundation’s [American Latino Heritage Fund](#), an on-line [American Latino Heritage Travel Itinerary](#), and conducting and promoting youth summits. Work also has included pursuing world heritage site status for San Antonio Missions National Historical Park, development of the [Hispanics and The Civil War: From Battlefield to Homefront](#) book, documentation of [Forty Acres](#) (a key site associated with César Chávez and the farm labor movement), and development of an [American Latino Preservation Toolkit](#).

The initiative also has encouraged action at the state and local level. For example, the Los Angeles Office of Historic Resources has released a historic context document addressing 20th-century resources. A bilingual travel itinerary, “[Spanish Colonial Missions of the Southwest](#),” also was recently released. During the summer of 2015, 40 interns participated in the pilot Latino Heritage Internship Program.



NPS PHOTO BY KIRKE WRENCH

Golden Gate Parks’ Pasado de Paseo event attracts many cultures.

### Challenges Ahead



The American Latino Heritage Initiative provides a model for telling the stories of other under-represented groups and themes in America. The American Latino Heritage Scholars Expert Panel will continue to function as a committee of the NPSAB, providing input to the

NPS and to state and local preservation officers on priority sites for possible designation, identifying further research that must be conducted, and coordination with other American Latino heritage efforts.

- For additional information visit the American Latino Heritage Projects website at [www.nps.gov/latino](http://www.nps.gov/latino).
- View the American Latino Heritage Initiative theme study at [www.nps.gov/latino/latinothemestudy](http://www.nps.gov/latino/latinothemestudy).
- Learn more about NPSAB relevancy efforts at [www.nps.gov/resources/advisoryboard.htm](http://www.nps.gov/resources/advisoryboard.htm).



# Task 4



## Explore Asian American Pacific Islander Heritage



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*What I find very exciting is the stories the national parks can tell with respect to a very diverse group of Americans and a diverse younger generation.*

—Dr. Milton Chen, Chair  
Asian American/Pacific Islanders  
Scholars Expert Panel

## Addressing the Task

In February 2013 the Secretary of the Interior directed the NPS to develop an Asian American Pacific Islander theme study to investigate the stories, places, and people of Asian American and Pacific Islander heritage. In May 2013 a [White House Forum](#) on Asian American and Pacific Islander (AAPI) heritage was convened at the Department of the Interior. The Advisory Board followed up with a panel of authors and scholars to develop a theme study.

## Accomplishments



National Park Service Asian American Pacific Islander Heritage projects explore how the legacy of Asian American Pacific Islanders can be recognized, preserved, and interpreted for future generations. The NPSAB is committed to supporting NPS work to identify and share these special AAPI stories throughout national parks and communities across the United States.

- Two designations were made as part of the Asian American Pacific Islander Heritage Initiative: Poston Elementary School Relocation Center, La Paz County, Arizona (2012) and George Nakashima Woodworker Complex, Bucks County, Pennsylvania (2014).
- The Asian American Pacific Islander theme study is nearing completion in 2016 and will provide context for evaluation of individual sites.
- The *Asians and Pacific Islanders and the Civil War* (2015) book has been distributed to over 30 Asian American, Native American, and Pacific Islander-serving Institutions. Numerous faculty members will use the



PHOTO BY LINDSAY KENNEDY

Historic objects inspire at the Wing Luke Museum Affiliated Area.

book in their Asian American Studies classes. The NPS is also working with these colleges and universities to identify potential AAPI site nominations.

- A “Teaching with Historic Places” lesson plan will focus on late 19th-century American colonialism and expansion and Hawaiian politics, centered at the majestic [Iolani Palace](#) NHL in Honolulu, Hawaii.
- The NPS Cultural Resources Office of Outreach has developed a new historic preservation case study of the [Harada House](#) in Riverside, California. Preservation resources are included to assist local communities.
- The NPS has developed the Asian American Pacific Islander Discover Our Shared Heritage [Travel Itinerary](#) which features historic places that demonstrate the role and contributions of Asians and Pacific Islanders.

