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



Merrill Wilson
July 6, 1978

Interview conducted by Dorothy B. Huyck
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[START OF TAPE]

Dorothy Huyck: 00:00 It's July 6th, 1978. I am Dorothy Huyck. I will be interviewing Merrill, M-E-R-R-I-L Wilson, who is a historical architect with the Denver Service Center. Could I ask you to begin with how you first became acquainted with the National Park Service?

Merrill Wilson: 00:21 Became acquainted with, or when I first – Well, I was taken to national parks as a child.

Dorothy Huyck: 00:29 Camping trips?

Merrill Wilson: 00:31 Primarily, I grew up here in Denver, and we mostly went up to the Tetons and Yellowstone when I was little. So, I had that familiarity, but not too much beyond that.

Dorothy Huyck: 00:47 And what factors went into your being interested in working for the Park Service center?

Merrill Wilson: 00:52 Well, it was very specific. I went to graduate school at Columbia University, in the School of Architecture, and they have a program in historic preservation. While I was at Columbia, we were taken to the various agencies employing architects in historic preservation, and the National Park Service was naturally one. In fact, one of the people who founded the program at Columbia was Charlie Peterson, and he was old time Park Service, and always promoted the Park Service. So, I was very familiar with the Park Service. I was familiar with the Denver Service Center, and I knew I wanted to come home to Denver, so it was perfectly logical for me to try to get a job here.

Dorothy Huyck: 01:45 Were you born in Denver?

Merrill Wilson: 01:47 Well, I was born in Philadelphia, but my folks were back there for just a brief period of time. They're both native Coloradans. And then I grew up here. Spent all my life here.

Dorothy Huyck: 01:56 When were you born in Philadelphia?

Merrill Wilson: 01:56 In 1949, September 24.

Dorothy Huyck: 02:01 Are you an only child?

Merrill Wilson: 02:01 No. Two sisters

Dorothy Huyck: 02:03 Older or younger?

Merrill Wilson: 02:04 Younger.

Dorothy Huyck: 02:07 So you are the eldest. How many years older are you than your next sister?

Merrill Wilson: 02:12 Three years.

Dorothy Huyck: 02:17 But you grew up here in Denver?

Merrill Wilson: 02:18 Uh-huh.

Dorothy Huyck: 02:18 And you graduated from high school—

Merrill Wilson: 02:21 Uh-huh.

Dorothy Huyck: 02:21 —here in Denver?

Merrill Wilson: 02:21 Uh-huh.

Dorothy Huyck: 02:24 Then where did you go to college?

Merrill Wilson: 02:26 Then I went back east to school. I started out, I spent a year at Wheaton College for Women, which is outside of Boston. And then I wasn't very happy with that and transferred to New York University right in Manhattan. And I finished my BA at New York University in architectural history.

Dorothy Huyck: 02:50 What went into your deciding to go east to college and particularly what lead into your transferring to NYU?

Merrill Wilson: 02:56 Well, my father had gone to MIT, and I just grew up thinking that one had to go back to college on the East Coast. I never thought there was another choice.

Dorothy Huyck: 03:08 Your father was a graduate of MIT?

Merrill Wilson: 03:10 Uh-huh.

Dorothy Huyck: 03:11 And your mother? Has she been to college?

Merrill Wilson: 03:12 She went to see CU up here and never was very happy with it. So, I didn't have – CU was something I didn't want to do. I definitely wanted to get away from home and see something new, and so that's why – And New York was tremendously exciting. I loved it. And it was the best place to study architecture and art. You know, you'd have a hard time studying those things out in the middle of nowhere, you know, something like Boulder. I think you couldn't see enough to appreciate.

Dorothy Huyck: 03:47 What is your father's occupation?

Merrill Wilson: 03:48 Well, he was trained as an engineer, but he's in business. He's been in business, family business for all his life.

Dorothy Huyck: 03:56 Is there any connection to architecture there? Anything like real estate or—?

Merrill Wilson: 03:59 No. No connection.

Dorothy Huyck: 04:02 And your mother?

Merrill Wilson: 04:03 She's just a housewife. She doesn't have a job.

Dorothy Huyck: 04:12 While you were going through the educational process, who was it that encouraged you? Were these family members or teachers or community or church leaders? Who did the encouraging during the educational years?

