

MEDICAL LIBRARY ASSOCIATION

ORAL HISTORY COMMITTEE

INTERVIEW

WITH

**LINDA A. WATSON, FMLA**

Interview conducted by Rick B. Forsman, FMLA

June 9-10, 2017

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Consent Form for Oral History Interview (2002 version)

This confirms my understanding and agreement with the Medical Library Association (MLA) concerning my participation in an oral history interview as a part of MLA's Oral History Program.

1. I agree to be interviewed by Rick B. Forsman  
on June 9, 2017 - June 10, 2017. I understand that my interview will be recorded and that a transcript and edited version of my interview will later be created. I understand that I will be given an opportunity to review and edit the edited transcript before its release.

2. I hereby grant and assign all right, title, and interest to any and all recordings and transcripts of my interview including copyright [and all rights subsumed thereunder] to MLA. I will be given a copy of the edited transcript for my personal use. I understand that the transfer of these rights to MLA confers no obligations on MLA to promote, market, or otherwise make publicly available copies of the interview.

3. One or more edited and/or condensed versions of the interview, approved by me, may be disseminated by MLA, as it deems appropriate.

4. I understand that the original, unedited recording of my interview and the original unedited transcript will be maintained in the MLA archives at the National Library of Medicine, or at such other place as MLA may reasonably designate, and may be made available to researchers who have demonstrated that they have appropriate qualifications. I further understand that the original unedited recording and/or the original unedited transcript will be made available with the following restrictions (Check one):

☒ No restrictions

☐ The following specified portions of the interview will not be made available to anyone until \_\_\_\_\_.

Linda A. Watson  
Name of Interviewee

Linda Watson  
Signature

Date 6/9/17

Accepted by: A. B. [Signature]  
MLA EXECUTIVE DIRECTOR

Rick B. Forsman  
Name of MLA Interviewer(s)

Rick Forsman  
Signature

Date 6/9/17

Date 7/7/17





## **Biographical Statement**

Linda A. Watson, FMLA, is acclaimed as an energetic and astute library administrator, who directed two contrasting academic health sciences libraries. Known for her belief in the importance of librarians having “a place at the table,” she secured and sustained collaborative relationships across organizational lines, both within and beyond the parent institution. She engaged her staff in teamwork, carrying forward her passion for playing sports to motivate and involve her colleagues in achieving goals. Her accomplishments in outreach, staff development, scholarly communications, and advocacy were evident in her library positions and leadership of professional associations.

Following a French degree from the University of Connecticut and graduation from Simmons College of Library Science, Watson moved immediately into her role as project manager as a government contractor. An assignment to recatalog and shift the serials collection at the National Library of Medicine introduced her to the institution which became key in her career in medical librarianship. After an internship in the Associate Fellowship Program, she was hired to coordinate the move of the National Medical Audiovisual Center to Bethesda and the development of the AVLINE database. The resulting connections with audiovisual librarians nationwide, Regional Medical Libraries, and the Association of American Medical Colleges gave her unusual exposure and experience for a beginning librarian and career-long relationships.

After ten years at NLM, Watson spent the next five years at the Houston Academy of Medicine-Texas Medical Center Library in administrative positions, learning from the challenges of the complex organizational structure of the library. This led to her own leadership as associate dean and director at the University of Virginia (1990-2005), where she was an integral member of the health system management team and oversaw outreach programs in the state and expansion and renovation of the facility. She then moved to direct the health sciences libraries at the University of Minnesota until her retirement (2005-2011), continuing her focus on outreach and staff development. She successfully combined a reporting relationship to the university librarian with relationships with the health sciences center.

Watson was active in the Health Sciences Communications Association (HeSCA) during the period of her audiovisuals work at NLM. She was elected to the MLA Board of Directors (1996/99) where she was treasurer. She served as MLA president (2002/03) at a time of new emerging roles for librarians, as well as president of the Association of Academic Health Sciences Libraries (AAHSL) (2007/08). She participated on the Joint MLA/AAHSL Legislative Task Force and as a mentor in the NLM/AAHSL Leadership Fellows Program. She was appointed to the interdisciplinary Institute of Medicine study on the future of rural health. She jointly received the MLA President's Award for her work in scholarly communications and was named a Fellow.

Always prepared to seize opportunities, Watson positioned her teams and libraries for success through a clear vision, collaboration, thoughtful risk taking, innovative approaches, and careful monitoring of progress.

## Medical Library Association Interview with Linda A. Watson

*[WAV File #1]*

RICK B. FORSMAN: This is an interview with Linda A. Watson for the MLA Oral History Project on Friday, June 9th, 2017. The interviewer is Rick Forsman. Linda, thank you for hosting this conversation in your home here on Hilton Head Island, South Carolina. To begin, let's talk about how you entered the profession and your early career.

You grew up in Brookfield, a small rural town in western Connecticut. How did your family and early years establish the work ethic and the other values that are evident in your accomplishments?

LINDA A. WATSON: I had a sheltered, stable environment growing up, wonderful parents who expected that their three daughters—myself and my two younger sisters—could do and would do anything that they wanted to do, and they supported us fully in that. And in those days, they fully supported our sports interests and our music interests, and were always racing around taking us here and there.

I think my competitive spirit and my love of sports grew out of that time, but I also think I learned a lot about team effort playing on softball teams. It was a really formative part of my life. I also worked almost as soon as I could. Starting from babysitting, I had various summer jobs from running a fruit stand to working in a drycleaner.

The most interesting position I had was working the four-to-twelve shift in a factory that did surgical supplies. That was my first exposure to the medical profession. My job was to sit on an assembly line winding sutures. Some of them were silk; some of them were catgut. And it was all piecework, and so the better and the faster that I got at doing my work, the more money I got paid, and I got paid a lot of money that summer.

But the most important thing was that the other workers on the line were Portuguese women; very heavily Portuguese community in that area. And these women, these were their second jobs, so they had worked all day and this was their second job. They taught me what a real work ethic was. And they were so gracious towards me, a college student at the time, showing me the ropes. They were happy to hear about my life; I was happy to hear about their lives.

And it also taught me, from doing it myself, what repetitive work meant and how deadly it could be. And so when I was a manager—and there's a lot of clerical work, simple clerical work, in libraries—it really made me focus a little bit on how I could make jobs more interesting.

F: For the people who worked for you.

W: Exactly—later on. It was a really formative time, and I did make pretty good money at it, too. So that was part of my background.

F: And I'm guessing that experience also taught you about yourself—that you were not going to be happy in a career that was very repetitive.

W: That's correct, yes. But also, my competitive spirit was allowed to come out because it was piecework. The faster I could go, the better I could do, the more money I could make, and so there was always a challenge ahead of me. There was always a goal that I was trying to reach. Okay, I did this many sutures yesterday; I'm going to do this many today. I think that's all part of being goal-oriented and results-oriented, and it probably started back then.

F: Absolutely. And also as part of your early work experience, you started working in a library at age sixteen.

W: I did. My mother was on the library board at my local public library. She got me the job. I think I made fifty cents an hour—maybe a dollar an hour. And my job was to reshelve the books, Dewey Decimal at the time. And I also got to check out books. We had the little cards in the back in those days and the little special pencils with the eraser head on the same side of the pencil. You remember those?

F: Yes.

W: You could easily erase and stamp. Met a lot of the community members, and really enjoyed that a lot. So, yes, that was my first job in a library.

F: And then you were a library user in high school and college. But when did you actually start getting interested in thinking about that as a possible career choice?

W: Well, truly, I'd have to correct you in saying that. I was not really a library user in college and high school. I hardly ever saw the inside of a library. I was a language major, so I was most often in the language labs or in my room studying. I didn't like to study in a library with other people around, so I rarely, rarely used the library as an undergraduate.

And it wasn't really until I got to Simmons library school and took a reference course from Ching-chih Chen that I had any clue that there were any of these resource, reference, print, tools, indexes, encyclopedias—those kinds of things. I had no clue.

So I really can't say that anything in college really prepared me to be a librarian. It was mostly desperation coming to the end of my college career. I was a French major; didn't want to teach. What am I going to do? I better go to graduate school. And so I was browsing the career planning part of the library—I did use the library at that point—and I found a book called, *So You Want to Be a Librarian* [by Sarah Leslie Wallace, Harper & Row, 1963]. Seriously, that was the title of it. There is such a book. And I took it down. I said, "Huh, this sounds interesting." A one-year program—at Simmons at the time. A trade, a craft, that you would have a skill set coming out that you could probably make a living at. So that's how I became interested in going to library school.

F: Very interesting. And you were an undergraduate French major at Georgetown.

W: Yes. Georgetown was a really expensive school and my sister was about ready to start college herself, so I switched to the University of Connecticut, my state school, which was a lot cheaper, and I was able to bring a lot of my credits from Georgetown and make them work at UConn, and was able to graduate a semester early, so that saved some money there as well. I started Simmons in January and was able to go straight through and finish by the end of the year.

F: And it sounds like the book that you discovered must have been fairly helpful in allowing you to say, “Oh, there are my own personal traits that match this as a potential career area.”

W: Yes, I think, probably. Many people, when they first hear that you’re a librarian, what do they always say? “Oh, you must like to read.” Right?

F: Yes.

W: So that was true; I did love to read. I had worked in a library. I enjoyed the interaction with the people in the library. There’s the smell of the books that I think some of us just are drawn to. And then there’s the whole public service aspect of it—that it could be a really valuable community service. So, yes, all those things were identified in that book. I think I probably skipped over the cataloging parts.

F: Cataloging is not always everybody’s favorite.

W: That’s true.

F: And while you were at Simmons in the library program, you worked at both the Boston Public Library and the Spaulding Printing Company. Did either of those jobs help influence your preferences about what you would do with your library degree?

W: The printing company, not so much, really. I learned how to use a collating machine and learned how to keep my fingers out of it. And a folding machine and all of that sort of thing. And I enjoyed working. It’s always been hard for me to be just a student. I always like to be doing something and be busy doing something. So having a job that I felt I was doing something was very important to me.

The Boston Public Library is a fantastic place, a beautiful library. I worked in the archives, though, by myself, [working with] architectural drawings, taking them and cataloging them and putting them on preservation paper and all of that sort of thing. So I got to learn about the architecture of Boston through that process. I was always learning something, and I think that’s also what appealed as a librarian, the aptitude or the desire to always wanting to be learning something, even if you weren’t even looking for it; like, oh, that is really cool.



F: And always being surrounded by more information and more knowledge than you can tap.

W: Exactly. But I was working by myself, and it was in the dusty basement of the library, and so I knew that wasn't what I wanted to do full-time.

F: Sure. You mentioned Ching-chih Chen, who obviously, those of us who know her think of her very fondly, and she was a force to be reckoned with.

W: Yes, she was.

F: Are there other things at Simmons that you remember that were important to you or that stand out in your memory of that time?

W: Yes, I think probably two things. One, the other faculty member who really, I think, launched my management career was Thomas Galvin. He was at the time a professor for the management courses, and he became [associate] dean. And he introduced me to the case study idea, how to learn. I loved case study. There was something about reading the case, working through the problem, the whole problem-solving aspect of it, working through the issues, writing out a solution and the consequences, coming to class the next time and discussing your other approaches. That was in my first semester there, and I loved it; just absolutely loved it. He went on to be dean at Pittsburgh, and he went on to be the executive director of the American Library Association. In fact, he wrote a couple of my first early references for jobs. But he was really one of my first library mentors. He may not know that; he might know that. But he was really great.

And the two other things I remember were the camaraderie even then among the students. I think we find that later on in our profession with the Medical Library Association and others. But we studied together, we commiserated together. Many of them were commuters, not full-time like I was. We really created quite a bond among each other and that was a lot of fun. I didn't have that in college so much, really, for some reason. I don't know why that was.

F: And I think that that's a common experience. In college, it's much more of a solitary kind of study, and then you enter a class with a finite number of other people and there are bonds that happen.

W: Right. I also think I learned there in library school—it was my first real interaction with group projects. They were really big on putting three or four students together to do a group project. I must say that I didn't always like those experiences because—it taught me a lot about project management in the future—because some people will slough off, some people won't do their work, one person will be carrying the torch and getting everything done, and that usually was me, because the deadline was here and we need to start now.

But not everybody works the same way—and I think later on in life, when we were all familiar with Myers-Briggs and different styles of working—that hadn't entered into our consciousness at that point. So I kind of floundered in the group project. I used to dread the group projects at that point.