## Challenges Ahead

Several nominations for NHL designation are expected in the years ahead. Continued efforts by the NPS and partners are necessary to enhance recognition of AAPI history and ongoing contributions to our nation. Visit the [NPS Asian American Pacific Islander Heritage website](#) for more.





## Fostering Resource Stewardship

*National parks are laboratories for youngsters, graduate students, universities, and scientists—the parks are repositories of information, history, biology, geology, and understanding.*

—Dr. Rita R. Colwell



# Task 5



## Recommend Designation of National Natural Landmarks



Play Video



*Efforts to bring parks to people can foster connections and help ensure sustainability for the parks into the future.*

—Honorable Judy Burke, Chair  
National Natural Landmarks Committee

### Addressing the Task

The National Natural Landmarks Program encourages the preservation of the best remaining examples of major biotic communities and geologic features composing the nation's natural landscapes. The Board's NNL Committee reviews and makes recommendations to the Secretary of the Interior regarding new landmark sites and boundary changes for existing landmarks.

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.

### Accomplishments

Twelve new NNL sites and two boundary expansions have been reviewed and positively recommended to the Secretary of the Interior since 2010. All were subsequently officially approved and designated. This brings the total number of NNLs across the country to 598.

- Several agreements with various academic institutions have been established that will allow for evaluation of up to an additional 17 sites within the next four to five years. Specific sites will be selected and landowner permissions received prior to commencing evaluation reports.
- New partnerships within the NPS and outside organizations have been established to focus on education and outreach opportunities for the program and landmark sites, including participation in [Earth Science Week](#) and advancement of digital media content. Specific projects will be developed and completed over the next few years.



PHOTO BY BRUCE BRADFORD

Colorado's Hanging Lake received its NNL designation in 2011.

- National Natural Landmarks Program staff members continue to maintain ongoing relationships with landowners and managers to determine whether the sites have retained the values that initially qualified them for landmark designation; to provide opportunities to collect information on the NNL resources; to learn of any projects at the sites or threats to the resources; and to identify possible opportunities for NPS support or conservation assistance to landowners.

### Challenges Ahead

In 2016 NNL Program staff began a strategic review of the program to examine new and different ways the program can be used as a mechanism to advance NPS goals of conservation and stewardship through partnerships. Input and recommendations are being sought regarding conservation partnerships and opportunities for engaging landmark sites and the NNL Program in larger landscape-scale conservation issues.

Visit [www.nature.nps.gov/nnl](http://www.nature.nps.gov/nnl) to discover more about national natural landmarks across the United States

# Task 6



## Strengthen Science and Resource Stewardship



Play Video



*The parks belong to all of us, as Americans. They belong to us in a way that we can enjoy, and treat them carefully and gently, but also learn from them, recreate in them, and return them to the future generations.*

—Dr. Rita R. Colwell, Chair  
Science Committee

### Addressing the Task

In 2010 the NPS Director asked the Board to establish a Science Committee to revisit the 1963 report *Wildlife Management in the National Parks*, often referred to as the *Leopold Report* for its key author A. Starker Leopold. The *Leopold Report* guided NPS natural resource management for four decades. However, climate change, dynamic environmental shifts, demographic change within visitors and the general population, as well as new scientific methods and findings, all suggested a rethinking of key resource management policies was needed and valuable.

The NPS Director also asked the Science Committee to recommend how the NPS can advance recognition of scientific achievement in the United States and to identify at least 10 sites for some form of recognition within the National Historic Landmark Program, the National Register of Historic Places, or National Park System.

### Accomplishments

The Science Committee's report, *Revisiting Leopold: Resource Stewardship in the National Parks*, was adopted by the NPSAB in 2014. The report offered numerous recommendations including, for example, "the overarching goal 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."

