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Dorothy Huyck's National Park Service Oral History Project, 1942-1987



Juin Crosse
October 1, 1978

Interview conducted by Dorothy B. Huyck
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Dorothy Huyck: 00:00 The date is October 1st, 1978. I am Dorothy Huyck. I will be interviewing Juin, J-U-I-N A. Crosse, C-R-O-S-S-E, who is superintendent at the Hubbell Trading Post. Can I ask how you first became acquainted with the National Park Service?

Juin Crosse: 00:24 Well, my father was a Department of Interior employee. He was not with the Park Service though. He was with Bureau of Indian Affairs when we came out West. He was quite a fan of the park, so quite often we would go to places like Carlsbad Caverns. And then, I had a friend when we were in our freshman year of college, one of our close friends, worked at Mesa Verde. He's now the superintendent there.

Dorothy Huyck: 00:51 Can I go back in your history even more and ask where and when you were born?

Juin Crosse: 00:55 Yes, I was born in Denver, Colorado, but we didn't stay there very long. My father would go back and forth between the regional office in Denver and Washington, D.C. So, when I was six months old, we moved to Washington D.C., then lived in Maryland.

Dorothy Huyck: 01:10 When were you born?

Juin Crosse: 01:12 April 11th, 1943.

Dorothy Huyck: 01:15 Were you by any chance an only child?

Juin Crosse: 01:17 No. I'm the youngest of three. I have two older brothers.

Dorothy Huyck: 01:26 Did you then grow up in Maryland as a result?

Juin Crosse: 01:30 I was there nine years and then my father kind of broke his pattern of staying with the central offices and took a job as a lawyer with the Bureau of Indian Affairs at Window Rock, Arizona. So, in 1952, we moved out to Arizona. We lived on the Navajo Indian Reservation for a couple of years and then because his office was consolidated, we went into Gallup for four more years and then to Albuquerque. They're living there now.

Dorothy Huyck: 02:01 Those first nine years were in what part of Maryland?

Juin Crosse: 02:03 Hyattsville.

Dorothy Huyck: 02:06 Your father must have been a college graduate.

Juin Crosse: 02:09 Yes, he had several degrees.

Dorothy Huyck: 02:13 And, was your mother a college graduate?

Juin Crosse: 02:15 No. She had – well, she had two years, but I don't think they had Associate degrees in those days. I'm not sure.

Dorothy Huyck: 02:21 And, did she have any professional interests?

Juin Crosse: 02:24 Well, she's a genealogist but she's not registered.

Dorothy Huyck: 02:32 And, where did you attend high school?

Juin Crosse: 02:34 Well, I started at Gallup High School and then I finished at Highland High School in Albuquerque, New Mexico.

Dorothy Huyck: 02:40 What about college?

Juin Crosse: 02:45 I started at the University of New Mexico, thinking I was going to be a research chemist, but I also wanted to get married. So, I dropped out of college after the first semester and went to Albuquerque Business School, got a diploma from them and a job and started putting my husband through college. He got his PhD in psychology. So, I've gone to a number of colleges around the country at night, but I don't have a degree.

Dorothy Huyck: 03:15 Since business college, what kinds of things have you been taking in colleges elsewhere? Do you specialize in any particular field?

Juin Crosse: 03:21 Well, at first, I was in psychology because that was the easiest. That's what my husband had been through, so I was very familiar with that. And then, I got to where I was irritated with it or aggravated or anyway, I didn't want to go for the PhD, and you can't do anything else in psychology. It's not worth a lot to you except in dealing with people. So, I pretty well branched out in to trying to get things in general business-like business law and economics and things that would help me in my work.

Dorothy Huyck: 03:59 You refer to having taken a job early on.

Juin Crosse: 04:02 Yes.

Dorothy Huyck: 04:03 What type of position was that?

Juin Crosse: 04:06 Secretarial.

Dorothy Huyck: 04:07 And let's see, when was that?

Juin Crosse: 04:09 Well, the first job I had was with a CPA in 1961. And then, I went to the Weather Bureau in 1963.

Dorothy Huyck: 04:21 Again as a secretary?

Juin Crosse: 04:22 Yes. And then when we went back East to – my husband wanted to do his research under a certain professor for his PhD, so we had to go back to Long Island, New York and I had my GS-5 and I had my salary, so I was anxious to try to stay with the government because it was better pay than they had out there. There just weren't very many places to work out there. So, I ended up working for the National Park Service as a receptionist.

Dorothy Huyck: 04:53 You went to work initially for the National Parks Service in—

Juin Crosse: 04:59 At Fire Island National Seashore in 1966. That was probably August of '66.

Dorothy Huyck: 05:07 And your title was receptionist?

Juin Crosse: 05:08 It was probably something like clerk typist or clerk steno.

Dorothy Huyck: 05:12 What grade was that?

Juin Crosse: 05:14 I dropped back to a three.

Dorothy Huyck: 05:18 And, how long were you with the Park Service at Fire Island?

Juin Crosse: 05:21 I was there three years. I was there until '69. I got a promotion and then my husband decided he didn't want to be married. So, I was sitting there looking at clerical work, which I had never had any intention of doing for the rest of my life. I was going to be going back to college the next year when he graduated. So, it is during that '69 recession, and I had a choice of going back to college but mostly

college graduates, especially with just a bachelor's degree were coming out and they couldn't find a job and the jobs they were getting were paying less than what I was getting.