F: Well, as you say, I think you learned valuable things that became more valuable later.

W: Absolutely.

F: But at the time it is kind of frustrating when the work is uneven.

W: Exactly. And then the final thing I remember is, I went through the summer, and Fenway Park was right across the way. I would sometimes cut my cataloging classes and go over to watch—if there was an afternoon baseball game, I'd be over there at Fenway Park. So, sorry, Professor Fang, I can't help it [laughter].

F: Very interesting. And I'm assuming that while you were at Simmons, you found out about the job opportunity with your first contracting firm?

W: No. Actually, I got married and moved to Maryland with my first husband, who was a pharmacist, and moved without a job. I graduated in December, moved in February, and started looking for a job. I had in my mind to interview for a reference position at both the DC public library system and the Montgomery County, Maryland, library system, both of which I had references from Professor Galvin for. But I had no experience, to speak of, and I interviewed for both of those positions. It was kind of scary. That was my first professional interview. And I didn't have the experience they needed and so I didn't get those jobs. So I kept looking and I saw the [ad] for this one in the newspaper. Just picked it up: "Librarian needed; call here." I called and interviewed and got the job, so that's how I got that job.

F: Your first assignment for them was conducting a serials inventory at the Department of the Interior in Washington. How long was that project and what did it teach you? Because it clearly was project management right off the bat.

W: It was. I thought it was great. I felt like an adult for the first time. I had to commute in from Gaithersburg, Maryland, which is quite a distance from DC. Before Metro. Metro wasn't there yet, so I commuted by train from Gaithersburg to Union Station and took a bus across town to the Interior Department. Took about an hour each way. And I felt like an adult, with everybody else reading their newspapers, going to work. And I loved being down in DC. The basement of the Interior Department is not a fun place to be. Dusty.

F: Those old government buildings.

W: But I had a great boss. Her name was Marianne. I can't remember her last name. And she was one of my early role models, too, because she was the project manager. I was just the librarian helper at the time. She taught me about serials, all the stuff I had missed

during my cataloging classes that I'd skipped at Simmons. So I learned how to handle serials. And then working by myself in the basement of the Interior Department cataloging and inventorying technical reports on all kinds of interesting things—you know, the Interior Department, parks and this and that. It was fascinating. Again, just saying, I would spend time, like, "Oh, I'd like to read this." It was just more information and I just loved it. And the organization there, even though I was working there by myself—that it was a project, I was responsible for this much, and I got this much done, and I had some result to show at the end of the day, a great boss, and a fun commute. I really loved it.

Then the manager at Tracor Jitco asked me to come up to headquarters and help write a proposal in response to a request for proposals by the National Library of Medicine. The National Library of Medicine at the time was looking to recatalog its serials collection from corporate main entry to title main entry—to not only recatalog them, do the data sheets to be input into their computer system, and then to shift the collection to represent that change in alphabetization.

F: To shift that huge physical collection.

W: Yes, to shift the collection. That was the project. So that's where I learned how to write a proposal. There were other people in the office who had written other proposals, so I was able to learn from them how to do a task proposal step by step, what needs to be done. Again, problem solving. Here's the problem, here's how you break it into individual pieces. And I also learned cost proposals—how are we going to cost this thing. How much it's going to cost for this and that, and how many people will you need, and at what point? So that was a really good experience, and we got the contract. Once we got the contract, then I became the project manager for that contract and was assigned to the National Library of Medicine.

F: And how long were you there for that project?

W: Let's see. I probably did that for about nine months to a year, I guess. I'm losing my dates there about when I did the National Library of Medicine project. But it's during that time that I had a person that I was supervising—so that was my first supervisory role. She was very good and we got along very well. We worked together. I enjoyed the work. I met people from the National Library of Medicine, including Betsy Humphreys, who I believe was head of serials [librarian, Serials Records Section; later assistant head, Serials Records Section] at the time. She wasn't the project manager, but she was there.

And the cataloging was going along just fine, and then we had to start the shifting part, and that's when I had to hire mostly students, mostly guys, mostly kids, who were kind of hard to keep track of in the basement of the National Library of Medicine. We had book trucks everywhere, and every once in a while I'd find these guys sleeping on the book trucks in the corners. It was quite the supervisory challenge there.

F: I bet that would be.

W: But I only got about probably a third of the way through that project before I applied for the National Library of Medicine Associate [Fellowship] Program, which had been introduced to me by the project manager, who said, "You might be interested in this." So I did apply for that. Somehow I survived the interview process, which is quite rigorous for that program. And the one that I remember the most was a contentious, bickering interchange between Joe Leiter and Erika Love, who in tandem were interviewing me.

F: Oh, that's right. Erika was there.

W: Because Erika was the [deputy] associate director of library operations. Joe Leiter was the [associate] director of library operations. And together they were interviewing. I didn't get a word in edgewise. The two of them were bickering with each other. I said, "Well, this is interesting."

F: I can see those two personalities clash.

W: Mm-hmm. But I must have made the grade. I guess I must have shown that I wasn't intimidated or upset. I was just, that's interesting. I was gracious about it all. And so I interviewed with the other folks, and I was accepted, so I started my associate year in 1975.

F: And at that point you were no longer on the serials project.

W: That's right. I resigned from that, and my assistant, who I had trained, was able to take over as project manager. Because I did feel bad about that, whenever I left. Even when I left the Interior Department—I had a job and I was doing it and then I got pulled away to headquarters, and then from NLM, the job unfinished. I don't like to leave jobs unfinished, but at least I had someone who was able to carry on and get a promotion and all of that sort of thing, and it did get done.

F: Yes, clearly it did get done. But that's interesting, because you had a difficult choice, but it sounds like a very attractive possibility. And the Associate Program is very selective.

W: But the other thing that made it less difficult: I was at that point beginning to be torn between loyalty to my company, which was there to make money and to do things most efficiently as possible, and here's what we said we were going to do and here's what we're going to do, and then the reality, when you get into a situation, and you realize that a better way would have been X, Y, or Z, but it might cost a little bit more money. It would be better for the client, NLM, but not for the company.

And that tension between doing something for profit versus doing something because it's the best way to do it and this is going to pay benefits in the future—I really started feeling that tension really early. And I think it did steer me towards where I think I wanted to go,

which was public service, some public sector environment, as opposed to a private environment.

F: And I'm curious, Linda, when you decided to apply for the Associate Program, were you thinking at that stage yet that medical libraries had an appeal, or was it just, this is an interesting opportunity in and of itself?

W: By that time, medical libraries was where I wanted to be, because my husband was a pharmacist. At that point, he had created his own business serving nursing homes, so I was helping him with filling prescriptions and doing all kinds of things. And it appealed to me—the health aspect and the importance of health and medicine, and then being at NLM and seeing all the medical journals, although I got stuck on a lot of the *Izvestiias*—Russian journals. But no, by that time I decided I wanted to be in medical libraries. I think this is really cool.

F: And it sounds like you also learned a lot about yourself and what you wanted to do and what you liked about project management. You mentioned the realization that it's difficult to try to balance the for-profit aspect and the altruistic aspect of doing the job well for what it needs to be in and of itself.

W: Absolutely. I don't know if I realized I was learning those lessons at the time, but certainly, in reflecting over my career, I said, "Ah, that was a really good experience for me." That really set my direction for the way I want my career to look.

F: And then, in 1975, you became an NLM associate for a year. So you moved away from the serials project. Tell me what you did do during that year.

W: Well, I was one of five. Usually there were three to four associates. This year there happened to be five. I can't say enough about how much that experience shaped my career and the future contacts that I had. And it ended up being my job later on.

What beginning librarian really has the chance to go through, rotate through all the possibilities of cataloging and public service and computerization and all the different indexing and language and vocabulary—things that an entry-level librarian at a public library would probably never encounter. I loved that part—learning, learning, learning. It was just really, really great. But at the end of about six months, the project time began. The first part of the curriculum is rotating through and learning a lot and all of that sort of thing, and then the second part of the year is doing projects. I was already chafing at the end of that six months from just learning. I mean, I love to learn, but I need to do something; I need to be useful.

The project management part was really exciting, and I happened to choose a project that was identified by one of the staff. Staff identified projects that they needed help with. And this one was a project that Dan Tonkery conceived of and he was working on. He had been tasked by Joe Leiter to move the audiovisual cataloging operation and AVLINE—Audiovisuals Online—from Atlanta, the National Medical Audiovisual

Center, to the National Library of Medicine in Bethesda. He had been tasked by Joe Leiter to do that, and that was the project.

So how would we do this? What would we need to do, what resources would be needed? I'm still a fairly entry-level librarian and I get to travel down to Atlanta and do a site visit and talk to people about what their jobs were and how they did things, and then come back with Dan, who was the ultimate strategic thinker and a get-things-done kind of person, and thinking out of the box, and a great mentor. One of my first really good mentors there. And so that process—I still remember writing out flowcharts. Do you remember those templates, the flowcharts?

F: Yes.

W: With the triangles and the circles and this and that. I did many of those to see, okay, first this happens and then this happens. And through that process we developed a plan, and implemented the plan to move the audiovisuals program—cataloging and acquisitions and AVLINE—to Bethesda. And at the end of that project, that became my job. I became the AVLINE coordinator. I was offered a job to stay on. None of the other associates chose to stay on; they all decided to leave. But I chose to stay on, and that was my job. So that was key, absolutely key.

F: And was the first part of that job doing the integration, or had that already occurred when you moved over to be AVLINE coordinator?

W: The project set this framework for it as we were working on it, so it was kind of continuous. It never really was, this part ended and this part started; it just kind of segued right into it. Everyone just assumed I would manage it, and that's the way it happened. I didn't interview for that job; it just kind of became a job. And so, how easy is that? So that was really good.

The other thing I learned from Dan is, Dan—I think this is fair to say; Dan's going to listen to this one day—was Joe Leiter's fair-haired boy. Dan and Joe had a relationship such that they could get things done. They understood each other. Dan could put up with Dr. Leiter's rantings and be able to keep up with him. And I learned early on to have your ducks in a row before you present something to Joe Leiter. You better have your facts straight, you better know your numbers, you better not back down if you really believe something and you can back it up with facts. Very, very early training for what becomes very useful as a library director, obviously. But how many librarians get that opportunity at a young age to experience that with a mentor who is really a good role model in being able to do that?

F: Right, because Dan had great organizational skills.

W: Absolutely he did. Very good instincts, good skills, good technical skills, people skills. So, yeah, that was one of my very first key mentorships. Absolutely.



F: And Joe would not be patient if you were not well organized and didn't have a good plan.

W: Absolutely not. No, you had to have your act together.

F: Well, you were dealing with audiovisuals at an exciting time: when education was starting to explore how to use them better. New technological possibilities were emerging. AV media were shifting in terms of what had been used, what was the coming thing. Libraries were struggling with cataloging and controlling media. You were sort of on the wild frontier with a lot of that stuff. And it's one thing to integrate a print collection into a library; it's something else to manage [subsuming] an audiovisual collection and merging that into traditional library operations. Lots of things going on there, lots of challenges.

W: Yes. Some of the issues were technical. I still remember fighting with 16-mm reels of film while we were trying to look at them so that we could catalog off of what might be a title page—technical problems like that. Filmstrips everywhere, some of the media, audiocassettes, that got all garbled up. There were some actual, physical technical problems. And the cataloging was difficult because there wasn't a title page that you could look at, necessarily.

And, there was a lot of junk out there, too, which was what one of the purposes of Audiovisuals Online—AVLINE—was, which made it unique from the other National Library of Medicine products, like CATLINE for books and other print media. Because there was an evaluation process that went behind AVLINE, so they were peer reviewed, in addition to the cataloging flow, which was difficult enough, but luckily I had great staff like Alice Jacobs at the time and others who were really good at that.

I also had the opportunity to manage, along with Harold Schoolman, the contract with the Association of American Medical Colleges [AAMC], who were coordinating the peer review process. So they were dealing with the health professionals who were evaluating the media. I was dealing with the logistics of packaging those media up, getting them sent to the reviewers, developing some kind of an online system so that we could track where things were, getting those reviews into the database—all of those logistical kinds of things. And I loved doing that; I loved the logistics of it, even though there were some challenges there. But, as you mentioned, it was still a frontier, and it was a stepchild. Audiovisuals were a stepchild at the National Library of Medicine, as they probably were elsewhere.