- Dialogues were held around the country to engage NPS employees, the scientific community, stakeholder groups, and citizens in considering the implications of the report. A Leopold Implementation Team, composed of NPS scientists, superintendents, NPS Associate Directors, and others was established to create a [policy memo](#) that provided interim guidance, and a Director's Order that provided more permanent guidance on policy.

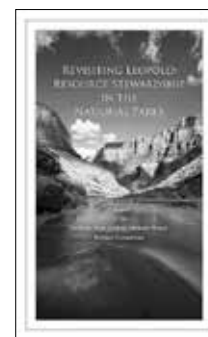


PHOTO BY KARINE AGNER

Citizen scientist volunteers work at Rocky Mountain National Park.

- The Historic Science Sites Project enlisted representatives from the science history community, preservation professionals, and professional scientific societies. A total of 180 potential historic sites were identified, and the Science Committee identified a short list of 20 sites. The [committee's report](#) was accepted by the National Park System Advisory Board in November 2015 and transmitted to the NPS Director in December.

### Challenges Ahead



*Revisiting Leopold* emphasized urgency and opportunity in responding to the committee's recommendations, and the importance of NPS resource management as an "enduring responsibility." Further attention to evaluating and recommending specific historic sites illustrating scientific achievement is expected in the years ahead.

Find *Revisiting Leopold: Resource Stewardship in the National Parks* at [https://www.nps.gov/calltoaction/PDF/LeopoldReport\\_2012.pdf](https://www.nps.gov/calltoaction/PDF/LeopoldReport_2012.pdf).





## Broadening Alliances for Education

*Starting with the Second Century Commission, we began to understand more about the scope and scale of the park system, its complexity, history... and the work the NPS does to enliven the learning of young people.*

—Dr. Milton Chen

# Task 7



## Expand Collaboration in Education



Play Video



*National parks can play a critical role in creating a new learning landscape, a learning ecosystem. For young people this can be very motivating, engaging, and inspiring in their lives.*

—Dr. Milton Chen, Chair  
Education Committee

### Addressing the Task

The NPSAB Education Committee has been following up on a longstanding effort to help the NPS enhance its role as educator. The Board's work has focused on: (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.

### Accomplishments

The Education Committee has mobilized a cadre of committed individuals and organizations to offer expert guidance, advice, and collaboration in the fields of technology, partnerships, professional development, lifelong learning, and research and evaluation. Subcommittees are aligned with the NPS National Council for Interpretation, Volunteers and Education, an advisory group representing various entities of NPS education and interpretation. Joint priorities, goals, and outcomes address the Education Committee's primary responsibilities.

Collaboration between the Education Committee and the NPS includes these noteworthy accomplishments:

- Signed [memorandum of understanding between the Departments of Interior and Education](#)
- Signed cooperative agreement with [Sesame Workshop](#) and developed six short videos and activities for young children, parents, and teachers
- Produced the servicewide strategic plan [Relevance in Our Second Century: A Five-Year Interdisciplinary Strategy for Interpretation, Education and Volunteers](#)
- Implemented recommendations in the [Interpretive Skills Vision Paper for a 21st Century NPS](#)

- Implementing recommendations in the Education Committee's [Technology White Paper](#)
- Cooperatively researched and published "[Free-Choice Family Learning: A Literature Review for the National Park Service](#)" in the *Journal of Interpretation Research*
- Participated in producing 50th Anniversary of the March on Washington mobile app
- In partnership with Clemson University, the NPS launched the [NPS Servicewide Interpretation and Education Training Needs Assessment](#) project
- Developing an NPS Interpretation and Education Business Plan (in progress)
- Engaged elementary school children to help design digital elements of the [Every Kid in a Park](#) initiative
- Organized several presentations and field trips at national conferences including: the [Teaching & Learning Conference](#) in Washington, DC, where NPS Director Jarvis and American documentary filmmaker Ken Burns spoke in 2015; the [George Wright Society](#); and the [Consortium for School Networking](#)
- Convened, with the National Geographic Society, a national learning summit, "[Learning From the Outside In](#)," to build connections and coordination among informal and formal education providers, including museums, libraries, public radio, public television, and other non-profit and private sector education sources.