- Juin Crosse: 05:55 So, instead of going back, I just stayed in but as soon as we separated, I said well, I had to go back to the West. The weather bothered me up there among other things. The people weren't friendly either. So, I headed back and came to the Southwest Regional Office here. Of course, in Albuquerque, they have about, even in those days, 8,000 federal employees so I knew I could get a job of some kind if I had to but I wanted to stay with the Park Service because it's a family type thing.
- Juin Crosse: 06:30 Fortunately, they were able to find me a job at Flagstaff, Arizona and they paid my way out here, which totally flabbergasted me and gave me a promotion back to a five as an administrative clerk. So, I had to get out of clerical work because there's just no future in secretarial work.
- Dorothy Huyck: 06:52 How long were you at Flagstaff?
- Juin Crosse: 06:54 I was there until about 1970. I think it was January of 1970. The office was reorganized and moved to Phoenix, made in to the Southern Arizona Group. The Flagstaff group was just too small to really function effectively and that's when they brought John Cook as the general superintendent of the Southern Arizona Group in Phoenix.
- Dorothy Huyck: 07:20 Did you go with them to Phoenix?
- Juin Crosse: 07:22 Yes, actually, I got there before anybody else. I took the furniture and the files down and worked out of my apartment for a couple of months until everybody else came down and started getting settled.
- Dorothy Huyck: 07:36 And then how long were you in Phoenix?
- Juin Crosse: 07:38 I was there three years I believe. I left there in August of 1974. That was almost four years, wasn't it?
- Dorothy Huyck: 07:49 And during that time, were you an administrative clerk continuously?
- Juin Crosse: 07:52 Well, I went down there as an administrative clerk but there was a man there who became our administrative officer

who was one of the best contracting officers in the National Park Service and they had a bigger group, so they had more jobs. They had one job come up in procurement which was going to involve – well, it was property and procurement, and it was going to involve learning contracting. So, while I had a preference towards the generalist sort of approach, I knew that it would be an asset to have that training. So, I sidetracked over into procurement and got a GS-7 and eventually my nine.

- Dorothy Huyck: 08:34 So, you were a procurement officer?
- Juin Crosse: 08:38 I was a specialist, a procurement specialist I believe is what the title was.
- Dorothy Huyck: 08:41 And, you were there until 1974?
- Juin Crosse: 08:46 Yes, in August of '74, I applied for the departmental manager training program and was accepted. So, I moved to Washington D.C. for that.
- Dorothy Huyck: 08:57 Was that one year?
- Juin Crosse: 08:58 Yes, I don't know what they're doing now. They used to do it for two and then I think they may have gone back to two, but at that time, they were just for the one year. So, we went in in August and actually, it was 10 months. I came back out in July.
- Dorothy Huyck: 09:12 In July of '7—
- Juin Crosse: 09:14 Five.
- Dorothy Huyck: 09:16 And then?
- Juin Crosse: 09:17 Well, then I went to Redwood National Park as their administrative officer. You wondering what I did next?
- Dorothy Huyck: 09:32 [crosstalk 00:09:32] Yeah. Exactly.
- Juin Crosse: 09:34 I was transferred to Hubbell Trading Post here at the end of January as superintendent.
- Dorothy Huyck: 09:42 So '78? January of '78?
- Juin Crosse: 09:42 Yes. Right, '78.

- Dorothy Huyck: 09:46 And, what grade are you now?
- Juin Crosse: 09:47 GS-11.
- Dorothy Huyck: 09:51 Going back a bit into the educational process, I'd be interested in knowing who, during your years of high school and later in your various business school and college school efforts, who it might have been who was encouraging. Were your parents interested in encouraging you or were there teachers or professors or someone else, or maybe no one? Maybe you were your own source of encouragement.
- Juin Crosse: 10:17 I would say probably a lot of influence came from my family. My father was a PhD and when I was a child, I always had a very high vocabulary and that sort of thing. He used to play word and spelling games with me as we washed dishes in the evening. I had two older brothers. They were six and seven years older than I was. They weren't exactly burning up the world as they were going through school. And so, my parents transferred all of their desires for a professional child to me because I was making the As and they could have made them probably or at least I know the one brother probably could have but he wasn't. He was having a good time.
- Juin Crosse: 11:08 They didn't seem particularly motivated to burn the world up or to do anything very exciting. So, my parents really transferred all of their desires for a professional child, which they wanted of course, or at least I shouldn't say of course but they did, very much wanted a professional child. So, when I was growing up, it was like the little boys usually are – well, are you going to be a doctor? Are you going to be a lawyer? Are you going to be a researcher or that sort of thing. It just never really went through my mind to do office work. Now, I enjoyed it when I did it, especially the secretarial work but it never had entered my mind to do something like that until a counselor said that that was a quicker way to get to where I could earn a salary and get married.
- Dorothy Huyck: 11:56 You were encouraged to study courses taken more frequently by boys possibly, such as math or science?
- Juin Crosse: 12:02 Oh yes, I took all of them. When I went through high school it was, and probably as a result of me, they stopped

allowing that sort of thing but when I went to Highland High School, they have a lot of advanced courses and they let me take all of the advanced courses. So, I had physics and chemistry of course and biology in there somewhere and I had advanced history and advanced English and advanced whatever it was they had. I had three or four history courses and creative writing and the whole thing. I was really very lucky.