F: Everywhere, yes.

W: And health professionals were shy about using them because they were too complicated. They didn't want the projector to break in the middle of their lecture. And so there were a lot of behavioral issues too about getting health professionals to use audiovisuals in their teaching or their continuing education.

But it was fun. It was a really heady time. And I got the chance to travel then around the country to the various Regional Medical Libraries [RMLs], because I also made the point—and I'm probably not the only one—well, if you can lend a book, why can't you lend a videocassette? Looks like a book, feels like a book, probably weighs about the same as a book. The National Library of Medicine at the time was lending actual physical books. Why not audiovisuals?

F: Another physical object.

W: Absolutely. I had the chance to travel to many of the Regional Medical Libraries and talk to their people there about how we could decentralize that operation. Because many of them had their own collections, so that if we could develop a plan on how this would work, and some standards and loan periods and all that kind of stuff, that we could do something that would show people that this could be done. And so we did, and it worked.

But for me, it allowed me to meet people that I never would have met at that stage of my career: June Fulton, Brett Kirkpatrick, Michael Homan, Jim Williams, Alison Bunting, Bob Braude, all of who were involved in RMLs at one point. And with their AV people in the region, it was like networking—fantastic. And some of those people are still my friends today.

The AV librarians were an intrepid group, because they were on the frontier. They weren't afraid of the media. They were fighting for recognition and space among the print world. And quite frankly, many of them became the future coordinators for the computer centers and the computer labs that began to emerge—many of those people. We had a lot of fun together.

F: Because my recollection is that a lot of the medical schools were beginning to move towards some kind of computer-assisted instruction. And that sort of dovetailed with, or came on the coattails of, audiovisuals, I guess.

W: Right.

F: So the beginning of reshaping, and libraries becoming more involved with actual computer projects.

W: Absolutely. So that was really kind of a wild time.

F: It was. I think there was discussion at one point about whether you should have a separate audiovisual collection or shelve them in with the print materials. Interesting stuff.

W: Mm-hmm. And if you look back over the history of the media—I don't remember the right name for it—but MLA did have a media section that I joined early on; it changed names over time. [Editor's note: The current Education Media and Technologies Section was established in 1973 as the Health Sciences Audiovisual Group.] But during

the day, there was also quite a bit of controversy, both with the Medical Library Association and with another association that we'll talk about in a minute, I think, that NLM wasn't doing enough to help with the media aspect of things. And it was probably true at the time, because NLM was slow to kind of engage in all of this. If I look back at the record, there were some rocky times between media librarians and NLM over whose responsibility was what and what more can NLM do, and I was kind of caught in the middle of that. So, interesting.

F: Maybe an early example of NLM being reluctant to get into a role that it wasn't sure was appropriate.

W: Yes, I think you're right.

F: Like consumer health later.

W: Yes.

F: How was it working with AAMC on getting reviewer input from physicians in the field? That must have been interesting.

W: I really enjoyed that. And again, the importance of AAMC for my later work as a library director and with the Association of Academic Health Sciences Libraries, that relationship was key. I met people there who were still there when I became a library director, and I understood—they knew who I was; I knew who they were. And it let me rub elbows with the people who were dealing with medical education, primarily.

Dr. Emanuel Suter was the project manager there in charge of educational resources. He was a wonderful man. But the day-to-day person was a person—I won't even mention her name, because she and I didn't get along very well; she was a little bit problematic. But it was a challenge to get the review process right and to set up criteria for what was going to be quality and not, and to get reviewers to understand that peer review of an audiovisual—similarities to peer review they did in journal articles, which is pretty typical—but that it also had a very serious educational component. The educational goals and the technology behind meeting those goals—it was a little bit of a struggle to get the reviewers to comment on that part.

And it took a long time. It is very laborious and costly to mail stuff and to track things and then to input the reviews, and then not everybody was happy with the reviews, and then edit the reviews. It was a very laborious and costly process.

F: Definitely, yes. Looking at the evolution of health sciences librarianship and the emergence of new areas of service, it's noteworthy that you chaired a task force while you were at NLM that wrote a report on patient and health education literature in 1983. We just mentioned the rise of consumer health. Today we take it for granted that our medical libraries are integrally involved with that kind of patient information, but back then, NLM was pretty hesitant. So how was your report received?

W: In addition to AVLINE coordinator for the National Library of Medicine, I was also assistant head of selection and acquisitions—kind of in parallel. And as part of that job, one of my responsibilities was to clear the NLM backlog. NLM had a huge backlog of uncataloged materials that was just barely inventoried. Over time it had grown such that it was taking up too much space. And quite frankly, there was a lot of junk in it. And unfortunately, a lot of the junk was patient-related—just pamphlets and things like that. Dr. Leiter would ask every week, “How big is the backlog now? How big is the backlog now?” because we were weeding, weeding, weeding. So that was my project as well. Already, the patient pamphlet stuff that had found its way in there was creating heartburn for many people. So that might have been part of the context. I don’t really know.

I was also responsible at that time for supervising the filing of catalog cards into the card catalog. All of the librarians, including my boss, Joe Gantner, who was the chief of technical services, were all assigned an hour a week to file catalog cards. And they had to file above the rod, and then I would have to give training classes on alphabetization, and then I would have to go review. Only I could pull the rod and put the cards away.

F: Wow, that was power [laughter].

W: So there were other jobs that I was working on. Plus, I worked on a preservation policy as well. But the patient education one grew out of the AV experience. I led a task force, and we presented a report that showed there were different levels of patient education. We identified all those levels. There’s consumer health for the well patient; there’s patient health for the sick patient; and there’s the in-between that’s meant for the health professional to use with the patient. It was that last one there that we were really trying to focus on; that there’s a wild blue yonder out there and how would a health professional be able to identify quality and find quality materials to use with their patients.

F: So the health provider was still the touchstone.

W: We at least tried to focus on the health provider, but with a different scope of material. At the same time, though, the NIH—the National Institutes of Health—was beginning to do clearinghouses. There was an arthritis clearinghouse. So there were other efforts going on that I was able to participate in. We just laid out all the options. But in the end, the Board [of Regents] decided that they would maintain the scope. We would only deal with professional-level materials. That was still in the days of Martin Cummings [as library director]. Plus, the report was in 1983. Don Lindberg arrived right around that time [1984]. The traditions of print and the professional literature were still very strong. So it was probably too early. And there were legitimate reasons in terms of expanding scope when you necessarily didn’t have the resources for it. So I it took as it was. Recommendations, good report. Before its time.

F: Interesting. Well, you’ve mentioned a lot of names. Are there other key people you worked with at NLM that you’d like to comment about?

W: Yes. Certainly, other mentors were Lillian Kozuma. I told you that I didn't like cataloging in library school because it was taught like just, here's what you put on this line, here's what you put on this line, here's what you put on this line, here's how the punctuation needs to be—all those “nits.” But Lillian was a master teacher and mentor, and through her I really got it. I understand what cataloging and classification was all about. It was really quite fascinating. So she was really a great mentor.

Sally Sinn was an office mate of mine. She was brilliant. Very smart. Learned a lot from her. Betsy Humphreys I mentioned. Sheldon Kotzin was there at the time. Becky Lyon was there. A lot of colleagues that I still consider really good friends today. And people who were very useful touchstones when I was out in the field, when I was the library director; to be able to pick up the phone and call Betsy or Sally and ask a question or ask for some advice, or make a suggestion, give a recommendation. So I thought that was just a wonderful experience. A lot of great people at the National Library of Medicine.

F: Yes. Was Phyllis Mirsky there at the same time as you were?

W: Yes, she was. She was the head of reference at the time [1979-1981]. She may have left for California before I did. And then Frieda Weise came in, I believe, as [assistant] head of reference [1981-1983], if I'm not mistaken, in the time frame there. Eve-Marie Lacroix was there. A lot of good friends. [Editor's note: Watson was at NLM 1975-1985.]

F: Are there people you worked with outside of NLM while you were there who were important?

W: Well, I mentioned the Regional Medical Library directors that I was able to meet along the way, and other audiovisual librarians, for sure. And I was able to go to Medical Library Association meetings—that we can talk about a little later—where I met more librarians. So there were a lot of outside people that I was able to meet, too. It was a great way to start networking.

F: And you mentioned the people at AAMC that you got to work with.

W: Absolutely.

F: Well, after ten years in Washington—

W: Oh, we forgot Bill, though.

F: Oh, my gosh. We can't—

W: There was one more person.

F: Bill has to be in the record, for sure.

W: Yes, there was. I met my husband, Bill Cooper, there. He had joined the National Library of Medicine in 1979 as associate director for planning, and subsequently became the acting head of the National Medical Audiovisual Center, Lister Hill Center, and Extramural Programs director. His career at Colorado had focused a lot on educational resources, so he had already been a consultant to NLM and to the AAMC and knew all the same people that I had learned to know. So we had a lot in common there.

I watched him manage people, and so I would have to say he was one of my early mentors, too, in the way that he was able to read an audience, read a meeting, conduct a meeting, get the best out of people. I thought he was an excellent, excellent manager of people. And we got married, and it was quite the shock for a lot of people. It was a really important milestone in my life, for sure. Absolutely.

F: Yes. And congratulations. You two have had such a great partnership over the years.

W: Yes, we have.

F: Very nice. Then, after ten years in Washington, it must have been a big change to move to Texas. Very different environment. An academic medical center, but like very few others in the world, but also very different from NLM, as such a unique institution.

W: Yes. With my work with the AAMC and getting fascinated with the whole medical education issues that we were trying to support at NLM, and through traveling and meeting the Regional Medical Library directors and seeing their libraries and all of that, I was beginning to gravitate toward academic libraries at that point.

I went to a meeting of the Health Sciences Communications Association—HeSCA—which was one of my first professional homes, and I sat next to Damon Camille at a meeting, and he said, “Hey, you know, there’s a job opening in Houston.” I said, “Oh, really?” And he said, “Yeah. It’s director of information services.” And I said, “Well, that sounds interesting.” So I looked at it, interviewed for it, and got the job. It was Gail Yokote’s job. She had just left for UCLA. Oh, my gosh, big shoes to fill there; director of information services, right?

And the other thing that appealed was, one, it was a different place to live. I’d never been to Texas, so I was, let’s give it a try. Bill retired early from his very excellent career to follow and support my career, which I’m eternally grateful to him for. But I was drawn by the complexity of the environment, as you mentioned, there. Being from NLM and NIH and enjoying the interplay of all the institutes, the complexities of it, I felt that I needed a big, interesting place, not a small place yet. So I felt diving into this interesting place would do it. And it is a very unique place—very unique place. [Editor’s note: The Houston Academy of Medicine-Texas Medical Center (HAM-TMC) Library is a private consortium library serving the Texas Medical Center (comprising, at that time, two medical schools, three nursing schools, and over twenty additional nonprofit institutions), in addition to off-campus affiliates and contracting groups.]



Dick Lyders was the director there, and he had probably one of the most complex jobs in America to manage that library, because it had so many masters. It served all the institut[ions]. They were all competing for resources and for their constituents, and none of them were really on the same page. And my colleagues, Kathy Hoffman and Neil Rambo and Janis Apted, and I would sit through those board meetings just cringing because there were so many agendas happening.

But it taught me, again, the political nature of things. Politics at NLM I was somewhat removed from—the Capitol Hill and the budget hearings and all of that kind of stuff. And here I was really immersed in it, and it was tough. That's a tough environment. Dick used to get beat up by some of those representatives from the institutions, and he'd come out of it and we'd do something and we'd work around things. We had a very successful library. He was one of the innovators in technology and using technology in libraries. He also gave his staff a lot of free reign to really run with things.

So that's what Neil and Kathy and I especially were able to do in the days when we were implementing local MEDLINE. NLM was still charging fees for online access to MEDLINE at that point, so many of us were looking at mounting our own internal MEDLINE so that we could control that. We did that with TexSearch. That was quite a logistical issue. And then Kathy was dealing with OCLC at the time and doing an online catalog. It was the LS/2000 or something, as I recall?

F: Yes.

W: So all those things were happening. It was a really exciting time. In those days, we had money; we were fortunate to have money, which helped a lot.

F: Yes. Sam Hitt [previous executive director] had done a good job establishing the monetary flow into the library.