### Challenges Ahead

Following up on work by the committee, the [NPS Mather Training Center](#) initiated a process to revise the entire NPS training and development curriculum using new training tools and resources. Working with the broader national education community, future challenges include how to develop and implement a national agenda for collaboration in delivering educational opportunities to all.



# Task 8



## Support Leadership Development and Workforce Innovations



Play Video



*We can create a form of leadership that can cope with unending changes without destroying people's motivation and help bring out the best in them.*

—Dr. Margaret Wheatley, Chair  
Leadership and Organizational  
Development Committee

### Addressing the Task

In 2010 the NPS Director asked the National Park System Advisory Board to help the NPS “shape an organizational culture and workforce for leadership in the 21st century.” The initial NPS action toward accomplishing that goal was to create a “Network for Creativity and Innovation,” an idea spawned by work of the [National Parks Second Century Commission](#).

### Accomplishments

- Supporting work to establish the “Network for Creativity and Innovation,” Advisory Board Member Dr. Margaret Wheatley worked with the [NPS Stewardship Institute](#) to lead a series of deep conversations related to NPS culture, leadership, and collaboration. This developmental work was rooted in the idea that the NPS remains an organization of great public purpose and that its people—charged with the stewardship of some of America’s greatest treasures—need to be supported, challenged, and provided opportunities for renewal. The culminating report, *The Collaborative for Innovative Leadership*, identified engaging processes that were used to test various pilot projects that introduced NPS leaders to new ways to accelerate the spread of ideas, encourage innovation, and inspire peer-to-peer collaboration across the National Park Service.
- Dr. Margaret Wheatley’s book, *Leadership and the New Science*, served as the foundation for NPS organizational shifts necessary to become more innovative and to identify characteristics of the desired future culture. Principles guiding these efforts include: (1) identify people doing good work, the “pioneers;” (2) connect the pioneers; (3) nourish and support the pioneers by aligning systems, removing impediments, and rewarding good work; and (4) illuminate pioneering work to show people the future and encourage behaviors to expand. These principles were used to shape new curricula entitled, *The Three Essential Acts of Leadership*.



Workshops at the Stewardship Institute promote collaboration.

- Online workshops and a video series were created for the Superintendent’s Leadership Roundtable, a leadership forum that reaches over a third of NPS superintendents.
- The NPS *A Call to Action* goal “Destination Innovation” became the national framework to effectively respond to the ever-changing stewardship issues that confront NPS leaders. An outstanding example of these principles was established in developing the [NPS Urban Agenda](#).

### Challenges Ahead

The NPS Urban Agenda provided a test case for scaling up organizational shifts to address critical issues and the outcome of a process that can have implications for the agency as a whole. Furthering the work related to leadership development, building communities of practice, and organizational change will continue to be critical. Using the broad network that Dr. Margaret Wheatley and other members of the Advisory Board have established will enhance NPS abilities to advance these objectives.

Visit [www.nps.gov/orgs/1412/the-collaborative.htm](http://www.nps.gov/orgs/1412/the-collaborative.htm) to learn more about the Collaborative for Innovative Leadership.





## Increasing National Relevancy

*Issues of difference, identity, landscape, and the environment affect how we participate in environmental decision making.*

—Dr. Carolyn Finney



# Task 9



## Build Community Relationships



Play Video



*These aren't just places where we go to recreate. Parks tell us so much about who we are and what we can be.*

—Dr. Carolyn Finney, Chair  
Relevancy Committee

### Addressing the Task

National trends—a more diverse population, growing urbanization, increasingly sophisticated communications technologies—are providing the National Park Service with opportunities to connect with new communities.

The NPSAB Relevancy Committee was established to:

- Explore approaches for more expansive public engagement.
- Introduce more people to NPS and partner offerings.
- Help the NPS build relationships with diverse communities.