- Juin Crosse: 12:41 Also, when I was in Gallup in the sixth grade, they had two sixth grade classes and they had a man from New York out there teaching one class and the other one I don't know anything about because I was in there one day and they moved me out, but he was probably quite influential in my growing up. He was just a very sharp teacher, and he expected a lot of his students.
- Juin Crosse: 13:07 And then, I suppose that one of my English teachers, not English, I had a woman American History teacher that was probably one of the most remarkable people I'll ever know. She just had a knack with history that you don't see very often. She really made things come alive.
- Dorothy Huyck: 13:30 When was she a part of your education?
- Juin Crosse: 13:33 I would have been a sophomore in high school then. When I moved from Gallup, I was about a quarter or a third of the way into my sophomore year. So, when I switched over to Albuquerque High, everything was jumbled. As a sophomore, I was taking senior history and a number of the courses were that way. I was taking junior and senior courses. My math was all turned around too. I was in one phase of Algebra, and they were in a different phase, which they covered later but meanwhile, it really threw me for a loop. But anyway, yeah, I was a sophomore, but it was a senior class.
- Dorothy Huyck: 14:11 You did take math along with several science courses?
- Juin Crosse: 14:15 Oh yes. I took math up through trigonometry, but we had an interesting class. We were advanced, again, advanced math and a lot of the kids were professor's children and they had already had calculus during the summer. By the time they were sophomores or freshmen they had been up to the college taking summer courses. They spent most of their time trying to figure out ways to divert the teacher.

So, we never talked about math for three years. We didn't talk about math. Well, two years, we didn't talk about math. So, I taught myself all of advanced algebra. I taught myself plain geometry. I taught myself solid geometry, and I taught myself some trigonometry. Then we hit calculus and I decided to hell with it. I'm tired of teaching myself and I was many credits over what I needed to get out of high school.

- Juin Crosse: 15:12 So, I finally dropped the course, and it shook the system so bad at that high school that after that they didn't allow anybody to take that many advanced classes at the same time.
- Dorothy Huyck: 15:22 You were a history maker in this regard.
- Juin Crosse: 15:30 Oh, I don't know but anyway, so when it came to calculus, I never really learned it because there was nobody to teach it. That man wasn't teaching it then, so I unfortunately developed kind of a block towards math in a way. It's a pity.
- Dorothy Huyck: 15:43 In the math and science courses that you did complete, I assume you got good grades?
- Juin Crosse: 15:49 Well that was what was discouraging about the math courses is that I made Cs and of course to me that was equivalent of flunking because I had an A, A-minus average. The few Cs I made were devastating. I was making a C. Well, what I didn't know at the time is that many of those students were also making Cs, but we were all so embarrassed by it that we weren't leveling with each other, and I couldn't get any outside help. I'd call the other students and they wouldn't or couldn't help or whatever. I felt like I was sinking. I was going down alone, and it turned out that a lot of those people had been riding along with Cs all those years and never thought a thing about it and going on to do things in math.
- Dorothy Huyck: 16:36 Did you play with boys as a child?
- Juin Crosse: 16:44 I don't know. I'm trying to think. I played with a lot of little girls when I was in Washington D.C., and some boys. We always had a mixed group. And then, when I was at Window Rock, we played with the Indian children. There were a few White children there. There weren't but a

couple hundred people there at that time. Mostly girls, I think. Of course, I was around a house of men and my mother's a tomboy.

- Dorothy Huyck: 17:15 Are you a tomboy?
- Juin Crosse: 17:17 I don't think so, but I enjoy things like hiking but no, I don't think so.
- Dorothy Huyck: 17:22 But you were not considered by other people a tomboy?
- Juin Crosse: 17:26 Well, when I first went to Window Rock, I was nine years old and that was right at that stage. And yes, at that time I was very much a tomboy.
- Dorothy Huyck: 17:34 And then later on, were you expected to become more of a lady?
- Juin Crosse: 17:38 Oh, there was always heavy pressure to be the proper lady in my family. Yes.
- Dorothy Huyck: 17:42 Did you go along with that?
- Juin Crosse: 17:44 Yeah.
- Dorothy Huyck: 17:45 You didn't rebel against it?
- Juin Crosse: 17:46 Yeah, I would say I would.
- Dorothy Huyck: 17:47 You did not rebel against it?
- Juin Crosse: 17:50 No. No. There was heavy pressure for a lot of things, like to make good grades and to achieve and to become a professional. But also, I don't know how they figured all of this was going to fit together though, to be the perfect wife. I learned to iron early. I learned to cook early. I learned to sew early. It was very important that I have all the social graces. To my mother it was important that I have the same effect that one would have coming out of a finishing school, which of course is not really compatible with the other in a way. So then, I really had two things going. So naturally, I played the piano. Played concert piano. Well, no, I'm not at concert level but you know, classical piano I should say. And, you had to be in the right girl's society or sorority, that kind of thing. Everything that would make me socially the belle.