W: Absolutely. And there were really, really good staff there. And I really, for five years [1985-1990], I thrived. I really did. Sara Jean Jackson had also been there [as associate director for public services], and she had recently moved over to the MD Anderson Cancer Center to be library director over there. Again, the networking aspect of my job—I eventually became head of public services—was to network with other libraries that were on campus. Also, with the other libraries in the area, like Galveston and the Houston Public and others. So that whole networking business was able to be nurtured. I thrived on that, too. I really enjoyed meeting my colleagues and working together on projects and things like that.

F: I think the HAM-TMC Library is one of the most complicated in terms of inter-institutional relationships and rivalries and, as you said, different agendas and different budgetary systems.

W: Right. And also what I learned there: because of those divided loyalties, the library served many masters. None of them—Baylor or UT or any of them—really thought of the library as integral to their own strategic planning or whatever. And that became very apparent to me and very important to me, and one of the things that kind of drove me when I was able to become a library director about integrating into the fabric of the academic medical center's management team so that they would feel the library is always going to be at the table. And it's our library. You didn't get that feeling at HAM-TMC, even though it was a wonderful library and had great services. But nobody really owned us or involved us in their strategic planning, which totally made us reactive to what was happening down the road. We couldn't be in on the front end of things as easily as we tried to do in our other environments.

F: They didn't incorporate you so that you knew where they were going until they were already there.

W: Exactly. And then there might be room for us to, "Oh, well, we could use you over here or there." But it wasn't ideal.

F: You've mentioned clearly a number of key staff who were there when you were there. Anyone else you want to mention before we move on?

W: Well, Damon Camille was there also, and he and his wife Linda became good friends. I can't think of anybody else at the moment. Lois DeBakey was one of our most demanding patrons. My reference staff used to shudder when she came in because she was so particular about what she wanted and when she wanted it. She was somebody that we were very interested in keeping happy. She was a fascinating woman. She was a really very, very interesting woman.

F: Then you decided it was time to take another major step. What were you looking for at that point in terms of thinking—now it's time to be a library director?

W: Well, I had sixteen years' experience at this point, so I figured, I'm not a rookie anymore. Had a lot of good management experience. I didn't always agree with the way Dick Lyders would approach his board or problem-solving with the board—not so much the internal workings of the library, but the way he interacted with board members. And I thought, you know, I could probably do this. I have some ideas here. And I began to chafe a little bit at not being the one in charge [laughter]. I like to be in charge. I was the oldest of three daughters and I used to boss them around, so I guess I do like to be in charge; put my own stamp on things.

At that time, in 1989, there were three directorships open that intrigued me. One was at Virginia, one was at Galveston, and one was at Minnesota. They were all open at kind of the same time, and I looked at all of them. But Virginia really spoke to me. I knew Virginia, the state, because we had lived near there, and Charlottesville is a beautiful place. I knew quality of life is important, especially with Bill and him following my

career. It needed to be someplace wonderful. Galveston and Minnesota, also good places to live.

So I took an interview there and it just sold me right away. Meeting Don Detmer, who was the vice president for health sciences, and all of his staff, I felt immediately, even during that first interview, that I would be a part of that team. And it was a very heady experience to be recruited then, to really be recruited. I applied for the job, but then at that point, I could feel that was becoming more of a recruitment, and that's a very, very exciting position to be in.

F: So Don must have felt that chemistry as well, and realized that you would be somebody who really could be a partner in more ways than just being a library director.

W: I think so, absolutely. Don Detmer was a remarkable person, and he had put together a remarkable team. And I think his enthusiasm just spilled over to the whole rest of his team. Maybe they would have felt that way already, but I think they took their lead from him. The dean of medicine, the dean of nursing, the hospital director, the director of development, we all were on the management team, and it was a very tight-knit team. It was a lot of friendship, a lot of problem-solving, support when you needed it. It was one of the best experiences of my life being on that management team.

And it really did convince me that the librarian needed a place at the table. In this case, the library director needed to be at that table. But my other librarians needed to be at the appropriate tables, too, when plans were being made, when decisions were being made, about education or whatever the case. So I never felt less than a full partner of that team.

F: And it sounds like it was a collaborative environment that allowed you to argue successfully for having your librarians also be integrated into things.

W: Yes. And the library at that point was going through a difficult transition from its predecessor. The predecessor library director had left under a cloud.

F: Who was that, Terry?

W: Terry Thorkildson. I never knew what that cloud was; it was just a cloud. It happened. There's a little bit of trauma in the library, so I was to come in and build the library back up. Interestingly enough, Carol Jenkins had been the associate director of that library earlier, the early '80s, and then she had moved on to Baltimore at the Regional Medical Library there. So it was following Carol's footsteps. But at the time, it was Terry, and he had left, and so there was a void there. Part of their enthusiasm, I think, about me coming in was staff development and recruiting and all of that sort of thing, too, which I was able to do over the fifteen years that I was there [1990-2005]. That's a long time. And you know that when you're in a place for a long time, you're able to craft a staff in your own image—not necessarily—but your enthusiasm and your passion and the public service aspects of your job.

I had a wonderful staff there, just a wonderful staff. And many of them have gone on for leadership positions. Gabe Rios was on my staff; Bart Ragon. Gretchen Arnold is now the director there. I had wonderful colleagues [at other libraries] like Judith Robinson, who went on to be a library director and a dear friend. The staff was fantastic. And as you mentioned, I was able, and they were able, to integrate themselves into the appropriate roles for them—education, patient care. We had a nurse who was also a librarian that I was able to recruit. Staffing was just one of my joys—being able to be in a position to do that.

F: And as you say, the longevity is a key factor, in that people tend to stay in libraries for a long time, often. So to winnow out those who need to be moving along for one reason or another and to give opportunity to the good people takes time.

W: That's right. And everybody knew well enough after the first couple of recruits that one of my questions for my interview process was going to be, "And do you play softball?" One of my first hires, Dan Wilson—great hire—he became the softball coach for the Medliners. We had an intramural softball team. Every summer we'd get out and play intramural. Medliners were very competitive—all the library staff and some other staff around the medical center—and we had a wonderful time. So that was important to me.

F: And very fitting from your roots.

W: Mm-hmm.

F: You were also on more than fifteen management and leadership committees while you were there. And I know, as you say, part of that stemmed from Don Detmer and his style, but obviously, also, you had established your credibility and your ability to be involved in those kinds of things and to do things that were larger than the scope of the library, such as being co-principal investigator on the IAIMS [Integrated Academic Information Management Systems] planning grant. What did you find most interesting about having those broader duties available to you?

W: Sometimes I was torn, because I really loved running the library, and there were so many things that we could do and planned to do, that the IAIMS initiative, which was very difficult, as any of our colleagues who tried to implement IAIMS and IAIMS planning grants [know]... It was a very complex, very tough thing to do. So in some sense it took time and attention away from what I loved, to do to something that was really challenging and hard and wasn't always appreciated for what we were trying to do. People didn't understand it well enough yet, I don't think.

It's interesting, though, how things come full circle, because Bill, my husband, was instrumental in funding those first IAIMS as Extramural Programs director of the National Library of Medicine. And Nina Matheson, who was on his staff; they worked together. It was Nina's report that initiated the IAIMS idea, of course. [Editor's note: "Academic Information in the Academic Health Sciences Center: Roles for the Library in

Information Management” by Matheson and John A. D. Cooper was published in the *Journal of Medical Education* in October 1982; it became known as the Matheson-Cooper Report or Matheson Report.] But with Bill, that’s when the rubber met the road and the funding became available in—when was it, 1983 or so? Something like that? I forget the exact date. So to have him now watch me try to implement IAIMS at the University of Virginia. And hear me come home and suddenly, oh, my gosh, how am I going to do this, and this reaction from the hospital director... He was quite amused by all that.

But it was almost too complex, because at the same time the electronic medical records were coming to the fore, and that was creating all kinds of anxiety and technical issues and cost overruns, and residents were revolting about having to do data entry. All of those things were happening around this time. Information was everywhere in the air, and not necessarily in a positive way, because there was a lot going on.

F: Right. And you were suddenly one more person who might be disrupting their lives.

W: Exactly. And so trying to be Pollyanna about, hey, I can make your life better, which wasn’t really true, but let’s see if we can all work together. We can integrate information. You know, the whole business of IAIMS. I often got the sense that we were just humored. Yeah, let’s give this a try. We can do this. We can come to the meeting and we can give you our opinion. But in the end, the planning grant died as a planning grant and we never went forward with an implementation grant, which I think happened to many institutions.

F: Oh, absolutely.

W: And it was tough. It was really very tough. Fortunately, I had a wonderful project manager who was able to negotiate all the logistics and all of that kind of thing. Elaine Steen was her name. When she left the library with her husband and went to Charlotte, North Carolina, she became Don Detmer’s editor of many of his publications and kind of right-hand woman from afar in helping him craft talks and do papers and things like that. And that all got started with the IAIMS project direction that she did. A lot of connections there. But IAIMS was really tough.

F: I think it was tough, as you say, almost every place. Certainly, Colorado couldn’t sell the fact that we were ready to do integrated planning. We weren’t. And then institutions—many—found that they could do a plan, but to try to really make that reality was just not going to work. Great, great concept, but boy, hard to make it work.

W: Absolutely. But just like many of NLM’s programs and its grants that it puts out that force librarians and others, but librarians in this case, to get involved, to get a place at the table, to find themselves in a place that’s uncomfortable, that they aren’t quite sure what’s going to happen, and working with different people. Our interactions with the CIOs were critical during those days, and not always positive. There was a lot of tension between CIOs and library directors in terms of resources and attention of the vice

president and all of those kinds of things. I think it was very difficult, and it probably still is, I'm guessing. I don't know. It's been six years now, so I don't know what's happening today with these concepts.

F: I don't think it's changed. I don't think it can change, because when you've got multiple people who are all claiming turf related to IT, there's got to be continued tension about that, and who's doing things well and who isn't, and who's willing to cede or who wants to seize.

W: But that was something that was happening, too, during this time. Many of our colleagues were taking on broader roles within their institution. I'm thinking of Brett Kirkpatrick, for instance, at Galveston, who became, not CIO, but he was in charge of IT for the academic enterprise and not just library director. And many of our other colleagues took on those broader roles, too. And quite frankly, personally, if anybody had asked me if I wanted to do that, I would have said no, because, again, it would fracture me too much. I really enjoyed being a medical librarian involved in everything, but there was no way I really wanted that headache. And I admire the people who jumped into it and who could handle that.

F: Yes. And there certainly are people like Nancy Lorenzi, who, from the outset, I think, wanted a broader scope, and so moved beyond the medical library and took on broader vice presidential responsibilities and did very, very well with them. But I think we all find that point in our career where we have to make those choices.

W: Right. And I knew that my heart and soul was with medical libraries; I just knew that. So it was good that I knew that.

F: But within your work in medical libraries, you've done interesting, complex things, like the audiovisuals, when that was on the bleeding edge of things. And then, also, you promoted a lot of outreach programs.

W: Yes. Outreach became one of my real passions. And again, it began with the National Library of Medicine and their Grateful Med. Remember Grateful Med?

F: Yes.

W: And they put out money to support us in promoting Grateful Med. So Virginia, being a very rural state, had a lot of opportunity—

F: And a lot of need probably.

W: And a lot of need. And University of Virginia was considered like an ivory tower. They didn't do a lot of outreach. Virginia Tech was the agricultural school, and we really didn't do that much outreach. But Don Detmer had a vision for outreach and working with communities. And this was in the days when managed care was beginning to come



to the fore, and so relationships with referring hospitals and referring physicians became critical to the pipeline for an academic institution with the managed care programs.

Don Detmer was very much behind outreach, and in addition to the National Library of Medicine support, gave me money to actually hire a librarian [Ann Duesing] who would report to me but live and work down in far southwestern Virginia. She did a fantastic job. I think she still is doing a fantastic job there, as a matter of fact. And she became a part of that community. We did a partnership with the Clinch Valley College down there [editor's note: the college's name changed in 1999 to University of Virginia's College at Wise], which was kind of a branch of the university, but not really, and worked with a librarian there to give her a home base. But she was out on the road teaching Grateful Med and teaching other resources and getting involved in other activities. And it was a lot of fun. The road trips that we used to take into rural Virginia were wonderful, just wonderful. I used to speak about this at medical alumni events, reaching medical alumni all around the state. I just loved doing that.