### Accomplishments

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. The park’s friends group, park managers and staff, and local civic leaders contributed to the initiative.

Five individual dialogue sessions were conducted with residents of communities adjacent to the park, community representatives and organization leaders, and students and parents from a local area urban school. Cleveland Clinic employees were engaged in support of the effort.

Significant outcomes of the effort include: broader park awareness of the importance of outreach *directly* in surrounding communities; a realignment of park and staffing resources to increase focus on community engagement; and development of formal urban minority connections in Akron and Cleveland.

As a result, the Cuyahoga pilot program offers an outstanding example for enhancing NPS outreach to diverse communities.

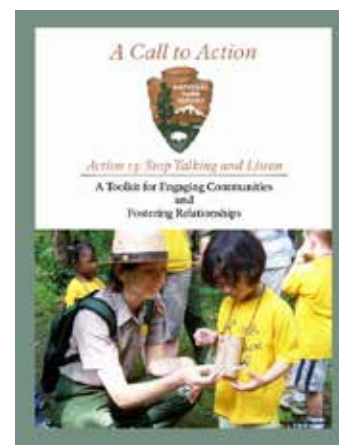


PHOTO BY SARA GUREN PHOTOGRAPHY

Passengers enjoy a trip on the Cuyahoga Valley Scenic Railroad.

### Challenges Ahead

The NPS can apply this experience to (1) develop a broader base of knowledge about America’s changing social landscapes, (2) cultivate opportunities to share this learning throughout the agency, and (3) encourage greater collaboration with friends’ groups and other community-based organizations to craft initiatives and programs.



Download “[A Toolkit for Engaging Communities and Fostering Relationships](#)” and visit the NPS [A Call to Action](#) website to learn more about Action Item 13, “Stop Talking and Listen.” Explore [A Call to Action Success Stories](#) to discover new approaches for building and sustaining relationships with diverse communities.





## Connecting with Urban America

*Our involvement in urban America must come from a sense of partnership and community that we need to establish to ensure that we can leverage efforts on the local, state, and national level to get things done.*

—Belinda Faustinos



# Task 10



## Enhance the NPS Role in Urban America



Play Video



*We can connect parks within our urban communities that we haven't recognized in the past as being national parks. Our cultural centers are a tremendous opportunity to connect our urban populations.*

—Belinda Faustinos, Co-Chair  
Urban Committee

### Addressing the Task

The NPSAB Urban Committee was established to help the NPS explore organizational and policy changes to become a more relevant and effective part of city environments and urban life. The committee was asked to offer guidance on strategies (1) to align organizational assets to better serve urban communities, (2) to forge relationships with new partners, and (3) to pilot these and other approaches in a select number of model cities. Through meetings and conference calls with NPS urban leaders, the committee has provided real-time advice regarding development and implementation of the [Urban Agenda](#).

### Accomplishments

The [National Parks Second Century Commission](#) and the NPS [A Call to Action](#) prompted new and expanded thinking about ways to better connect urban communities to their heritage, recreational assets, and neighborhood ecosystems. The [NPS Urban Caucus](#) that met in New York City at the City Parks Alliance meeting in 2012 reinforced the call for urban parks and programs to “step into their power.”

The NPS Urban Agenda establishes three operating principles:

1. Be relevant to all Americans—addressing relevancy, diversity and inclusion in managing parks and programs.
2. Activate “ONE NPS”—performing as a “system” of parks and programs that are integrated and coordinating mission work.
3. Nurture a Culture of Collaboration—fostering mutual respect, strong working relationships, and shared operational goals.

The Urban Agenda concentrates NPS resources in ten [model cities](#) and involves collaboration with civic and elected officials in each city facilitated by an “[Urban Fellow](#),” a new NPS position created for this work.



NPS PHOTO BY ALISON TAGGART-BARON

Urban parks provide local residents year-round opportunities.