- Dorothy Huyck: 18:48 Would it be correct to say then that you were getting mixed signals as to being both socially the belle and also toward promoting your development of a professional role?
- Juin Crosse: 18:59 Yeah, probably I was. Something that baffled them, I don't know that it does anymore, but it did baffle them, especially after my separation in 1969 and when I didn't immediately remarry or – well, it was nine years when I didn't remarry – was that Mother worked very hard to make us all very independent, to get us ready to leave the nest sort of thing. And she did a very good job of it. I think somehow, well, of course that wouldn't fit with a woman that needs to be married sort of thing. And of course, in her generation, a woman that's not married does not go to the same social things. They don't mix as much socially so that there was that contradiction.
- Dorothy Huyck: 19:49 Were you married immediately out of high school?
- Juin Crosse: 19:52 Just about. I was married—
- Dorothy Huyck: 19:54 In '60?
- Juin Crosse: 19:55 Well, no, it was a year after I was out of high school because I went to college for a semester and then I dropped out and then I went to business college until the next December. I got married in December of 1962.
- Dorothy Huyck: 20:05 '62, and you were separated in '69?
- Juin Crosse: 20:09 Yeah.
- Dorothy Huyck: 20:10 And you've since been divorced?
- Juin Crosse: 20:12 Yes, in 1970.
- Dorothy Huyck: 20:15 Have you any children?
- Juin Crosse: 20:16 No.
- Dorothy Huyck: 20:20 Were there things that you did with your family or extracurricular activities such as scouting, that sort of thing that later were a help in your career in the Park Service?
- Juin Crosse: 20:35 Not really. My family wasn't particularly outdoors. My father's not an outdoors man at all. Oh, he played tennis

when he was growing up, I mean when he was younger but he's 82 now. My mother, no, we moved – I think the fact that Mother encouraged us to be outside and to do things like that might have helped. But of course, see I don't have a typical Park Service career where I came up through the range of ranks. I was of the personnel and purchasing and the finance type. So, it was not these other skills during that period weren't quite as critical, although I had the interest in the outdoors.

- Dorothy Huyck: 21:25 Apropos your experience in the Parks Service, I'd like to ask about your supervisors. Have they been encouraging or discouraging, or have you encountered some of both?
- Juin Crosse: 21:39 Some of both. I've had some very remarkable supervisors, not only in the Park Service but in my other jobs.
- Dorothy Huyck: 21:46 Well, I meant just to the Park Service though. That would still be applicable?
- Juin Crosse: 21:49 Okay. Yes, still true. I've had some very remarkably good supervisors and I've had some that were – I wouldn't volunteer to go back and work for again. And, at the time, I almost considered leaving the Service over. I nearly went to FAA in 1970 because I just seemed to be dead-ended. These small, isolated parks, you can't get any training and I looked like I was going nowhere and learning nothing. So, I took a test with FAA and was going to go over to them in their air traffic system. And then, everything changed, and I stayed with the Park Service.
- Dorothy Huyck: 22:32 Without naming names, I'm still interested in knowing what kinds of encouragement you were given. How did you perceive encouragement?
- Juin Crosse: 22:41 Well, I think one of the most – the best and most remarkable supervisors I had was a person that had very high expectations of me. And this is true of the other one that I rate as the most remarkable, the one that had the most influences with me, which was my first boss in the Weather Bureau. Same sort of thing. They had very high expectations of me, and you had to move to keep up with them. But, in addition to that, not just work fast and hard, they gave me things that you would not normally give a person of that grade level. They just assumed that I could do it.

- Juin Crosse: 23:19 Well, I figured that they knew me maybe better than I knew myself and if they figured I could do it, I must be able to do it. And so, I would say I'd do it and I'd worry about how I was going to do it later. Also, I think that that same person was also an exceptionally good supervisor in the way they counseled. Plus, the fact that they did encourage me when I was younger. I mean gee, I was saying I wanted to be a superintendent clear back when, when I was really quite fairly young and very low graded. They not only didn't laugh but they gave me some realistic supervision. I mean some realistic advice but also didn't say "You won't ever be that."
- Dorothy Huyck: 24:10 That's encouraging.
- Juin Crosse: 24:11 Uh-huh (affirmative). Yeah.
- Dorothy Huyck: 24:12 What about discouragement? How was that projected?
- Juin Crosse: 24:17 Well, I've had some interesting things happen, not by supervisors necessarily. I've had some men supervisors that – one man supervisor that was just the most unpredictable person I ever met, and he would come in in a nasty mood one day or one hour of the day and I'd just be sitting there working and all of a sudden wow, he'd just be all over me mad. And, then just on and off sort of thing. He probably had problems but usually I don't mind – I think confrontation or that sort of thing can be very productive, and I don't mind somebody getting mad at me. I want them to tell me, even if they have to get mad to do it and some people do. I want them to tell me if they like what I'm doing or if they – not so much that but if they don't like what I'm doing because lots of times you can change whatever it is that's irritating them.
- Juin Crosse: 25:09 But, this fellow was unpredictable. I never really got out what was bugging him until I think it was the last month we worked together. He got mad one time and I got him at the right time, I said, "Let's talk about it." He walked away thanking me. But he was very, very hard to work with. That was the time I nearly left the Service. But I've also had very good intentioned discouragement from not supervisors but people in personnel, even in this region who have said things like "Now this is what you can realistically expect to do with your career. Realistically, you can expect to be able to do personnel and you probably could get pretty far in it."

Realistically, you expect to do finance and probably do quite well at it.”