Julia Kochi, who is now at San Francisco, was one of my outreach librarians, so there's a picture of her on an annual report somewhere that I took of her with her laptop with the Blue Ridge Mountains in the background on one of our road trips. So it was forming the partnerships with the other little hospital libraries in the state.

Judith Robinson by then had moved to Eastern Virginia Medical School in Norfolk. Jean Shipman was at Medical College of Virginia [Virginia Commonwealth University School of Medicine] in Richmond. The three of us were able to form the core of Virginia Medical Information System, which was the librarians working together. I love that kind of stuff. We got funding from the National Network of Libraries of Medicine to do that. So, yes, outreach was really a lot of fun, and teaching Grateful Med. It was really great.

F: And you were successful at tapping institutional funds, outside funds, private money. You were very resourceful in finding ways to fund that.

W: Yes, we did get private money. It's easy to ask for money when it's something you're passionate about, especially when you had a development office that was so supportive of the library. That doesn't always happen. You can cultivate your resources; you can cultivate those private sources. But if you don't have the backup of your development people keeping an eye out for you and helping you negotiate the ask, it's very, very difficult. And I had very fortunate relationships with the development office. It was really, really good.

F: That's key. Then, in 1996, you had the opportunity to help redesign, expand, and move into the renovated library, which is always a great project to do.

W: It took about six years. Every year we would put in the funding to the legislature to do this project, and every year, no, until finally *we got it*. So that was exciting. The project was a really big one, because we were going to excavate the basement and then

renovate the rest. And we were not going to be leaving the library at all while we were doing this [laughter].

F: Major disruption. Wow.

W: But I loved it. I loved the complexity of the project management. I had a great project manager, Wilma Lynch, who just recently retired. Gretchen Arnold was certainly involved. All my staff were involved. I loved working with the architects.

I still remember the facilities manager for the university was another key individual that respected me as the librarian, respected women in the workplace, and it became evident when we were interviewing the candidates to be the architect of the project. We were in the room, and this one group—we were asking them questions, so I asked the question, “Well, how would you handle this?” And the men—they were all men—would respond to the facilities management director. And the facilities management director said, “I’m sorry, Ms. Watson asked the question. Would you respond to her, please?”

It was a fantastic partnership between the University of Virginia administrative staff, who were responsible for these very complex facilities, who were so respectful and so talented and so helpful, and then the person that they assigned to be the contract manager, the actual construction manager to work with the architects and everybody. Wonderful. I mean, it was so much fun looking at the plans and trying to figure this out. It was fantastic, the support we got.

It made all the disruptions and the hassles and the change orders—“No, Linda, you can’t do that,” and I said, “Yes, we can. We need more outlets along the wall here. Don’t thwart me on the electrical outlets, please.” I loved it.

F: Those people are key. Having a good working relationship is invaluable.

W: Absolutely. All that was just fascinating to me. And then choosing the furniture and the carpet; getting all the staff engaged and shifting collections and moving, and the staff were fantastic. We ended up with a beautiful, beautiful renovation. We really did. So I’m very proud of that. And I think we designed it, maybe not deliberately so in those days, but the design seemed to lend itself to flexibility. Because I know Gretchen has now done a lot of different things with it—partnerships with other organizations, other units within the university that are compatible, that make sense. And walls could come down and different spaces could be crafted. I don’t know that we went into it with that idea at that time, but it turned out that we did it right, so that was good.

F: So it was a successful design for sustainability. Very important.

W: Yes. So that was a lot of fun. That was really a lot of fun.

F: And then, as you say, after fifteen years at Virginia, you left in 2005 to move to Minnesota. What were you most proud of, or what do you derive the most satisfaction from, in those years at Virginia?

W: I think in fifteen years you're able to become [part of the] fabric of the institution. I said I had wanted to put my own stamp on things. I think I did, with the outreach and the renovation and the integration into the health sciences center. And the staff were, I think, all really well launched. So I think the ability to recruit great staff, many of whom are still there, give them opportunities, know that they're continuing to be successful, mentoring them even if they didn't know they were being mentored, maybe [laughter]. Making the connections with the community as well as the medical center and the hospital, and the rest of the university as well.

And—we'll get into this discussion a little bit when we talk about Minnesota—fending off a potential merger with the university library. I was successful in being able to—not negotiate so much as to convince the powers that be on my exit that the library would continue to report to the medical enterprise and not to the university librarian. And that still is the case today, so I'm happy about that.

I was sorry to leave Virginia. I loved our life there. I had reached my childhood dream—I owned a horse there, which had been a lifelong dream. I'd go out to ride on the weekends with my friend, Beth Bailey, who was the [medical school] director of admissions. Bill sat on the admissions committee, so we were all good friends. We'd ride the horses, he'd bring the Bloody Marys, and we'd all have a grand, old time. So I was sorry to leave that and the five-acre place that we had. It was a great life there. A great life.

F: And Minnesota had challenges, challenges in the reporting structure, dissatisfaction with the performance of your predecessor, an aged physical facility. Gosh, when I was at the University of Minnesota as an undergraduate, it was old and in need of help. And there were other areas, too, that were somewhat problematic. And, of course, there's the long winter as well. So how did you prioritize things and roll up your sleeves to start tackling all this stuff?

W: Well, actually, everybody thought I was crazy to leave Virginia, because Virginia was a great job, a beautiful place, had everything I needed, beautiful library. So why are you leaving? I said, "Well, I've been here fifteen years. I'm a little restless. I want a challenge." I'm always looking for a challenge, going back to my factory days, you know. I need to have a challenge ahead of me. So Minnesota appealed because it was bigger. It had not only medicine and nursing—which is what I was serving at Virginia, and a hospital—but dentistry and public health. And fascinating to me was veterinary medicine. At one time I wanted to be a veterinarian, so that was appealing. So the challenge of that complexity was really interesting, the size of it.

Minnesota I'd never been to except for one meeting. The MLA meeting was in Minnesota one time [1986]. It seemed like a nice place to live in the summertime, and spring and fall. Bill was amenable to moving. Wendy Lougee, who was university

librarian, who recruited me there, was up front about the issues that the library was dealing with, and that they'd gone through some traumatic times and that there had been a lot of counseling and all kinds of stuff going on, and it was still continuing. So I knew what I was getting into.

But it was also a pretty vibrant place. Minnesota had a really good reputation, and it had two previous really excellent [directors] that I knew well, Sherrilynne Fuller and Glenn Brudvig had been library directors there. And in the day, Bio-Med was known as a very vibrant, very advanced place. Vicki Glasgow, many people of note have gone through the University of Minnesota Bio-Medical Library. It had a reputation, so I knew the bones were there. And good staff—some really good staff there.

So, yes, I'm up for the challenge, although the personnel challenges are always the most difficult ones. Budget challenges are tough and IAIMS is tough. It's the personnel issues that really keep you up at night, usually. But I loved the scope; I loved that scope.

I did have to think twice about whether I could report to the university librarian as opposed to the health sciences center. That was the biggest issue for me, and I was able to negotiate that I would have a seat at the table of the [senior] vice president for health sciences and all his deans. Obviously, I wasn't getting my budget through that stream, and it wasn't quite the same, but I had a seat at that table and I was respected at that table. Great vice president—Frank Cerra. Very supportive of me in the library. All of his staff were also. So in the end it turned out okay for me that I had that support system there, and I felt integrated into that structure.

F: But you did some thoughtful negotiating before you went in.

W: I did. The hardest thing, though, just like I mentioned when we were talking about IAIMS, was protecting my time to focus on the health sciences side of things, because there were so many university meetings—

F: That they wanted you in.

W: —that they wanted me involved in. And certainly I wanted to be engaged and have impact throughout the library system, and I had expertise and knowledge, and I valued sitting on that cabinet with my other colleagues. But I had to walk across the Mississippi River sometimes twice a day [for] meetings. It took a lot of time and attention that I was reluctant to give up from my true passion. So the time commitment was tough for me.

Wendy was very supportive. She was very smart, very strategic. She knew how to integrate the libraries into the fabric of the university. She was excellent at that. So, a great role model in that regard.

And my budget came through the library, but it was sufficient to do what I needed to do for the most part. Towards the end, it got a little rocky, but what libraries' budgets weren't going through trouble.

F: So Wendy was helpful.

W: Absolutely she was.

F: That was a good working relationship.

W: It was a very good working relationship. Yes, the building itself was old, old, old. Square and old. But, it was well located right in the middle of things.

F: Where it needed to be.

W: Where it needed to be. And it was connected, like everything is in Minnesota. Because of the winters, everything is connected by walkways or tunnels or something, so I could go anywhere in the health sciences center without a coat on in the wintertime. So it was very, very well located.

F: Except across the river.

W: Except across the river. The staff there were passionate about patron service, Diehl Hall we made the best of, and I was able to negotiate with the Institute for Health Informatics, which was another kind of extra-library involvement that I had with the dean of nursing, who was instrumental in pulling together the Institute for Health Informatics. And we decided to give up some space in the library to house them. Through that process, we were able to, one, convince management and faculty and other people that we could dispense with some of our print collection by that point, and that we were able to put in this very collaborative space for the Institute for Health Informatics. And by the way, they were going to pay for it. So we could spruce up pieces of our library in little bits and starts with other people's money. So that worked out well. We were able to do some renovations of our computer lab area and make it a little bit more modern. We were able to put some touches on some study space and things like that.

And, I just saw last Monday that—even while I was there, every year the health sciences center had put in money for a health sciences education center to incorporate the library and to build education spaces and everything else. Ten years later, it finally got passed. They finally got the money. I just learned that last week. They're beginning to work with an architect to integrate themselves into this new health sciences education center, which I'm sure will have some impact on what happens within the interior of Diehl Hall in coordination with all of that. Finally, something is going to happen. So, it takes a while.

I think, at Minnesota, I was able also to do outreach, because it was a state school and outreach was part of Minnesota's mission. Working with MedlinePlus Go Local at this point, consumer health, all of that, was a lot of fun. That was really, really great. Again, National Library of Medicine funding for MedlinePlus Go Local. And we worked with librarians all over the state to pull that thing together. Worked with the Department of Health. We demonstrated at the state fair. It was so much fun. And Don Lindberg came to

the grand opening of that in August of 2007. He will remember the day, because the next day the bridge collapsed.

F: Oh, the interstate.

W: The interstate bridge crossing the Mississippi collapsed. And he said, "I could've been on that bridge!" I said, "You were on that bridge, but luckily, the day before." So I think he'll remember that forever. But it was great fun to pull those things together. Those kinds of projects—pulling teams together and doing the outreach. I loved doing that work.

F: And Minnesota is unique in that it's pretty much the only game in town as far as being the big health sciences library in the state.

W: Exactly. And having outreach as part of this mission made it not such a big struggle to justify. Not that I had to at Virginia with Don Detmer, but overall, what is this outreach thing? But at Minnesota, that wasn't a question that really came up.

F: What do you think is most rewarding from your time at Minnesota?

W: Again, I think the staff I was able to develop. What was I there, six years?

F: Mm-hmm.

W: The stability I was able to give to the institution following some traumatic times. I think we got that all straightened out. Then we went through some financial issues.

We had the—which I'm sorry to see go—we had the corporate information services there for some time. We had served many, many years. Vicki Glasgow was in charge of it. BIS—Biomedical Information Service. It was a fee-based service, and it was the source of a lot of the library's funding in the day, when we would provide document delivery to law firms and others for a pretty substantial fee, and we made a lot of money that way. We continued that under my direction. I hired a new manager. I think it was doing pretty well. But I was sorry to see last year that they phased it out as not really part of the library's core mission. And it probably wasn't, but at the time it was making money, so it helped support our core mission. So that's gone now. But it was a fun process to work with that group of people.

I think just stabilizing it there and making some inroads and getting some projects underway with renovations, and the Health Informatics Institute, which was interesting and engaging. So I loved my time there. But it was time to move on, time to quit.

F: Time to quit and embrace retirement.

W: Exactly. One other thing I could say, though, one thing I was able to do—my last summer there, the summer of 2011, I was finally able to come full circle with my



profession in teaching a credit course at St. Catherine University in health science librarianship. It was wonderful. I taught in the summer. It was every Saturday. I loved putting together that curriculum. I spent hours—you can ask Bill—I spent hours putting together that curriculum and pulling reprints from here and links from there, and talking about NLM and outreach. All the things that we are passionate about in our career I was able to teach. And I really hadn't taught before. My staff had done all the teaching, so I was really not a classroom teacher. But I just loved the process of sharing that information. And having them do projects and correcting papers and doing presentations, and bringing in guest speakers among my staff to speak about evidence-based searching and evidence-based librarianship and outreach and things like that, and let them shine. It was a lot of fun. So that was kind of the culmination of my career. It was great timing.

