Nearly a decade ago, I set out to produce a single volume of a book chronicling the birth and progress of the remarkable Parker Ranch. Early on, I recognized the magnitude, depth, and importance of the history of the ranch to the Territory and State of Hawai‘i, our national and global economy notwithstanding. I knew then that no single volume could adequately serve this magnanimous responsibility. The process grew first to two volumes, then to a trilogy. As the subject unfolded, it expanded further and now rests on four premises in time. This second volume covers the years from 1950 to 1970. It will be followed by a third volume spanning the period from 1971 to 1992, the year of owner Richard Smart’s death. The final work will encompass the years following his passing.

Through his son Hartwell, A. W. Carter ensured a firm pathway for continuity as the torch was passed from one generation to another. This second work, *Loyal to the Land: The Legendary Parker Ranch, 1950–1970 (The Senior Stewards)*, opens with the dynastic transition from father to son.

This volume records the chronological progress of the Big Island’s Parker Ranch beginning with the stewardship of Alfred Hartwell Carter, as it evolved toward modern management. Topics include livestock breeding programs, feeding practices, range management, land acquisition and disposal, the cowboy and roughrider gangs, feedlot and packinghouse issues, and human relationships. Interspersed throughout the text are profiles of noted field leaders who gave their heart and lives to the ranch, testimony to the fact that throughout its history Parker Ranch was built upon the shoulders of many great men.

Hartwell, as he was best known, lost his closest friend and mentor with the passing of his father, Alfred Wellington Carter (A. W.), in 1949. Although ranch management had officially shifted from father to son in 1937, A. W.’s influence was omnipresent for another ten years. Hartwell was later subjected to the whims and shifting ideas of ranch owner Richard Palmer Kaleioku Smart, who became an increasing influence when he returned home to stay after a career on Broadway.

With Smart in charge of the ranch, he replaced A. W. as Hartwell’s overseer, a role that continued through the next decade. Throughout his tenure as ranch manager, Hartwell served with dignity until his retire-
ment in 1960. As a young man, I was fortunate to work for Parker Ranch for a brief period in 1959 during Hartwell’s management.

Hartwell was faced with major challenges during a period when the ranch, through Hawai‘i Meat Company, was gradually converting to a grain-fed finishing program under the direction of longtime packinghouse manager James (Jimmy) Greenwell. One of his primary objectives was to raise the mother cow numbers to 12,000 head.

Approaching the end of his career after successfully achieving his major objectives, Hartwell left the ranch in late 1959, influenced by Richard Smart’s desire to move the ranch in a different direction. It can be said that Smart in effect reclaimed Parker Ranch from the Carter dynasty.

Richard (Dick) Penhallow, who served as Hartwell’s assistant, followed him as ranch manager. Penhallow set goals for improvements in water, land—pasture and commercial development—livestock, personnel development, and economics of the beef industry. In the last of these, as early as 1960 Penhallow proposed moving the Hawaii Meat Company packinghouse and feedlot to the Big Island, a move that likely would have safeguarded against the gradual demise of both service industries that occurred between 1988 and 2003.

Richard Penhallow’s tenure is given a detailed overview that illuminates his grand scheme for reorganizing an inefficient and divided meat industry into a single cooperative using state-of-the-art facilities. That his mission failed can be attributed to the many and varied circumstances outlined here, while the concomitant history of beef marketing in the Islands illustrates the soundness and wisdom of Penhallow’s plans.

Penhallow’s foresight as president of the Mauna Kea Soil Conservation District brought about flood control improvements currently enjoyed by the Waimea community. He was largely responsible for the detail work required in moving the military from Lālāmilo to Pōhakuloa Training Area. He also successfully expanded the cow herd from 12,000 to 14,000 mother cows.

Despite diligent efforts to achieve most of his goals, Penhallow and Richard Smart agreed in 1962 that he should leave. Given his foresight and strength, left to his own devices Penhallow had the potential of becoming a true builder of Parker Ranch.