- Juin Crosse: 26:04 In those days, we had a woman chief of Budget at that time. So, they had seen examples of this, and I had too in the Weather Bureau, of high-ranking personnel women. Nothing else but high-ranking personnel women. But, they said, “As far as property and procurement goes, just forget it. You’ll never get into it.” Well, they were trying to save me disappointment, but I think that’s a serious mistake to try to ever save anybody disappointment because you’re saying aim short.
- Dorothy Huyck: 26:35 Very good point. They were heading you, I think, toward roles that women had already long since been acceptable in—
- Juin Crosse: 26:49 Yes.
- Dorothy Huyck: 26:50 —without looking at the possibility that there might be new roles opening up, is that correct?
- Juin Crosse: 26:54 I imagine so because that was back in 1969. There wasn’t a lot opened up at that time. I’m not a fighter. I’ve never been the kind of person that can – I’m competitive but in the abstract sense. Like the classroom situation with 30 other people where I’m not hurting anybody, yes, I’m competitive. But, when it comes to me beating you out, I’m not that kind of competitive and I’m not a fighter in that sense. So that, my original desire to go into research was because I felt like as a researcher I could do my own thing. Of course, that was back in the late ‘50s and early ‘60s when women weren’t in to it very much. And, that people would leave me alone and I wouldn’t be breaking – I’m not the kind of person that could break new ground and get out there and just – if I can do it with a smile, yes, but if I have to get unpleasant or have a lot of people be unpleasant to me, then no, I won’t do it. So, I’m not the kind, I suppose, to break ground completely really.
- Dorothy Huyck: 28:05 But, you seemed to recognize that some people were telling you that you should aim short?
- Juin Crosse: 28:10 Well, it’s always bad to tell me not to do something or that I can’t do something. Let’s be more specific, if you tell me I can’t do something, then I’m going to go do it. That’s

what happened. Although, I didn't purposely set out. Actually, the man that selected me for the job had said in the abstract that he would never have a woman supply clerk and then he turned around and picked me when the time came because he felt like I was the best qualified and that I could do the job. So, I've seen that sort of thing happen where in the abstract say they wouldn't have a woman for this, or they wouldn't have a woman for that, or they wouldn't work for a woman or whatever but when it comes right down to you and me, then all of that disappears. I think in that way, I've never really faced very much prejudice.

- Dorothy Huyck: 28:57 There are of course some people who think of the Park Service as a rather male oriented organization.
- Juin Crosse: 29:03 Well, I think it is. I think it is. But I think that on the other hand, I've probably seen a little more jealousy since I've become a superintendent than I – now maybe it was there before. I'm not a very observant person in that way. I don't watch for people's reactions real closely. I'm interested in how I deal with people, the group dynamics. Am I rubbing them wrong? Are things flowing? But, as far as whether or not they're talking behind my back, I just – maybe it's been going on all my life, I don't know. But I've had a few more instances of intimations that oh well, I must have known somebody or that sort of thing since I've become a superintendent. It's just jealousy.
- Dorothy Huyck: 29:54 A woman who was appointed superintendent then is understood by some men to have the right connections, not necessarily to be capable in and of herself?
- Juin Crosse: 30:03 Well, that's what I've had a few remarks like that said to or about me. I think it's been said about Lorraine Mintzmyer too. I think it's a pity, but it doesn't really matter because you have the opportunity once you're in the job to demonstrate that you can do it and it doesn't really matter what they think about how you got it as long as you do the job well because it all works out.
- Dorothy Huyck: 30:29 At Hubbell Trading Post, as superintendent, what are you particularly involved in?
- Juin Crosse: 30:36 Well, I've had a vacancy in my administrative section, so I've ended up, this summer, a lot deeper in administration

than I wanted to be. We're in the middle of our planning process, our long-range planning. It's really kind of an exciting time. We've been working with the Denver Service Center teams, and we've had a tremendous number of people coming out to [inaudible 00:30:59]. We've had a tremendous number of people coming and going, so I suppose working with people is one big thing.

- Juin Crosse: 31:07 Also, they had me traveling an awful lot when I first got here on a group evaluation team of the different areas. First, they came to my area and evaluated the areas. Oh, I think they did it to try to be helpful to me, to try to point up things that I might not see for myself. And then, they had evaluations of other areas. So, I was going almost every two weeks somewhere most of the year.
- Dorothy Huyck: 31:37 In the development of a long-range plan for Hubbell Trading Post, what are you aiming at?
- Juin Crosse: 31:43 Well, right now, what we're working on is the development concept plan. In that, we're looking at what would we like to do in the future as far as do we want a visitor's center, housing, maintenance, where do we want them located, what do we want to do in that visitor's center. Now, we won't get in to involved interpretive planning at this point. That'll be coming up this coming year. But just how do we want this park to look and how are we going to approach handling the visitor. For instance, do we want a visitor's center at the entrance of the park that's going to orient them to the whole concept and then let them go down into the park like you would maybe at Williamsburg. And then, when they get down there, just experience it more and go on tours. Or do we want a more realistic one that would involve less building, would be to have another building down a little closer to that area that's already there and use that for a visitor center.
- Juin Crosse: 32:45 So, that's the sort of thing we're looking at right now. We're looking at the pros and cons of what we can do in the space, the different spaces, and the price it will cost to do it and the price it will cost to operate it.
- Dorothy Huyck: 32:58 The visitor who comes to Hubbell Trading Post today is greeted by interpreters?