Merrill Wilson: 04:28 Well, my father was very strict. Both my parents were very strict as far as—

Dorothy Huyck: 04:34 Was that encouraging?

Merrill Wilson: 04:35 Oh yeah. Oh yeah. You know, I grew up knowing there was – I had to have a profession, and I had to get a good deal of schooling for it, and so that was – it definitely was encouragement.

Dorothy Huyck: 04:53 From your parents?

Merrill Wilson: 04:54 Uh-huh. I went to a good high school too. I think that helped.

Dorothy Huyck: 04:57 Which one was that?

Merrill Wilson: 04:58 It's the Kent School for Girls.

Dorothy Huyck: 04:59 I wondered if it might be that. So, were there teachers and faculty people or counselors at Kent?

Merrill Wilson: 05:08 There was one teacher, in particular, I felt very close to and he – Well, several, but he taught art and architectural history and that's really, I think as much as anything, what got me started.

Dorothy Huyck: 05:22 While you were in high school, did you take science and math courses as well?

Merrill Wilson: 05:25 No. I hated science and math, but I had to take them, of course.

Dorothy Huyck: 05:34 Were you ever considered a tomboy in growing up?

Merrill Wilson: 05:41 Yes, I think you could say that.

Dorothy Huyck: 05:41 Did you actually play with boys?

Merrill Wilson: 05:41 Oh, sure. Yeah, just as much as with girls.

Dorothy Huyck: 05:47 And then as you got into the teenage years, were you expected to become a lady?

Merrill Wilson: 05:52 Not really, no. My parents were never that way. In fact, I think my father just brought me up as a boy because he had three daughters, so he just – He was very good about that sort of thing. Never would tell you that you couldn't do something because you were a girl. He expected me to do anything that a boy would do.

Dorothy Huyck: 06:17 Therefore, you went on camping trips.

Merrill Wilson: 06:18 Yeah.

Dorothy Huyck: 06:19 And hunting, fishing, did you get into any of these things?

Merrill Wilson: 06:21 Yeah, fishing. Fishing.

Dorothy Huyck: 06:25 Have you found any of these experiences really helpful now that you actually are employed by the Park Service?

Merrill Wilson: 06:34 Oh, not really because the things I do for the Park Service are quite different from the normal. I do really just buildings and not the—

Dorothy Huyck: 06:45 When did you get your master's from Columbia?

Merrill Wilson: 06:48 Let's see, that was about six years, five years ago. I could find exact date in here. Must have been, yeah, six years ago.

Dorothy Huyck: 07:02 '71?

Merrill Wilson: 07:02 I think it was '70 – Let me see—

Dorothy Huyck: 07:03 That's okay. We'll check that.

Merrill Wilson: 07:06 Yeah.

Dorothy Huyck: 07:06 Did you follow that immediately by coming to work with the Park Service?

Merrill Wilson: 07:11 Well, actually I worked – I graduated in June and then I worked as a carpenter for a construction company in the New York area for about six months, and then I came out here in around December and started work in January.

Dorothy Huyck: 07:31 Presumably January '73.

Merrill Wilson: 07:33 Yes. No, '74. It was '73 when I finished school. That was it.

Dorothy Huyck: 07:38 And what was your initial position at the Park Service?

Merrill Wilson: 07:42 Same thing as I'm doing now. It was just a little lower graded.

Dorothy Huyck: 07:47 What grade did you come in at?

Merrill Wilson: 07:48 I came in, I think, as a seven. It may even have been a five for a – Because they started out, it was in the middle of the Bicentennial planning and design, which was several years before the Bicentennial. There was tremendous amount of work just being started. And I came and asked for a job, and they hired me on the spot. And because I didn't have the 171 filled out or anything, they put me on a—

Dorothy Huyck: 08:15 Civil Service [inaudible 00:08:15]?