That and the Medical Library Association meeting that happened to be there in 2011. Last one of my career. I had just announced my retirement. I was a local [assistance committee] [co-]chair. Program chairs were Gabe Rios and Bart Ragon. So it was like a full circle here. My team is together, and this is my last official meeting, and it's in my city. We had some of the classes at Bio-Med. It was really cool.

F: Amazing closure in a number of ways.

W: Yes, absolutely it was.

F: But hearing you talk about taking on the teaching role and the other things that we've talked about with your activities outside the library throughout your career, it's a perfect segue to ask, how do you find time, or how did you find time, to balance all of those professional activities and all of those work-related activities and still have a personal life? Because I think people who look at library directorships worry about that. It's not easy.

W: I don't know. When you're passionate about something, you're kind of thinking about it all the time. And I think, because Bill was retired and could be a sounding board, I don't know that I was ever turning off from work. Now, that might not be a good thing, but I was able to think about things. When I walked the dog or when I talked to Bill, everything was percolating. Finding the time, it wasn't like I had to set an hour to sit down and plan to do something. It was always kind of in the back of my mind and we were talking about it. So ideas would pop up, and then I would come in to my staff and say, "Guess what? I had another idea over the weekend [laughter]!"

Timewise, the ideas don't take a lot of time. You can get an idea taking a shower, right? It's the implementation. And if you've developed a great staff who trust you and who can absorb some of your enthusiasm for some of these crazy ideas, then the work gets done. So it's not me doing all the work. The thinking and the planning and the conceiving of things doesn't take the time. Putting it to paper might take some time. But it's getting the staff all enthused or your boss enthused or the health sciences center enthused, making the point, making the presentation, maybe getting additional resources. Sure, that takes time. But it just worked.

I do work long hours, and I worked on weekends. Bill didn't mind because we would share things. So it was fun. It wasn't all work to me. I didn't have kids to worry about; I didn't have other responsibilities. I didn't do much besides work, quite frankly, at Minnesota. I did have the softball team, though. We had the Infomaniacs.

F: So, another baseball team.

W: Another softball team. How did you ever find time to do things? We traveled, we took vacations. I don't feel deprived. I don't resent any of those hours I put in.

F: But I think there are people in our profession—and it goes way beyond health sciences librarianship—who don't have a personal life. They don't allow themselves that, or they can't disengage or have outside interests. I'm not sure what the situation is. But I think as people look at librarian directorships, sometimes there is a worry about, am I just going to be so subsumed by the job.

W: And there are weeks and months sometimes when you are, and that's really why you have to have a passion for it.

F: Yes. There has to be the intrinsic reward there. Are we at a point where we should take a break, or do you want to keep going?

W: Sure, let's take a break.

F: We just took a short break, and now we are resuming the interview with Linda Watson by Rick Forsman on June 9th.

Linda, when you were at Minnesota, were there particular things that influenced your thinking about libraries, the services they provide, and their role within the parent institution?

W: Well, that's a lot of questions there. University of Minnesota was so large and complex. The library system was huge. My medical library reported to the university library. So that was a much different environment. Even though it was a wonderful relationship, and obviously we shared resources like crazy—joint contracts for the journals, and many, many joint services and resources that we would never have been able to afford by ourselves... So that was all very, very positive.

Certainly, the academic mission of research is common to both university libraries and medical libraries. Education is common, although we have somewhat of a different take on education, because we're also focusing on the actual hands-on education of residents and patient care, that sort of thing.

The patient care part, though, is what makes medical libraries unique, and that's what sometimes would get lost in the shuffle in reporting to a university library system—in

having that patient care voice expressed in publicity, in promotional materials, in descriptions, annual reports, and things like that. So the research and education—basic library functions. Patient care is what makes medical libraries unique and is what most of us medical librarians find we are so passionate about. The attempts to continue to highlight how important that was and how different that might be—evidence-based medicine, evidence-based librarianship, all of those kinds of things, were—not a hard sell to the university libraries, because we really weren't trying to sell it to them—but to be recognized as something that takes our time and attention. The patient care mission was really critical.

It really did cement my bias that, for me personally, with a passion for health care, that the medical library should report to the health sciences administration in order to fulfill our mission most vigorously. Cooperative arrangements, obviously, and shared resources and journal literature and all those kinds of things, but to really get integrated into the organization, I think it's important not only to have a seat at the table, which I did, but to have to make the case for budget and for resources and for time and attention through that same mechanism and not through another mechanism.

So that is my bias, and it really kind of makes me sad that many university campuses, for either financial or political or other reasons, are continuing to merge their medical libraries with university libraries. I know it just happened at North Carolina. It's happened at other places. And so far, it hasn't happened at Virginia. That's just my personal bias about the reporting structure. But I think it's probably inevitable that it will continue down that road. I don't know what you think about that.

F: I think it is clear that the trend in the last few years has been to do that kind of amalgamation. And I think it's oftentimes an administrative decision based on, how do we decrease the number of reports coming in to so-and-so, and let's take some of the burden off of health administrators and move it somewhere else without realizing what they might lose, and without consulting users to say, might this have an impact on you, and how do you feel about what happens if this health sciences library isn't able to provide the emphasis on clinical care that you have become accustomed to because now they're reporting to an arena where that isn't as understood or supported. I don't think people have given that due thought before they do those kinds of things.

But you're right—I think that it's going to continue to move in that direction for a lot of reasons. And the only thing you can do is try to get yourself a dotted-line reporting structure somewhere else and maintain those relationships, and you just have to work harder at the ties to your core constituents. Arizona is another case. It's just one of the factors of the day, I think.

W: Minnesota was a really good experience, and I wouldn't have changed it for anything. It was great. I made a lot of good colleagues there. I learned a lot from Wendy and others. Had a lot of exciting experiences, which we'll talk about when we talk about scholarly communications, because the NIH Public Access Policy was going into effect

during these years. So, yes, a lot of interesting things going on. I loved my time in Minnesota.

F: And it sounds like you learned a lot about yourself along the way, things you already knew that, oh, yeah, that's the way I am, or some new insights that you picked up as well.

W: Yes. I like to be in charge. I'm biased towards reporting to the health sciences administration with me being the librarian in charge. I welcome new challenges; I like doing new things, having new opportunities. The people and the resources to do amazing things; the appreciation I have for my staff for taking ideas and running with them and doing such a wonderful job with them. And realizing that the conflict and personnel issues that inevitably arise and are the thorniest that keep me up at night were things that I could do without. And certainly in retirement, I like to be busy, but I'm not interested in putting myself into any positions that would create that kind of conflict again. That was really, really difficult—those personnel conflicts.

F: Yes, they're always the worst, absolutely the worst. Budget—

W: It is what it is.

F: It is what it is. And you can play with the numbers and you can sometimes finagle money around and deal with that in one way, but personnel is always heart-wrenching. Those are the ones that hurt.

W: Yes.

F: Let's shift in a different direction and talk about professional service and involvement, because that's an area where, gosh, you had a lot going on over the years. Throughout your career you've made time to teach, to publish, to serve in many roles within professional associations. What motivates you to be involved in so many different arenas?

W: Well, first of all, I thrive on being busy. And Bill will tell you I can rarely sit still. Second, I also want to be able to make a difference, no matter what I'm doing. Whether it's at work, whether it's on the tennis court, whether it's on the softball field, I want to be at my best to be able to make a difference—and whether it's at my institution or in my profession.

I love to communicate, in writing, in person, networking with other librarians, all of that. And the writing I've done mainly is collaborative in nature. It's talking about projects that we've been able to implement. I somewhat regret that I never had a strength in actual research, like the Joanne Marshalls of the world. And evidence-based librarianship is something that I talked about and certainly embraced philosophically, but I personally was never a researcher. I never really pursued an independent research and writing kind of approach. So most of my writing was collaborative and talking about collaborative projects.

I always wanted to say yes. I almost always said yes to an opportunity or a chance to try or do something or serve on this committee, whether it's at the university, or even if it was going to be uncomfortable—because, like, what do I know about that? I was willing to learn and put myself into uncomfortable positions. I hardly ever said no, which is not always a good thing. I have since learned that I can say no politely every once in a while to some things and relax a little bit. But it's just a more enjoyable life if you can say yes to things.

F: It is.

W: I guess I must have learned that from my parents, I suppose. You can do anything you want to do; you should do anything you want to.

F: And it makes life more interesting.

W: Absolutely. I don't like to be bored, and I was never bored.

F: I would say from the outside you were never bored. You were always too busy to be bored.

Well, within MLA alone, you've served on or chaired complex committees, you've been active within sections or chapters, you've served on the Board of Directors and as MLA president, and you've received numerous honors and awards in recognition of your contributions and accomplishments over the years. So tell me about the committees that you enjoyed or thought had the most impact within MLA.

W: That's an easy one. The MLA/AAHSL (Association of Academic Health Sciences Libraries) Joint Legislative Task Force—governmental relations. I think that was the key and the most educational and challenging committee that I served on. I think, for most librarians starting out, that would be the most intimidating, because it seems so foreign to your day-to-day work in a library. There was a lot to learn. I was really fortunate in the early days to be able to work with Carla Funk at MLA headquarters, who was excellent at this.

It really began for me—along with Carol Jenkins, my partner in crime here—when Hillary Clinton was pushing for health care reform. We thought that librarians should be engaged in that process somehow, that we could make a difference to health care reform. Informed consumers—informed patients—make better health care decisions. That's become a motto and a vision for MLA. That was my first attempt to try and engage librarians in that process. It meant a lot of research into what health care reform meant, where librarians could fit, all those kinds of things we were working on. Then Carol and I wrote an article for *MLA News* about librarians getting involved in health care reform. So we were really sad to see that go down in flames [laughter]. So that was a really great opportunity to learn.

And then, the exhilaration and the fear and trepidation the first time of learning the halls of Congress—going with our advocacy firm, Health and Medicine Counsel of Washington, with Dale Dirks. Carla, Mary Langman, were always behind the scenes helping us set the stage for these visits. Finding our way around. Going on the little train between buildings and feeling like you were at the seat of power was a really heady experience. And then, to be so well prepared by Carla and Mary and others, and to go into these congressional offices and speak to very smart, young congressional aides— young, very young—and how gracious they all were to hear from us, trying to educate them about NLM resources. That was one of our primary missions—to make sure that NLM was properly funded. Talked about outreach; talked about how it was important to their constituencies. We talked about copyright issues when it was appropriate to do so, health care reform, anything that we were engaged in with our legislative agenda. We got maybe fifteen minutes, and we had all prepared our piece. You'll talk about this, and you'll talk about this. It's kind of nerve-racking and scary, and you like to think you made a tiny little bit of difference. And then you'd get in an elevator and there'd be senators there, and it would be kind of wow, this is really cool. And you'd eat lunch in the cafeteria, and this is where it's all happening. It was fascinating.

F: Walk down the hall and see two congressmen in conversation go by.

W: Absolutely. So that committee, I think, really set the stage for a lot of my future work, actually, because if you fast-forward to my time as president and past president, I had the opportunity to visit Capitol Hill again just when the open access issues were heating up. And so educating ourselves about the scientific literature and working with that open access and through that legislative process. PubMed Central was just emerging at that point. I served on the PubMed Central National Advisory Committee.

A lot of that all stemmed from the early days of being on that Legislative Task Force, understanding these kinds of processes and legislative processes. And it led to my growing expertise, actually, in scholarly communications, all of those early efforts. That's the work for which I was awarded the President's Award, along with Pat Thibodeau. It was around scholarly communications.

That early, early training also allowed me to lead an effort at the University of Minnesota to implement the NIH Public Access Policy in 2008. I maybe would have done that anyway, but the grounding that I had early on in trying to articulate those issues in the halls of Congress, prepared by MLA headquarters, was really just formative, and I can't say enough about that.

I would like that every librarian in MLA had the chance to really engage somehow with the Governmental Relations Committee and those efforts. They have the [Legislative Update at the annual meeting], and they try to bring librarians up to date. There might be a better way to make people feel that they're really engaged in that process rather than just listening to a report, because it really was an amazing experience.