- Juin Crosse: 33:04 Yes, we have an active trading post. You'll be very interested when you get out there. It's very confusing to people at the moment and I don't know that it's particularly harmful but there's an awful lot of people that don't realize it's in the National Park System because it's an active trading post. It's not a phoned up, kind of like let's play pretend sort of thing. It's active. So, as a result, what you walk in to is a store atmosphere.
- Dorothy Huyck: 33:31 I have been there before. It was in the Park Service and therefore, I recognized the store atmosphere. But, I'm not sure how you interpret that.
- Juin Crosse: 33:41 Well—
- Dorothy Huyck: 33:42 And, deal with this confusion.
- Juin Crosse: 33:44 Well, I'm not sure we do completely, effectively deal with it. We have an interpreter that stands at the front desk in the bullpen or the grocery store portion, which is usually where people enter. They're on the one side and the clerks on the other side. The only thing that identifies them is that they're wearing gray with a badge, gray and green. They try to catch the people that look like they're not locals, that are just coming in for business and say "How do you do? Are you new to the area? Here's a free brochure" and that sort of thing. But I'm sure even at that, there's so much competing, so much visually competing with what they're trying to do that I think that people walk away from that and they still don't really know what's going on.
- Juin Crosse: 34:29 And, if they don't take the house tour, they really still don't know what's going on. Even the locals in the community don't realize, a lot of them, that it's not a store. So, we have the Southwest Parks and Monuments and they're running the store and doing a very good job of it.
- Dorothy Huyck: 34:46 And, you're still accepting goods from Indians for sale?
- Juin Crosse: 34:49 Yes. Yes. Now, we don't barter, and we don't deal on credit anymore. The Navajo Tribe asked back probably in the early – no, it would have had to have been the late '60s or early '70s, they asked traders to take no more pawn. So, there's no pawn. We deal on a cash basis, but we do buy a lot of rugs every year, buy and sell a lot of rugs and jewelry.

- Dorothy Huyck: 35:13 Are the fabulous old photographs still there?
- Juin Crosse: 35:16 Yes. Our curator has organized our photo files and we just have a remarkable photo file. You might want to look through it. We have a whole legal cabinet full of photos, quite a big collection for an area.
- Dorothy Huyck: 35:33 So, you think that the visitor remains puzzled as to exactly what this institution is, even after the visitor leaves?
- Juin Crosse: 35:40 Yes, I think so now.
- Dorothy Huyck: 35:42 Are you trying to evolve an interpretive plan that can improve on that, or will the visitor's center be the answer, or do you know yet?
- Juin Crosse: 35:48 I think the visitor's center and – well, the interpretive plan of course is going to have a lot to do with it. But we are telling the story of Hubbell and we want to keep it alive. So, in a way, I don't know that it's critical that they know that I'm the boss or the trader manager is the boss or that they understand the unusual relationship so much as to get a feeling of that living history. That's good. I think that the visitor's center will help tremendously because when people go to a park they're used to a visitor's center. Now, if they can have a place where they can get a few of the more abstract ideas that are hard to do on a tour and that they're not getting it all if they don't take the tour usually, then I think they'll have more of a feeling that this is a historical site. So, I think it'll all iron itself out here very soon.
- Dorothy Huyck: 36:42 But you have not, I gather, actually resolved the question of how to locate a visitor's center or what that facility should be like?
- Juin Crosse: 36:49 Well, I'm trying to stay open. We have four options in our development plan, and we haven't gotten to the point of where I want to close my mind and say "This is it." I think there are several workable alternatives but of course we'll settle on one this winter. But I'm reluctant to say okay, I like this because then that's going to pretty well – people, especially like on my staff, will tend to back off a little bit and it might inhibit them. So, we have a temporary visitor's center that we're going to be opening. Now, temporary could be 10 or 15 years but we have a temporary visitor's

center that is a school building that you may or may not have noticed when you go into Hubbell. How long ago were you there?

Dorothy Huyck: 37:38

15 years ago.

Juin Crosse: 37:39

Okay, you may not have even come in that way. But now, there's only one entrance road. One of the bridges was unsafe and they took it down. But, as you come in, there are a few buildings on the right and two of them are large stone buildings. What we're going to make public restrooms and a visitor's center out of it. So, we'll have a solution to the problem by Spring. By our next visitor's season, we'll have a solution I think that'll be a big help towards the whole – eliminating most of this confusion.

Juin Crosse: 38:12

It won't be as effective as it will in the long term when parking and all of these other lovely things are built but it'll go a long way towards solving that confusion.

Dorothy Huyck: 38:22

With these varied responsibilities that you have, would you say that your specific talents and training are being well used by the Park Service?

Juin Crosse: 38:32

Yes.

Dorothy Huyck: 38:35

Has anyone acted as a mentor for you within the Park Service?

Juin Crosse: 38:41

Yes, a couple of people but the person that I think I admire the very, very most and had a tremendous impact is not anybody I worked for. He was a man that was associate director for Administration when I first came out to the Southwest. His name is Carl Walker. Just a very fine gentleman. I always thought that if I could aspire to be as professional as he was and to hold a position similar to his, that that would be just really something wonderful.

Dorothy Huyck: 39:21

In addition to admiring him, was he helpful to you in developing your career plans?