- Merrill Wilson: 08:15 Nothing. They put me on a 30-day, and then they put me on a three month, and by that time, all the paperwork had gone through. And then they put me on a three-year term appointment. It wasn't a permanent. They weren't offering permanents then, so that was the best I could do. But I did – I'm sure I started as a seven and then a couple years later went to a nine and now, I just recently was promoted to 11.
- Dorothy Huyck: 08:41 Your first efforts were involved with Bicentennial. Is that right?
- Merrill Wilson: 08:45 Right. Right.
- Dorothy Huyck: 08:45 What aspect of the Bicentennial?
- Merrill Wilson: 08:49 Well, very interesting. It was when historic preservation was a unit of itself at the Service Center – this was how it started. It was quite small, and they were building the staff very rapidly. And I came in, and I was originally supposed to have started to assist someone on another project basically on the East Coast, because that's where the concentration was. But what happened was, one of the senior architects had passed away over Christmas just before I got there and left a big hole in the program, really.
- Merrill Wilson: 09:29 And so they just said, "I'm sorry, we know you're brand new. We don't know how you're going to do it, but just jump in and take this thing." And it was the Salem, Massachusetts projects. There were quite a few there during the Bicentennial because it was one of the most, well, one of the early significant sites for the Bicentennial. So, Salem was sort of all I did for about three or so years, yeah.
- Dorothy Huyck: 09:56 In the case of Salem, what in particular were you concerned about?
- Merrill Wilson: 10:01 Well, there are two historic wharfs there that were the support structures for the privateering activity that went on there and the wharfs have survived. One is nearly a quarter mile long. It's very large and it's made of granite. The other one is a wooden wharf about 800 feet long. And so, my job was to rehabilitate both those structures.
- Merrill Wilson: 10:27 One, the timber wharf, Central Wharf, required extensive reconstruction. One whole bulkhead wall had collapsed and

was in the water, and the fill was all being washed away, and it was really in just terrible shape. So, the first project was to rebuild that, and that was about \$500,000 project.

- Merrill Wilson: 10:52 And then the second project was to rehabilitate Derby Wharf, the stone wharf, which was in much better shape. And then the project after that, which was post-bicentennial, was to move two warehouses that were being torn down in downtown Salem. We acquired them and then move them to the site. And right now, they're in a stabilized condition. And then we're going to do the historic structure report next year and hopefully construction for the restoration of those two buildings will start within the next year or two, hopefully.
- Dorothy Huyck: 11:31 In working with these two wharfs, did you draw the architectural signs and the engineering design?
- Merrill Wilson: 11:37 I worked with an engineer in all cases and the two of us would come up with a design together. This was through the historic structure report. That is the planning document really for the project. And then after it was determined what was necessary, then I went ahead and did the drawings and the specifications with, again, the assistance of an engineer.
- Dorothy Huyck: 12:02 Did you two write the historic structure report?
- Merrill Wilson: 12:06 Mostly me, but I did have some engineering help.
- Dorothy Huyck: 12:10 And then did you also have some supervision of the actual work?
- Merrill Wilson: 12:14 Yes.
- Dorothy Huyck: 12:14 And allocation of funds?
- Merrill Wilson: 12:15 Yes. Well, funding wasn't really something I was too involved in except that I had a budget, and I had to follow that, but I did have to supervise the work, not the day-to-day supervision, but the supervision here, which was extensive. There were always things happening.
- Dorothy Huyck: 12:36 For example?

- Merrill Wilson: 12:38 Oh, you'd be driving steel sheet piling and they wouldn't go down far enough or something. They'd hit something. There were always decisions to be made in the field like that. You know, at what point do you pull them out and re-drive them? Or what point can you cut them off and leave them? There was that kind of thing. There was a lot of archeological remains that were found that I had to go look at and check on and measure and record, working with an archeologist on that.
- Dorothy Huyck: 13:10 So you actually spent a good bit of time in Salem?
- Merrill Wilson: 13:12 Yes, I really did. Back and forth a fair amount, especially during the first, the stages before the Bicentennial, when everything was so rushed.
- Dorothy Huyck: 13:24 And you're still involved as far as the warehouse is concerned.
- Merrill Wilson: 13:26 Right. Should be next year on those to do the research.
- Dorothy Huyck: 13:33 Why are they of importance?
- Merrill Wilson: 13:35 Well, as I said, they were in an area that the urban renewal authority was working, and they were being torn down. They were in very poor condition. They'd been abused for a long time, and they were very filthy buildings, but the important thing about them is that they were the last survivors of an era, the 1800 to 1820 period, in Salem. They're the last timber warehouses to survive. And the rest of the warehouses that you – I mean, there are other buildings that function is warehouses which are not timber, but a more substantial structure because fires regularly went through the waterfront. And it's amazing that these two structures survived. And so, they're, as far as we know, they're about the last two in the Northeast, of that type, that we know are very – It's all mortise and tenon joints and hand-hewn, and it's beautiful construction, but it has been changed a good bit, and it will require extensive restoration. Both of them will.
- Dorothy Huyck: 14:47 Excuse me. Once these are restored, how is the Park Service going to move them for the sake of public safety?
- Merrill Wilson: 14:54 Well, one of them is intended to be the maintenance facility for the park, so it will be an adaptive use, and then the