F: It is an amazing experience, and I think it forces us to step into a role that we're unfamiliar with and uncomfortable with, and that you have to give considerable thought to really do it effectively.

W: Mm-hmm. So what are the core issues? You've only got fifteen minutes. What are your bullet points? How do you make it meaningful to the congressional person that you're talking to and in terms of their constituents? We have this many outreach programs in your state and it's doing this. Really target their interests.

F: And if you can see from their face that they're not getting excited, how do you redirect?

W: Yes, exactly. You have to read the audience. If they suddenly yawn and are kind of looking around the room, then talk about something else, right? I also got to give testimony before a hearing about NLM funding, actually, so that was pretty scary. But I've got a picture of myself doing it. I said, that's pretty cool.

I don't think I nearly would have been prepared for the leadership roles I was able to play on campus and with scholarly communication without those early experiences, really. And I think our work made a difference, seriously.

F: Oh, it does. And I think that MLA/AAHSL Legislative Task Force has been very effective over time, based on you and a number of the other people who have really embraced that role and really put a lot of time and effort into making it be successful.

W: Yes. And without Carla and Mary—Carla was really good at it, and Mary knew the details. Mary would keep us prepared. And Dale Dirks and the Health and Medicine Counsel, who was the advocacy firm, were fantastic. They were really good educators.

The other thing that the Legislative Task Force permitted later on was for us to join forces with the legislative efforts of the AAMC, particularly on the AAHSL side, because we were constituents of AAMC. We were able to tap into the legislative expertise and the talents of AAMC and their efforts, and that was really an excellent relationship as well.

F: You were on the Board of Directors from 1996 through 1999. Tell me about that experience.

W: Oh, I loved being on the board. I was so excited about that—although I took office five months early, unfortunately, because of Dan Richards' untimely death in 1995. Because I guess I had more votes than the other people, then I was asked to step into Dan's shoes in January as opposed to May because of his untimely death. So that was a little sad way to take office.

I got to go to the board meeting in January right away and jump right in, so I got extra time on the board. I came on with Elaine Martin and Jim Shedlock, and they became really good friends. We became known as the SWAT team because we were all three of

us anxious to get things done and speed up the wheels of MLA planning. Associations move slowly sometimes and the three of us were determined that we were going to get things done quickly. Others on the board were Pat Thibodeau and Dottie Eakin, Bernie Todd Smith, M. J. Tooley. I served under President Naomi Broering. That was my first president; then Rachael Anderson. Totally different.

F: Totally different.

W: And Jacque Doyle, also different. And through that process, it was really interesting to watch how gracefully Carla, as executive director of MLA, was able to segue between presidential personalities—to some extent board personalities, but mainly she worked closely with the board president—the president's priorities, the president's personality, the president's ability, or not, to run a meeting. And she had, in my tenure on the board, Naomi, Rachael, and Jacque. It was quite a trio. So that was really fun to watch.

But it was a lot of fun and we got a lot done. Some of the issues of the day were professional development, as it always was. 1998 was the centennial for MLA in Philadelphia, so that was a big planning that I didn't have anything to do with, but we were able to get involved in all of the celebration. The MLA Educational Clearinghouse was just getting underway, so that MLA members could find out what was available, so I was the liaison to the CE Committee, which was really a very valuable experience, because it was one of the busiest committees and most engaged committees. I met a lot of people and was engaged in a lot of those activities. The benchmarking project was a really big project then. Jacque Doyle certainly embraced that because it was really of most value to hospital librarians, trying to improve their case in their institutions. Who was the benchmarking queen from...?

F: Holly Shipp Buchanan.

W: Yes, she, and also someone from Colorado, from [National Jewish], Roz Dudden, took on the benchmarking project. This was really early on when actual data was going to be so important in proving our case, so that benchmarking project was really important for MLA. AAHSL, of course, had been collecting data for years with our annual statistics and used them quite successfully, I think, as a profession with our administration, but the hospitals really hadn't had anything comparable, really, that would have been as helpful until this project. Then on Jacque's watch, we built a communications toolkit—again, mainly around trying to help hospital librarians state their case to their administrations. There were a lot of hospital library closures going on at that time.

F: Right, that was a tough era for hospital libraries.

W: Very, very difficult. So, especially with Jacque's background, we were really keen on helping hospital librarians. I remember the camaraderie in the board meetings and the wonderful dinners we'd go to in Chicago.



I also was treasurer during that time and we passed a dues increase. That's not always an easy thing to do, but it passed 322 to 60 [on May 18, 1999]. I had to look it up because it was passed quite significantly. And during that period was when I learned that Ray Naegele was really the go-to person at MLA outside of Carla. If you needed something financial or otherwise, Ray was your man.

F: Ray knew how to get things done.

W: And later on, as NPC [National Program Committee] chair—for the program committee chairs, Ray was your man. And he is such a great person. I don't know how MLA would run without him. He was just fantastic. Very serious but engaging. One of my proudest achievements was dragging him out on the dance floor at some of the celebrations we had and have him enjoy it.

F: He's so self-effacing, but he is the kindest, nicest, most supportive person.

W: Absolutely. He was really wonderful. So that was a really good three years.

F: Well, you had great people to work with. And as you say, Carla was masterful at maintaining the MLA momentum dealing with significant presidential changes every year with different priorities and different personalities and a somewhat reconstituted board each time. She did that so well.

W: Right. And I don't know anything about the new MLA executive director. It would be interesting to see how the board meetings run now. I know that they do many of them virtually now to save money. It wouldn't have the same effect, I think, virtually. It might be more efficient, certainly. It would be interesting to be a fly on the wall, actually, now to see how different that experience is with a different executive director and the virtual components of it than what it was before.

F: And as you and I know, there's such a difference between doing that kind of meeting electronically where it can work very well, but where you don't have the direct interpersonal connections forming when you have dinner together and when you do some of those other social things that facilitate communication and work out interpersonal differences and let you function effectively.

W: Right, exactly. To this day I could call probably any of these people up on the phone if I had a library-related issue, heaven forbid, and we could just pick right up where we left off because of those relationships that we forged in those days.

F: Yes. That sounds like a great group of people to work with. Anything else you want to say about that?

W: No, not about the board.

F: We've talked quite a bit about that. It was a great three-year period. And then you were elected in 2001 to become MLA president [for 2002/03].

W: Yes. I had lost the year before to my friend, Carol Jenkins [laughter].

F: But you were willing to give it another go.

W: I was willing—what the heck, I'll give it another shot, and I did win that year. I was able to work with Carol as president-elect, and she is one of my role models, even though she may not know it. It was really a heady time.

I was at Virginia at the time. My boss, Don Detmer, had stepped down as vice president and moved on, actually, to AMIA [American Medical Informatics Association] by then. And my new boss, Tim Garson, was ecstatic. I went in there with a little trepidation, saying, "Guess what? I'm running for president." He says, "Great!" And I said, "Guess what? I won. And it's going to take time and effort and time away from the office," and he said, "That's fantastic! That's fantastic! It's good for you, good for the library, good for the university." I had nothing but support from him right from the start. That was a really good thing. And my staff was supportive, and I knew that by this time, after eleven years, the staff knew what they were doing and we were all set, and things were running well. So that was not a worry. I was able to carve out that time for what I needed to do.

It was really fun for me to take ideas and be able to do some creative things with them—my theme of "Extreme Librarians." I was able to build in my love for sports and a challenge, and meeting challenges and having goals, and wrap that all around my own personal interests in sports and competition and teamwork. "Health Information Champions" was my goal. The whole idea was about making sure librarians knew their value and could demonstrate that.

Certainly, like you mentioned, MLA's continuity goes through different presidents' goals and styles and everything else, and you can't get anything fully done in one year. Luckily, with myself, as president-elect, and Carol Jenkins and then Pat Thibodeau—Carol and then myself and then Pat, we all were very compatible and our goals went seamlessly from one to the next. And we were all good friends. So it was really a wonderful three years.

F: And you have enough commonality in terms of philosophy and wanting to get things done and being well organized, so I think there was a really good flow between the three of you. Some years I think it's jarring from one president to the next, and Carla has done really well with that, trying to smooth out those kinds of differences. But sometimes, agendas and personalities are hugely different.

W: Right. No, we were really, really fortunate. So Health Information Champions. I was able to use the Olympics in Salt Lake City as the backdrop for my inaugural address, and that was all fun.

During the time, one of my goals was consumer health, one of [my presidential] issues. Consumer health was beginning to come to the fore as a really important issue. The *[Deciphering] Medspeak* brochure was one of MLA's best brochures, most popular brochures. I was able to take advantage of that and be involved at that point with information therapy conferences outside of MLA and bring that kind of connection to the Medical Library Association. That was really a lot of fun, and the MLA presidency gave me the platform to have probably a little bit more weight with that.

We also did a draft [strategic] plan at that point for MLA's future: "MLA's Future: Issues, Challenges, Choices." There was a lot of member input and [discussion at] chapter [meetings] and open forums, trying to get member input as to what MLA's future should be.

At the same time, NLM was hosting the Informationist Conference [April 4-5, 2002], so that whole new informationist concept was just coming to the fore. It all kind of worked together to help information champions, whether we were championing it for consumers or patients or informationists, trying to get ourselves into the research stream—all those new roles. It really fit my own thinking about how to take on new roles. So that was really very fortunate.

The meeting in San Diego [2003], which was my presidential meeting, was a lot of fun. Gail Yokote was the program chair. Ysabel Bertolucci was the co-chair. We had a lot of fun together. It was lighthearted. Because I like to take things seriously but not myself seriously, riding into the opening of the exhibits on a surfboard was one of the highlights of my president's year.

F: A memorable entrance, for sure.

W: A memorable entrance—that's right. I just loved it. And the support from Carla and from Ray and from Mary Langman and all the headquarters staff, just amazing.

We also had to go through media training, because at that point we were beginning to up our media presence and responding to issues such as the incident at Johns Hopkins, for instance, and how, with proper information, this [death in a research study] could have been prevented, and how librarians could get involved. There were beginning to be opportunities, and we had now a structure at MLA headquarters to insert us into press releases and possible TV clips and radio clips, and we were all encouraged to try to do that. So all the board members were sent to have media training, and we learned to talk succinctly and in bullets and not ramble and face the camera, and all kinds of things which were all so foreign to most of us.

F: Yes. But MLA was trying to be much more sophisticated about that.

W: Absolutely. And it was fun. I still have that tape somewhere of my practice run there, and I'm afraid to look at it.

Out of some of my goals, and what was happening, the Health Information Literacy Task Force was formed. Neil Rambo chaired that. Information therapy, the importance of information, and consumer health were all a really, really important part of my presidential year, and it was happening in the field as well. So it was tapping into what librarians were trying to do in their own communities. That was really exciting.

Then the other thing that was happening at the time was the open forum on scholarly publishing [at the 2003 annual meeting]. This was a time when we had the crisis in scholarly publishing, scholarly communications—increasing costs, namely, and other issues going on. So a lot of that happening during this year.

F: A lot of emergent issues at that time. And all significant issues, not small ones.

W: Exactly. So a lot of stuff going on.

F: A lot of stuff. So what gave you the greatest sense of reward from serving on the board and as president of MLA?

W: Well, MLA had been a professional home for me since probably 1977. 1978 was my first MLA meeting. They had done a lot for me—provided continuing education, education, all the speakers, colleagues. Wonderful organization. I guess the biggest reward was being able to serve and give back, and to think that I could make a difference for the next generation. It was an honor, for sure, to be recognized that way as a leader. It was a great organization to lead, I know; really, I could be proud of it. And my institution was proud of me and Bill was proud of me. It was a very rewarding experience, and I think we got a lot done in the three-year span between Carol and myself and Pat, like we mentioned. I think a lot was accomplished in a very harmonious, good momentum kind of way. And I think probably Carla slept well at night with the three of us.

F: Yes, because there was more continuity and the way the three of you would deal with the emergent issues at that time was consistent enough over time that it did allow MLA to have a sustained impact.

W: I think so.

F: Great. I would say let's wrap up for today and congratulate ourselves on a job well done so far, and we'll continue on tomorrow.

*[WAV File #2]*

F: This is the continuation of the MLA Oral History interview with Linda Watson on June 10th of 2017.