Through guidance and advice from the NPSAB Urban Committee, the concept of model cities, specially designated urban fellows, and an expanded network of practitioners were enhanced. The Urban Agenda also works to leverage the experience of partners and communities through a national network of urban park and program practitioners. The Urban Committee has worked in multiple mediums to help enhance NPS understanding of urban community dynamics, 21st-century park-building, and engaging diverse communities through sustainable, meaningful collaboration

### Challenges Ahead

The NPS Urban Agenda challenges employees to embrace a different way of working. This initiative invites the NPS to enroll the expertise of other agencies, partners, and community stakeholders to meet shared goals and community needs. The principles of the Urban Agenda are universal across the NPS. Integrating these principles into all facets of NPS work and collaboration will be critical to ensuring relevancy with all Americans.

Visit [www.nps.gov/subjects/urban/index.htm](http://www.nps.gov/subjects/urban/index.htm) for further information on the NPS role in urban America.

# Task 11



## Support Economic Valuation



Play Video



*People feel very strongly that the activities and protection of the parks has a value whether or not they visit them.*

—Professor Linda Bilmes, Lead  
NPS Economic Valuation Study

### Addressing the Task

In 2011 the NPS Director encouraged development of the first-ever, comprehensive economic study of NPS parks *and* programs. The objective was to quantify the wide range of public benefits provided by the modern NPS as it approaches its second century. In particular, the aim was to take into account the value for people who do not visit the parks regularly, but who still treasure the places and programs managed by NPS.

### Accomplishments

An academic team from Harvard University and Colorado State University co-led a privately funded project to study [economic value created by NPS resources](#) across a range of areas, including carbon sequestration, watershed protection, cooperative programming, education, and intellectual property. The project has produced two major studies with several more scheduled for publication in 2016.

[Total Economic Valuation of the National Park Service Lands and Programs](#), involved a peer-reviewed economic survey of the American public to estimate what the national parks are worth to Americans. The results showed the public puts a [total value of \\$92 billion per year](#) on NPS national parks, monuments, seashores and recreation areas, and NPS programs. This represents the amount respondents would pay to preserve the parks (\$62 billion) and their programs (\$30 billion)—whether they actually visit the parks or not. Eighty-five percent of respondents said that they personally benefit from the existence of NPS places and programs, and 81 percent were willing to pay higher federal taxes to ensure their protection. The survey is a non-market valuation that identified an [economic value to visitors beyond spending](#), as well as significant value to non-visitors.

A second research paper, [Carbon Sequestration in the U.S. National Parks: A Value Beyond Visitation](#), published in March 2015, documented the value of vegetative carbon sequestered in NPS land units in the Lower 48 states.



NPS PHOTO

Exhibits in the Registry Room at Ellis Island tell immigration stories.

As part of the project, the Harvard team conducted case studies to illustrate these values in specific NPS parks and programs. Completed case studies include: [Joshua Tree NP](#) (Total Economic Value, TEV, framework), Saguaro NP (environmental, recreational, and other park values in an urban area), Santa Monica Mountains NRA (value of intellectual property, including movies and television), Golden Gate NRA (value of educational programs), Ellis Island NY (research value of immigration data), and Chesapeake Bay (cooperative programming and watershed protection). This work will be published in forthcoming papers on education, cooperative programming, and intellectual property.

The full body of work will be published as a book, *America's Best Investment: National Parks and the American Idea*.

### Challenges Ahead

These studies demonstrate the relevancy of the NPS to the American public. The authors hope their findings will generate public interest in establishing an endowment to help support NPS work. The authors also hope the NPS will communicate these findings to the public and to Congress and continue such research to help frame the discussion about the next century of stewardship.