Juin Crosse: 39:28

No, I don't know that we were – he was not the kind of person I would have seen every day. He was too far separated from me. I could see his attitude. I could see a lot of things about him, but I was not – he was a very kind man so that when you did come, he made you feel very special

even though you were really nobody. But, no, I don't think he really had much of an opportunity to sit down and talk to me about my career that much, in those days at least. As time when on, maybe he did. Then, I think another person that was influential in helping me form my Parks Service career goals was John Cook. He was one of my early bosses.

Dorothy Huyck: 40:25

Has being a woman in any way affected pro or con your opportunities for added responsibilities and promotion?

Juin Crosse: 40:36

Boy, that's a hard one to answer. I always felt that in the abstract, as I said earlier, prejudice against giving a woman that level of responsibility or that type of job was expressed. I knew it was there, but I have never, I don't believe, now maybe I have and just am not aware of it, I don't believe that when it came right down to my being selected for anything or given any responsibility, it had any bearing. Now, maybe I'm being naïve but not that I'm aware of.

Dorothy Huyck: 41:21

Are there any jobs in the Park Service that you think a woman should not tackle?

Juin Crosse: 41:32

I can't think of any.

Dorothy Huyck: 41:33

Do you see women evolving anything approximating an old boy network which would, in their case, be an old girl network?

Juin Crosse: 41:46

I suppose any group of people tend to cling to themselves. It's possible. I don't see it happening yet but it's just like you have the archeologists have their old boy club and for all I know, the rangers do. I know the archeologists do in the Southwest. Administrative people do to a degree tend to chum around together. I don't know. That's interesting. I hadn't thought about it. There's not enough of us yet. It'd be an awful small old boy's club.

Dorothy Huyck: 42:25

If by chance you were to remarry, would you hope to combine your Park Service career with marriage?

Juin Crosse: 42:31

Yeah, and I think that's why I haven't remarried is that I don't want to give up the career. It's very, very hard to find someone who wants to move every two years and has the kind of career that can do it and has the kind of self-

confidence that he doesn't need to be the main thing so that everything subverts to that. I think that I may remarry, I jokingly say that I'll get married when I retire because I'll have time then. But, on the other hand, knowing myself with my mixed-up brain about the domestic, the very polished wife, domestic and all of that stuff, that it would be hard for me to marry and not subvert myself again because that's what I did the first time. Knowing myself, I'd have a hard time not submerging myself in the marriage. Although, I think after nine years, it would be – it's more likely to be possible.

- Dorothy Huyck: 43:45 If a young woman came to you, someone just out of school and asked about the possibilities for employment with the Park Service, would you encourage her?
- Juin Crosse: 43:56 Well yes. I guess it would depend on how she was wanting to approach it. I think that the Park Service is – well, I think I'm an example of the fact that it's one place that I think in many ways, I don't care if they're male oriented or not, that there are tremendous opportunities for women to work up, especially women who, for one reason or another, don't get a college degree because we have no career ladder for administrative people. As a result, also, I think in recent years, you have seen a moving away of men from jobs that, how should I put this, from clerical work. In the '30s and the '40s, there were – well, the Depression probably brought this to a degree, there were many more men that were in clerical or they were a warehouseman and somehow many of these people worked up and are now administrative officers.
- Juin Crosse: 45:06 Well, in the last 10 years, you've seen more and more women administrative officers and I think a lot of it is that it's a learned thing. You have to learn on the job. You can't learn it any other way. It takes a number of years to build that base of knowledge, that technical knowledge to be an administrative officer. While our people very much admire people with business administration degrees and quite often they do go – they get an extra spurt and go faster. Generally, what you see is you see women coming up and I think the only thing that's holding them back, especially in that field, and then they can, if they want to, like I do, there's going to be some that can cross over. Crossing over was a long shot and I knew it. I knew that there was a fair

possibility that I might never get that opportunity. But, I did, and I'm very grateful for it.

- Juin Crosse: 46:02 But, the whole thing, the whole ability to move up is remarkable in the Park Service, and I think it has a lot to do with the decentralization of our authority that most agencies don't have. We have remarkable amount of delegated authority in the parks. Now, that makes for a large diversity of work. So, if you're willing to move, and that's the hitch right there, if you're mobile and if you're willing to move and take different jobs and do different things, there's just nothing to hold a woman back. There's really nothing to hold young men back either. You just don't see as many of them. There are some very sharp young men starting to come in now. And, the administrative field is just – with this lack of career ladder, it's really developing large gaps, large vacuums. We're just really short of administrative people who are sharp and have the right attitude. Anybody that has those abilities, there's nothing standing in their way.
- Dorothy Huyck: 47:10 How do you define the right attitude?
- Juin Crosse: 47:12 Helpful. It's very hard. I think I see it more in – well, something that I've observed from supervising in administration is that if a person is pretty sharp, it's easier for them to be helpful. It's the person that's slightly swamped that gets very efficacious, the chief clerk type attitude, like in the military, the guy that you're nice to certain people because "boy, if you don't, they'll make your life hell" kind of thing. Well, that happens in the Park Service too. And of course, administration is the perfect place to make everybody's life hell. I think that in some cases people are just in over their head. They either don't have the training or they really don't have the mental ability. And so, those are the ones that you see with a crumby attitude.
- Juin Crosse: 48:03 But then, there are others that are very shrewd, and they know that administration is a very powerful or can be powerful sort of position to be in – to be an administrative officer or whatever – and they misuse their power. That's where Mr. Walker I think had impressed me so tremendously is that he was a very service oriented, what can I do for the field sort of thing, or what can I do for you as a person. That's an attitude that is relatively rare and yet

that's what it's all about. Administrative people can block but they're there to assist.