Richard Smart selected Radcliffe (Rally) Greenwell as Penhallow’s successor. Rally served as assistant manager under Penhallow after working his way up from a twenty-year-old Kona cowhand in 1934 to ranch manager in 1962, including a brief interlude at Kahuā Ranch. Rally came with strong, traditional values of stewardship handed down from his father and grandfather, who were noted Kona ranchers, and from his predecessors of Parker men through the Carter eras. In 1962, his brother Jimmy Greenwell left Hawaii Meat Company. In 1965, an experienced meat packer named Leonard R. Bennett grasped the reins of Hawaii Meat Company and carried the packinghouse/feedlot complex to a newer and higher plane.

Leonard R. Bennett’s advent into Hawai‘i’s meat industry is a story movingly told by his son Leonard R. Bennett III. The senior Bennett’s leadership years resulted in huge initiatives in the industry, and aggressive procurement and marketing led him to become a close confidant of Richard Smart.

As the nine-year management of Rally Greenwell unfolds, it offers close looks at the
leadership team of that era, which included Harry Kawai, John Kawamoto, Willie Kaniho, Yutaka Kimura, John Lekelesa, and Harry Ah Fong Ah Sam.

Rally’s initiatives were clear: to further enhance water development and increase the mother cow herd from 14,000 to 18,000 head. He also instituted research to determine the cause of a scourge among the young cattle called yellow calf syndrome.

On a personal note, I provide insight into the 1970 change in veterinarians that brought me back to the Parker Ranch and give credit to my predecessors, Dr. Leonard Case and Dr. Wallace T. Nagao. What follows is a detailed look at the mineral program, which includes the tremendous contribution of the element copper to the growth and health of Parker Ranch cattle. Also shared are direct insights into the birth and expansion of the ranch’s Animal Health Program, which not only benefited the horses and cattle but heightened staff morale and personal development.

On July 1, 1970, at age 29, I assumed the animal health reins of Parker Ranch, which at the time owned more than 50,000 head of cattle and 2,000 horses. After twenty-five years to the day, on July 1, 1995, the Animal Health Program for Parker Ranch was turned over to Veterinary Associates, Inc., and the capable hands of Drs. James Gressard, H. M. (Tim) Richards, and Lisa B. Wood.

After his nine-year leadership post on the ranch, Rally chose to retire, and the mainland management team of Jack Rubel and Gordon Lent entered the scene. Richard Smart named Gordon Lent general manager, Walter Slater livestock manager, and James Whitman business manager. Taking Parker Ranch by storm, Rubel and Lent arrived with the full blessings and support of Smart, who by this time had a reputation for rapid turnover of ranch management. Rally Greenwell’s nine-year span was an exception.

Richard Smart developed a position of his own that integrated management of the 100 percent owned ranch with that of Hawaii Meat Company. The meat company and its subsidiary was 83 percent owned by Parker Ranch, with the balance of shares controlled by other member ranches. Smart used both entities as counterbalances for each other—likely his own way of keeping everybody honest. The complication of this system was that modern managers of the meat company—first Jimmy Greenwell and later Leonard Bennett—were outspoken about the management practices of Parker Ranch and others. A stabilizing force amid these times was Arthur B. Reinwald, an attorney serving both the Hawaii Meat Company board and Smart himself. Reinwald served over the next two decades as a bright and steady influence on these combined entities.

This volume records progress through the management of Hartwell Carter, Dick Penhallow, and Rally Greenwell in which several significant events occurred: first, the 50 percent increase in cow herd size from 12,000 to 18,000 head; second, the conversion of beef marketing from a range-finished animal to a feedlot-confined, corn-fed, marbled carcass acceptable to the modern housewife; third, the evolution of a functional cow horse from the basic Thoroughbred/Morgan cross to the Quarter Horse prototype; and finally, the progress in water resource development that stabilized water delivery to all points of the operation in perpetuity.