# Task 12



## Enhance Philanthropy and Partnerships



Play Video



*Part of the philanthropic effort is just education, letting people know what the parks offer, the needs the parks have, and how to give to help meet those needs.*

—Paul Bardacke, Chair  
Philanthropy and Partnerships  
Committee

### Addressing the Task

The Advisory Board's Philanthropy and Partnerships Committee was created to recommend improvements in National Park Service capacity for partnerships with current and new philanthropic partners and to identify opportunities for greater private support through philanthropy. To address this task, the Board brought together a committee of 15 leaders in philanthropy, community engagement, marketing, and public-private partnerships from across non-profit, corporate, and academic sectors.

### Accomplishments

In 2014 the National Park System Advisory Board adopted the committee's report, *Toward a New Era of Philanthropy and Partnerships*. The report identified four areas for improving NPS philanthropic partnership practices and key changes to the current donations and fundraising policy:

#### 1. Increasing Donor Stewardship and Donor-Centricity.

The NPS should stimulate widespread park philanthropy by encouraging employees to promote the philanthropic activities of official nonprofit partners. Key actions include creating opportunities to donate within parks, participating in fundraising events and donor visits, and sharing success stories.

#### 2. Optimizing the NPS Stakeholder System.

The report identified numerous opportunities for the Service to redistribute authority among NPS leaders and nonprofit partners, and to empower park superintendents and managers, along with their nonprofit boards of directors and management, to appropriately assess collaborative courses of action.

#### 3. Developing Brand Assets and Brand Management Tools.

The NPS should develop a coherent brand strategy that draws from best-in-class examples within the government, nonprofit, and corporate sectors.



NPS PHOTO

Partnerships support the *Healthy Parks Healthy People* program.

4. **Increasing Diversity and Inclusion.** The NPS and its partners should significantly increase representation of diverse and under-represented audiences across critical stakeholder groups, including visitors, volunteers, employees, partners, suppliers, and philanthropic donors.

### Challenges Ahead

The Philanthropy and Partnerships Committee recommended specific revisions to [Director's Order #21: Donations and Fundraising](#) (DO #21) to improve current business practices and operating approaches. These policy improvements will optimize the NPS stakeholder network through language and actions that promote trust, shared mission, collaboration, and shared value creation.

The NPS is updating DO #21, now titled *Philanthropic Partnerships*. The Board's report and recommendations have encouraged the NPS partnership community to feel that it has been heard by the NPS and that the resulting policy will incorporate the necessary changes to encourage philanthropic partnerships and improve alignment with the larger philanthropic sector. Visit [www.nps.gov/subjects/partnerships/enhancing-philanthropic-and-partnership-efforts.htm](http://www.nps.gov/subjects/partnerships/enhancing-philanthropic-and-partnership-efforts.htm) for updates.

# Task 13



## Support the NPS Centennial Campaign



Play Video



*The NPS Centennial is part of a strategic focus to engage more Americans in an awareness of what we have and how we all collectively own these parks and programs.*

—Gretchen Long, Chair  
NPSAB Centennial Committee



### Addressing the Task

In November 2013 the NPS Director asked the NPSAB to establish a committee comprised of NPS partner organizations and representatives of the larger parks community to offer guidance on NPS Centennial development and implementation. In 2014 and 2015 the NPSAB's 31-member Centennial Advisory Committee met six times in person and four times via conference call. The scope of its advice has been broad, addressing campaign priorities, products, strategies, and events.

### Accomplishments

The Centennial Committee has played a central role in catalyzing and aligning the NPS stakeholder community in support of the NPS anniversary in 2016. This diverse group has helped the NPS target and engage the millennial demographic, while continuing to connect with the agency's traditional base of current visitors, generally those known as "baby boomers."

- The committee has advised the NPS and its national non-profit centennial coordinating partner, the [National Park Foundation](#) (NPF), in crafting public messages and developing graphic identity approaches and communications tools for the "Find Your Park" public awareness campaign.
- Committee members also counseled the NPS and NPF in developing a licensing structure and guidelines that have provided opportunities for participation by park commercial and educational partners, while also defining noncommercial uses of centennial logos for programmatic and partnership purposes.
- NPSAB Centennial Committee recommendations have focused, as well, on NPS Centennial initiatives relating to work of the Advisory Board's Urban, Education, and Partnerships and Philanthropy Committees.