exterior will be restored. And I think they may even try to use part of that structure as a visitor contact station, but the other structure will be in a more visible public area, and it's going to be an interpretive building, again, more like an adaptive restoration. The exterior will be restored, and the interior will have various – I think they're going to try to put a theater, a small-type theater in there and visitor contact again.

- Dorothy Huyck: 15:34 Now that the Bicentennial has come and gone, do you still have interest in Salem, but have you also gotten into other projects?
- Merrill Wilson: 15:40 Yes, yes. I had a brief project at Sagamore Hill, which is Teddy Roosevelt's home. This was to replace a faulty heating system there and to install a humidification system. And that project, we are just getting a contractor for right now. So, it'll go under construction this fall, hopefully by the end of the summer. And that was a short project relatively, but another large project I've gotten involved in is at the Boston National Historical Park, which is the Charleston Navy Yard. And I'm involved in about six or eight structures there for various stages of work. There're historic structure reports for all of them.
- Merrill Wilson: 16:36 And then we're doing a lot of engineering studies and all because primarily I'm doing industrial type structures. The wharfs were the beginning. And then at the Navy Yard, I'm doing the dry dock and the marine railway and the piers and the bulkheads, and they're all very large engineering structures. And I just love it. I don't think I really want to be working on little colonial houses or anything like that. I really love the big industrial projects.
- Dorothy Huyck: 17:12 At the Charleston Navy Yard, what are these several kinds of structures?
- Merrill Wilson: 17:17 Well, as I say, one is a dry dock, which is the earliest dry dock in the country, and it was built by the Navy in about 1830 and a very significant structure. It's built of granite, and it measures 300 or 400 feet in length. We are working on the rehabilitation of that structure. I have to do the feasibility study, the historic structure report, to find out what its needs are and what has to be done to rehabilitate it. And then they're going to use it interpretively. The public

will be shown how a dry dock functions and be told the significance of that dry dock.

- Merrill Wilson: 17:58 Another structure I'm working on is the marine railway, which is another method of dry-docking ships, but it's a totally different method. It involves a cradle of timbers on rails that go down into the water and you float a ship on top of it, and then the whole thing is hauled out of the water and then, after it's repaired, it's launched again the same way. So that's another enormous project. It's a very large structure, so consequently, you end up talking a lot of money to repair it and make it, if not operable, at least stabilized, for the future so that you can show the visitors how it worked and all.
- Merrill Wilson: 18:45 And then there's the two piers there and all the bulk heading and a scale house, and all the railroad track is also my project. And it's a little overwhelming right now.
- Dorothy Huyck: 18:59 How long have you been working on them?
- Merrill Wilson: 19:01 Oh, for over a year, the earliest parts of it, but then less than a year for some of the most recent projects.
- Dorothy Huyck: 19:10 Did you know anything about dry docking before you got into this?
- Merrill Wilson: 19:12 No. Nothing. I grew up here in the middle of the country and not even familiar with ships or the ocean or anything, but because of the Salem project, really had to learn. And at the time, the man I was working for, he said, "You're as qualified as anybody else to do this because architects aren't trained to work with marine structures," but since these are historic structures, that's why I was involved so that we wouldn't – the integrity of those structures wouldn't be diminished in their rehabilitation. It seemed like more the type of project an engineer would take, but I think you'd find you might not recognize some of the structures if you didn't have the historic preservation input in them while they're being rehabilitated.
- Dorothy Huyck: 20:07 Is the Charleston Navy Yard, therefore, going to be your major concern for some time to come?
- Merrill Wilson: 20:10 I expect so. I expect it will, be certainly for the next year or more. I'm also slightly involved at Ellis Island. There's a

small project there. One of the fellows in the office is handling most of that but has more than he can handle. And I mentioned some interest in the powerhouse there, again, a large industrial structure. And so, I may, if we get regional approval on it for funding, I may do the historic structure report for the powerhouse at Ellis Island.