- Dorothy Huyck: 48:51 Administration, we were saying earlier, has been a role that's been acceptable for women for some time.
- Juin Crosse: 48:55 Uh-huh (affirmative).
- Dorothy Huyck: 48:56 But, there certainly are some women who are very dead-ended and are not able to lateral over in to another career ladder of any kind and who are not able to be promoted within certain brackets of lower graded administrative jobs.
- Juin Crosse: 49:11 Uh-huh (affirmative).
- Dorothy Huyck: 49:13 Nonetheless, you look upon it as an area of real opportunity?
- Juin Crosse: 49:18 Yes, I do. I guess I need to ask you why they're dead-ended. Is it because they refused to move?
- Dorothy Huyck: 49:27 In some instances, mobility is a problem but in other cases, there seems to be just no place to go.
- Juin Crosse: 49:32 Oh, all right. Now, are you grouping secretarial in there with that? Clerk typist—
- Dorothy Huyck: 49:39 I'm thinking of procurement people.
- Juin Crosse: 49:41 Oh, okay. Now, what happens a lot in agencies, and where I guess the Park Service is different, and yet the same thing happens in the Park Service that you're talking about, a person may get trained in one aspect of personnel and it makes them useless for anything else. They allow themselves – it's a strategy thing. They've done it to themselves and they're not willing to come back down and go across. What they do is they allow themselves to get promoted to where they're getting a very high salary, but they know no other skill. So, they can't generalize.
- Juin Crosse: 50:18 Now, in the field, and I think at the five and seven level and that sort of thing, if you are watching for the long term, and unfortunately a lot of people aren't. Men and women don't look to where do I want to be 10 years from now because that's what you have to do, you have to kind of look and say okay, I can afford to go in a specialty for a little while. I

can't stay in it too long or I'm going to be labeled as that kind of person. I'm going to get stuck there. I can't go too high in it because I will be overpaid and who wants to pay, like for instance, if you want to lateral from procurement at the 11 level into personnel, well, who wants a personnel officer that doesn't know anything about personnel?

- Juin Crosse: 50:57 So, what one has to do is do an awful lot of this bouncing around at the lower levels while you still can do it with one year of general experience, which is around the four or five level. And also – let's see, what do I want to say? Sometimes you just have to backtrack. You have to purposely take a downgrade to get something else that you need. For instance, when I was in procurement, I had people feel me out for an 11 job or two and I said no, that's completely out of the question because I know that if I get in to the 11 level that I'll never get out. I had a boss that managed but it's very rare.
- Juin Crosse: 51:37 So, I think dead-ending – now, where you see it is in the regional, in your central offices. Now, they are dead-ended, and the reason is that they are in such a big office that they're only running one tiny aspect and they're a specialist. You have to stay a generalist to keep moving.
- Dorothy Huyck: 51:59 If you were to look down the pipe five or 10 years as to the opportunities for women in the Park Service, what do you think you'd see?
- Juin Crosse: 52:09 Golly, I don't know. It's going to depend a lot on the women that are in now. The women that are in higher places like Lorraine. I'm very pleased to see her get that job because I think that seeing more and more of these associate and deputy directors, as they do well, and the women superintendents, that that's going to break down just a tremendous number of barriers. And then, I would say the sky's the limit. The only thing is that right now, and in the past, it has been tight in the Park Service for any kind of a ranger. I think that there are a number of women rangers and I think they're probably doing quite well.
- Juin Crosse: 52:52 But, the whole problem with the ranger's series is that they become a journeyman automatically. They go to the nine level. Well, we must have thousands of GS-9s that want to be chief rangers or superintendents or something like that and there just aren't that many of those jobs at the 11 level.

Now, Alaska might open things up enough so that there will be a loosening of, at least for a while, because that should create a lot more upper-level jobs and a lot of people will get a chance, including women. I think that for whatever reason that they want women in the first place, lots of times it's not a quota problem but it is – they're very aware of the fact that they have to do something for EEO. And, for whatever reason that they put us in in the first place doesn't really matter if we do the job well. But at least I don't think it matters.

- Juin Crosse: 53:52 If somebody's going to offer me a 12, I'm not going to say "Well, why are you offering me the 12?" I'll take it. I hope the reason I will take it is that I feel that they will be happy in the long run that they did it. They won't regret it. That's the important thing, I think. And I think that there's a lot of opportunity, especially we're so short at the upper levels that it's – and no one to go up there that if there's any way that women can keep working up 9, 11, 12, then I just really see great opportunities. Otherwise, we're going to have to bring women in from outside.
- Dorothy Huyck: 54:36 I've been asking you quite a collection of questions.
- Juin Crosse: 54:39 Yeah.
- Dorothy Huyck: 54:40 Is there something we have not talked about that you would like to comment on?
- Juin Crosse: 54:45 Gee, not that I can think of.
- Dorothy Huyck: 54:51 Well, thank you.
- Juin Crosse: 54:52 You're welcome.

[END OF TAPE]

[END OF INTERVIEW]