### Challenges Ahead

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 that the NPS administers. The Committee will continue to provide feedback to the NPS on creating alignment around centennial initiatives through 2016, and advise on how to sustain the momentum of public and stakeholder engagement engendered by these efforts.



Play Video



*The National Park Service is the keeper of the history of our nation and will continue to be as our nation changes and grows.*

—Leonore Blitz, Member  
NPSAB Centennial Committee

### Follow the NPS Centennial

NPS Centennial

[www.nps.gov/subjects/centennial/index.htm](http://www.nps.gov/subjects/centennial/index.htm)

NPS A Call to Action

[www.nps.gov/calltoaction](http://www.nps.gov/calltoaction)

Find Your Park

[www.findyourpark.com](http://www.findyourpark.com)



# 2016 National Park System Advisory Board Priority Recommendations

The NPSAB supports the following priorities for national parks and programs to extend their benefits and values to citizens and communities throughout the nation.

1. Further advance social media and new technologies experienced during the centennial to expand a robust 21st-century communications strategy with increased emphasis on NPS programs and parks that build relevancy to all Americans.
2. Engage partners and the public in planning and actions to shape a future National Park System that addresses the impacts of a changing climate, gaps in historic preservation, and the preservation and connectivity of natural resources on a large landscape scale.
3. Reform procedures and practices for the National Historic Landmark Program to engage underrepresented audiences and be more inclusive in preserving and interpreting the nation's many stories.
4. Develop an agenda for collaboration among formal and informal educational institutions nationwide to provide expanded learning opportunities to all citizens, especially youth.
5. Establish a more reliable, stable, and effective NPS funding model that allows long-term investments to build institutional capacities in history, scientific research, planning, and urban relationships.

## Focus on the Future

This report reviews progress by the National Park System Advisory Board in helping the National Park Service develop strategies and acquire new knowledge and skills to accomplish its 21st-century mission. Central themes of the Board's work focus on NPS priorities to strengthen resource stewardship, broaden alliances for education, increase organizational relevancy, and encourage workforce innovations.

A course of action was inspired for this "journey of understanding" in the 2001 NPSAB Report *Rethinking the National Parks for the 21st Century* and in *Advancing the National Park Idea, the 2009 National Parks Second Century Commission Report*. The NPS *A Call to Action* (2011), and the NPSAB's *Planning for a Future National Park System* (2012) and *Engaging Independent Perspectives* (2013), also serve as integral components of the Board's second-century vision.

Following the path established in 2001—and broadening its reach—has proved essential to NPSAB efforts: "The National Park Service has a twenty-first century responsibility of great importance. It is to proclaim anew the meaning and value of parks, conservation, and recreation; to expand the learning and research occurring in parks, and share that knowledge broadly; and to encourage all Americans to experience these special places." Successfully completed and ongoing work by the NPSAB upholds the Board's earlier expression of the demonstrated importance of national parks and NPS



Science and learning merge in parks to enrich visitor experiences.

programs to society: "As a people, our quality of life—our very health and well-being—depends in the most basic way on the protection of nature, the accessibility of open space and recreation opportunities, and the preservation of landmarks that illustrate our historic continuity."

As this 2016 report, *Second-Century Perspectives, A Journey of Understanding* shows, national parks and NPS programs should play a larger role in lives of all Americans. Present and future work by the NPSAB can help make that happen. The national park idea—America's best idea—chronicles and celebrates the nation's experience, inspires patriotism, and helps build the national community. Expanding this work offers a sound investment in America's future.

***By caring for the parks and conveying the park ethic, we care for ourselves and act on behalf of the future. The larger purpose of this mission is to build a citizenry that is committed to conserving its heritage and its home on earth.***

Rethinking the National Parks for the 21st Century  
2001 National Park System Advisory Board Report

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