- Merrill Wilson: 20:47 But that's about it. I'm helping out one of the new people in the office, Shelly King, to get started on a project, Allegheny Portage in Pennsylvania. It's a nice house of about the early 1800s, and it's a stone house. So that's been a nice change from all the marine structures I've been working.
- Dorothy Huyck: 21:13 As you've spent the last four years with the Park Service, have you found in your supervisors that's been encouraging or discouraging, or have you encountered both?
- Merrill Wilson: 21:32 I think really on the whole very encouraging. I worked for Vernon Smith for most of that time and he's remarkable. He really is and one of the few men I know who literally has no prejudice whatsoever about women. In fact, he's terribly encouraging.
- Dorothy Huyck: 21:54 [inaudible 00:21:54]
- Merrill Wilson: 21:55 Just about for the whole time, except – And I think the Park Service has been more than generous. I've taken a course they offered here at the Service Center in certification writing. That's one thing they don't teach in architecture school. And that was very helpful. I've been able to attend several professional meetings, which is, I think very important. I got to attend a meeting in London last year concerning the preservation of docks and harbors, which was just what I was working on. And that was a great experience.
- Dorothy Huyck: 22:34 Which one was it?
- Merrill Wilson: 22:38 It was the Greenwich Maritime Museum, and it was an international conference, and actually I was sent by Washington to represent the Park Service. It was just great. Great experience.
- Dorothy Huyck: 22:50 And did you know that they had found value [inaudible 00:22:56]

- Merrill Wilson: 22:56 Oh yeah. I really think so. I think I have much greater opportunity here at the Park Service to do the kind of things I want to do than I would in the private sector because the architectural profession is very hierarchical, and you would start out for your first five years just drafting, and that isn't true here at all. You are thrown right into it like I was, with the Bicentennial, and you get a tremendous amount of responsibility you wouldn't get in the private sector. I feel that I definitely, get to do things here that and I wouldn't otherwise.
- Dorothy Huyck: 23:39 I mean, there are plenty of people within the Park Service a rather male-oriented organization. Do you?
- Merrill Wilson: 23:49 I think that's true. Oh, absolutely. I mean, you just need to look at the management and the Service Center and there's not a single woman in any position of responsibility. And none of the team managers, none of the assistant managers, none of the people below them are women. I think it's scandalous. I really do. There's just – Other than our EEO representative, which now I think is not a position of responsibility, frankly. It doesn't have anything to do with what happens over there.
- Dorothy Huyck: 24:19 Are you thinking that in your case, some of the [inaudible 00:24:26] EEO representative—
- Merrill Wilson: 24:25 Oh, well, I mean, to me that has nothing to do with what I do. EEO has to do with – Well, I mean, it doesn't have anything to do with design, production, construction, none of the – I mean, I'm a professional and I have an EEO. All I'm saying is that's the only position you can see, that's visibly a woman is in. And there's also a woman in the compliance office, who's head of the compliance office, but literally that's all I can think of. And I think that is a shame. And I also see that in the national management of the Park Service. You don't see that many females in Washington in positions of responsibility. You don't have, for instance, a woman as the director. Never have, and I don't think we'll see it very soon either.
- Merrill Wilson: 25:21 So definitely male-oriented. That isn't necessarily – It's not a – It's just a very typical thing, and I think you see it just about everywhere, so that's nothing unusual. It's just that I don't see any great changes coming in the Service Center organization management. It's maybe right now, they're in

the position of hiring chiefs on all the regional teams for historic preservation. And I think that is going to be their big opportunity to hire some women. And so, I suspect we may see some hired, but other than that, there are no women in any positions of any responsibility.

- Dorothy Huyck: 26:10 A corollary to that question there might be what might be, do you think that being a woman has affected your opportunity to either pro or con in the department?
- Merrill Wilson: 26:19 No, I don't think so. As I say, my boss for four years has been really scrupulous about making sure that there's no favoritism either way. So, I don't feel like I've gotten any special treatment no, and I don't think I deserve it either.
- Dorothy Huyck: 26:38 Are there any jobs within the Park Service that you feel a woman should not tackle or undertake?
- Merrill Wilson: 26:43 Oh, no. No, absolutely not. I think—
- Dorothy Huyck: 26:53 Is there anything evolving by way of an old-girl network within the Park Service that you're aware of?
- Merrill Wilson: 26:53 Not that I'm aware of. No. I belong to an organization in Denver which is Women in Architecture, which is the closest thing I know to something like an old-girl network, but that's a very informal group of architects here in Denver and it doesn't have anything to do with the Park Service, so no.
- Dorothy Huyck: 27:11 And if you project ahead say five years, how do you see the possibilities for women in the near future?
- Merrill Wilson: 27:20 Oh, I think they're real good. I do. I think if I didn't want to be doing just what I'm doing now, there are a lot of opportunities for me.
- Dorothy Huyck: 27:28 Within the Park Service?
- Merrill Wilson: 27:30 I could see that. If I wanted a position, a more usual type position along the superintendent line rather than the professional line, I think there are a lot of opportunities. I think there's training available, and if I really wanted it, I suspect I could get good training.

- Dorothy Huyck: 27:53 So even though you don't see many women in top management jobs within Denver Service Center, you do feel that there are opportunities, as far as—
- Merrill Wilson: 28:00 I think it's coming up. I do. A friend I knew here at the regional office, she was in public relations, was sent through their special management program – Department of Interior management program – and I'm sure she's going to do real well in the Park Service because of that. But I don't have the same interest. I really just want to be an architect and work on historic buildings. So, because of that, I don't think there's a – There isn't very far you can go, frankly, as a professional, if you want to work on buildings and you don't want to become a manager. So, I feel I'm not going to – I don't see myself getting high up in the hierarchy or anything like that, just because I really would – I'm sure I would have to stop doing the work I enjoy.
- Dorothy Huyck: 28:58 You have been married within the last week. Does this enter into your thinking about continuing with the Park Service?
- Merrill Wilson: 29:05 No. I feel, in fact, that the Park Service offers a lot of flexibility to a married woman if she's interested in having a family. I know it's possible to work less than full time and I've seen other women who've been able to manage families and work for the Park Service, so I'm very encouraged by that.
- Dorothy Huyck: 29:31 So if you were to have a family, you would not necessarily resign?
- Merrill Wilson: 29:35 Oh, I would hope not. No, I would hope I could work out something where I would work maybe several days a week, three days a week or four days a week, something like that. I don't have any – I don't anticipate anything right away though.
- Dorothy Huyck: 29:50 No, but I was thinking about whether or not there are people now on a three-day schedule?
- Merrill Wilson: 29:55 Well, one of my friends was. And she finally decided, she had two children, that she would resign, but for quite a while, several years, she worked on a part-time basis, and it seemed to work out all right. I think you can't expect to work just a few hours a week. You really have to have a

pretty strong commitment there, otherwise, I don't think you're any good for that.

[TAPE STOPPED. POORER QUALITY WHEN RESTARTED]

- Merrill Wilson: 30:23 Actually, I met him on a field trip working in Yosemite. I was involved in Yosemite master plan for a while, and he was a rock climber from Yosemite and was living out there. He wrote several books on rock climbing. But now he's here in Denver and works as a salesman. He still rock climbs but now he's making a living.
- Dorothy Huyck: 31:03 [inaudible 00:31:03].
- Merrill Wilson: 31:08 I'd certainly consider it, but I'll be honest with you, as a Denver girl, my family is here in Denver. I really don't have a great desire to move. And I would hope I could continue here in Denver. I'm not looking to go up the Washington ladder or anything like that. One way or another I'm hoping I can stay either at the Service Center or here at the regional office.
- Dorothy Huyck: 31:42 [inaudible 00:31:42].
- Merrill Wilson: 31:53 I really can't think, except that I found with just a couple of men [inaudible 00:31:53]. Nothing about women. Really surprisingly. I think every so often you'll run into one old codger who doesn't think women belong but that's very rare. I think by and large to be just the opposite. But I feel very good about the Park Service.
- Dorothy Huyck: 32:31 [inaudible 00:32:31].
- Merrill Wilson: 32:31 Yeah, definitely.
- Dorothy Huyck: 32:31 [inaudible 00:32:31].
- Merrill Wilson: 32:38 [inaudible 00:32:38] A bit unusual because there are so many young people at the Service Center you don't get as much bias and prejudice [inaudible 00:32:47] but I found pretty much the same thing in region. Sometimes hard to establish credibility with superintendents and all. That matters too, but once you do, once they know you can do the work, there's no problem.

[END OF TAPE]

[END OF INTERVIEW]