Linda, we were talking yesterday about your MLA presidency and service on the board and your experiences with that, and this morning I'd like to resume by talking a little bit more about your service to MLA and things that you did as part of the association. Over

the years, you served on three annual meeting National Program Committees. What kinds of changes did you see from your first service in 1989 [appointed in 1989 for the 1991 annual meeting] to your last one in 2011 in the way the annual meeting is conducted?

W: I really don't remember too much about [1991]. I was just a member of the committee for the first time. I do remember that that meeting was in San Francisco, I believe, and Dan Richards was the program chair. I just remember being excited to be part of the planning and to just learn what went into planning a meeting like that, and how much volunteer effort in those days went into this meeting.

We worked really, really hard, and I think the biggest issue was to coordinate all the section programming—and everybody who wanted time in the sections to present their views and ideas—and how to coordinate that with the national programming. There was always tension between how much was the national programming and how much was the section programming, and just not enough time for everything, and you fit that all together. That was kind of a fascinating process to work on, although I wasn't specifically responsible or involved in any of that. It was just fun to watch that interaction.

There was a sense of pride when the meetings—the meetings always come off well. All the hard work pays off. Members who attend the meetings have a wonderful time, the speakers are great, the networking takes place, the CE goes well, and at the end of the day saying, "Wow, we pulled it off!" So that's kind of what I remember about the totality of that first meeting.

F: It is a tremendous amount of volunteer effort and hard work by headquarters staff. But as you say, the product tells the story.

W: Yes. The second one that I was involved with was very complex. 1995 was the joint MLA-ICML (the International Congress on Medical Librarianship) meeting in Washington, DC. So a very complicated meeting. Lois Ann Colaianni, who was at NLM at the time, was the chair for ICML side of things, and I was the program chair for the MLA side of things. Gail Yokote was my co-chair [associate chair].

Certainly, Carla Funk and the MLA staff were involved in that, and it was a good thing, because Carla had been involved in international meetings before—I had not been—and obviously the MLA meetings. She was able to be a buffer between the time and programming conflicts and the proceedings of each group and how they would fit together and who would go on first, and the welcome and invitations to international members and how that meshed with our own International Cooperation Section of MLA. There were a lot of complex moving parts there.

Thankfully, I had Gail Yokote as my co-chair. Because in the middle of all that, in February of that year, I had neck surgery, and I was out of commission for about two months at home. I wasn't able to really do too much of anything, and Gail was able to step in, kind of in the last minutes of all of that planning before the meeting, and she did

it seamlessly. Gail is like that. She'd just be able to jump right in and take over, so I didn't have to worry about that.

F: Fortunately, she's another great person with logistics.

W: Exactly. So thank goodness for Gail Yokote. And then in May the meeting turned out just fine. We were at the Washington Hilton like we usually are, and it was, I think, a very well attended meeting. I don't remember what the attendance was, but I think it was a good one.

F: It was. Lots of people, lots of extra activities because of the combined meetings.

W: Exactly. So that was really fun. My very first MLA meeting though, going a little backwards, was 1978, and that was in Chicago. I was lucky to be able to go so early in my career, because I was doing a class on AVLINE—Audiovisuals Online, teaching people about audiovisual cataloging and how to use AVLINE. I was out there teaching and also exhibiting in the exhibit hall as part of the National Library of Medicine exhibit. That was pretty rare, especially at NLM, with so many librarians that not a lot of us got a chance to go to the annual meetings. I was lucky, and from that time on I went to most of them, representing AVLINE when I was at the National Library of Medicine. That was an interesting experience.

One of the memorable ones—I think it was the next year, maybe; I'm not sure of the date—was in Hawaii. We went to Hawaii twice. Yes, 1979 was the next one. I went to Hawaii to teach. Frieda Weise and I were on the same flight. She was going to be teaching something. I was going to be teaching something. And her luggage never showed up, so I was able to luckily loan her some of my clothes so that she had something to wear for her teaching the next day. That's one of my memories of the MLA meeting in Hawaii.

F: That would be memorable.

W: Certainly it was memorable to Frieda as well. And then we went back again in 2009 to Hawaii, so actually getting to go to Hawaii twice was not a bad deal. That was really a lot of fun.

My own meeting was in San Diego, which we've talked about a little bit, when I was president, so that was really a fun meeting. And then I touched yesterday on the final meeting—the 2011 meeting in Minneapolis, which was the year that I retired and I was the local arrangements chair. It was really a very bittersweet kind of fun and a really good meeting there as well.

Over the years, there was so much volunteer effort always—with coming up with the ideas and themes. But the structure was pretty much the same with some minor variations, structural changes. There was a framework pretty much set. And then we just had to fill in the blanks with the programming—the section programming and the

national programming. I think the biggest difference was the increasingly professionally run part of the meeting with actual meeting programmers, who became more and more sophisticated. As the exhibits, for instance, became more and more sophisticated, more technologically sophisticated, there was a lot more moving parts, and the meeting planners—working with Ray Naegele again—they were fantastic. I still remember them all walking around with their walkie-talkies always in touch. And if this room wasn't set up, they'd be on the case in a moment. So it seemed that there were less logistical worries once you got to the meeting with these program planners. They were just running the show.

F: They had everything under control.

W: And you didn't need to worry about it. At that point, mostly your worries were over, because you had planned the speeches, you had planned the events. The professional meeting planners were worried about things not working properly, and they were really, really good at that. And Ray was on top of everything, of course, as well. I think that's probably still true today. I don't think you could put on an annual meeting like we do without that professional meeting planning support.

F: No, you're right. And I think that that did become more sophisticated, and MLA contracted for more time and support over the years as things got more complicated.

W: That's right. Now, that raises the cost of the meeting, and I think that the meeting costs, as you look at the registration fees and all of that kind of thing, have increased.

F: Yes.

W: I know that's probably a strain on many budgets. And travel's not inexpensive either. So I think somewhere during this period, MLA was experimenting with virtual meetings. You could register virtually and there would be a smaller fee, but you could have access to some of the programming live, as I remember, but much of it—almost all of it—after the fact, so you could still participate in the educational portions of the meeting. It still didn't bring you to that social networking part, which was so big a part of every meeting that we went to. The colleague conversations at dinners, meeting with your colleagues, sharing ideas, commiserating over budget cuts, whatever the case may be. In a virtual situation, you're gaining the knowledge, but you're not cementing the networking so much. And that's probably a loss, but it's inevitable, I think.

F: Yes. At least you do get that educational knowledge piece. But you're right—you miss a lot. I always give Carla and Ray a lot of credit for being willing to explore virtual access and new avenues and reworking the annual meeting to try to give more members exposure and involvement.

W: Right. I think one of the things I remember about the 2011 meeting—my last one—was that there was always in these meetings a little newsletter that would come out, and people would report on what interesting thing happened yesterday and what was going to

be coming up tomorrow. As I recall, in my 2011 meeting and probably a couple before that, they had tweeters. I never tweeted; I'm not interested in tweeting. But there were younger members of our profession out there live-tweeting what was happening. "Oh, wow, so-and-so just said something marvelous," or "Here's a great quote I just heard from the speaker." And all of this was happening live. I still remember thinking to myself, well, how can you absorb all of that? If you're tweeting what somebody is saying, are you really paying attention to the whole context? And if you're reading someone else's tweet, rather than listening to the programming yourself, how is that all working? My brain just couldn't deal with that. But I guess it's successful. It's the way people communicate these days. I don't know.

F: I think the generation that grew up with that technology that we didn't have when we started going to annual meetings, that is the normal way that they work and think. And to us, I think it seems a bit disjointed, but that's the way they have learned to function—successfully.

W: Exactly. So hats off to them [laughter].

F: Yes. But it is a different meeting experience.

W: It is. I don't know. The meetings, I always looked forward to them. I only missed a couple, I think, in my whole career. And often, Bill got to go with me and take advantage of the social events. He was always happy to see all of his friends. It really became a highlight of my year, traveling to interesting places and seeing my friends and learning things and presenting things. I just loved going to those meetings. I understand that the 2018 meeting will be in Atlanta, which is a five-hour drive from here, so maybe I'll show up at that one.

F: That would be great. Like you, I only missed a couple meetings over the years. And I always felt like there was an opportunity through other channels within MLA to get access to the knowledge content. But what I miss the most was not having dinner with you or other friends, or have an opportunity to talk to people.

W: That's right, because you could always go online and look at the proceedings if you wanted to afterwards, or you could see the published Janet Doe Lecture. Yes, there were ways to get access to that.

F: Well, you were named a Fellow of MLA in 2005. You received the President's Award that year as well. And you received the Mid-Atlantic Chapter Librarian of the Year Award in 1995. What did those kinds of professional awards and recognition from your peers mean to you?

W: Well, they are certainly very humbling. It was certainly a wonderful honor and a privilege to do all of that. I don't think any of us do what we do for that reason—for any expectation of a reward or award. It just was a natural flow from wanting to give back to the profession. And it is an honor that people recognize that there was hard work and



thought and energy behind whatever it is you were being rewarded for. So it's just a humbling experience, and it puts you in a group of fellow MLA members who are also outstanding, and it's nice to know that you've got such a wonderful peer group that you're part of.

F: Mm-hmm, and a peer group that appreciates your contributions.

W: Yes, exactly right. Many of us have been through the same things and have worked on the same issues, and we know how hard it is for each other. So there is that recognition that is meaningful. It's very, very humbling. I still have those awards and the little plaques—I think not on my wall, but I think I have them in my closet close by.

[WAV File #3]

F: This is a continuation of the MLA Oral History interview with Linda Watson on June 10, 2017. Linda, we've talked quite a bit about MLA activities, which were significant. But outside of MLA, you also participated in the work of the Association of Academic Health Sciences Libraries. Talk about your AAHSL service as president, your work with the leadership development program, and your time as a mentor.

W: When I became a library director in 1990, I was really excited to be joining a group of fellow library directors, which gives you an instant peer group of people who are in your situation and people who were beginners like myself, but more importantly, people who have been doing it for quite some time. And there was a lot of wisdom in that group. Many of these people I had known already, but in a different capacity. And now that I was one of them, it really was an exciting opportunity to have just this instant peer group that you could call any time and get advice. It was a very small group—just maybe a little over a hundred of us at that time. It has grown since then. But it was a fantastic opportunity to participate in that.

I was really able to contribute significantly to the scholarly communications activities that we were involved in at the time. And I also think I had a lot of impact on the annual statistics project [*Annual Statistics of Medical School Libraries in the United States and Canada*]. I worked for many years on that project with [Valerie Florance and] Jim Shedlock, who were the editors during my tenure. We had some really fun meetings to plan: what questions we were going to ask and how we were going to ask them. And this was all at a time when we were beginning to think about how to take them from a printed book of useful statistics and mechanize them, automate them, so that people could use the data in different ways and generate charts and to be able to share with their administrations. It was a really interesting time about how to use the data we had been collecting for years. Dick Lyders, of course, was famous for, I think, beginning that process, if not at least shepherding it to its major development. I'm not exactly sure of the history there. [Editor's note: Lyders was the first editor of the *Annual Statistics* (1977/78), building on the idea of an earlier national survey, and served as editor and project director for the first fifteen editions.] Following in footsteps was always kind of

an interesting thing. I think it was a very valuable product that AAHSL put together. And that was fun to work with.

The other thing that I really enjoyed, particularly when I was president of AAHSL—I was able to continue to forge the relationships with the Association of American Medical Colleges and some of the other professional organizations, because at this point, interprofessional education was a really big deal. Librarians felt, rightly so, that we were in service to all of these different professions, we worked with these professions all the time, and that we were integral and would be an integral part of any discussions that there might in interprofessional education. We were able to elbow our way to the table in some cases and be invited in others; go to Washington, meet with people, and feel that we were contributing to an effort for that interprofessional education. So again, those AAMC contacts that I had made way back in the 1970s and the comfort that I felt in going to their offices and meeting people who were—a lot of changeover by that point—was really a lot of fun for me.

At this time also—I believe it was when I was president—my vice president at Minnesota was the chair of the Association of Academic Health Centers, which is a little bit of a broader group, similar to AAMC but also put you into contact with a lot of hospital directors and others who were charged with maintaining a very big enterprise. Through him, and my relationship with him as one of my dotted-line bosses, that was an opening that I could take advantage of too, and gain some credibility through my knowing Frank Cerra.

It was really an ability to use connections that I had already made. The connections with the National Library of Medicine, of course, were always very valuable because they were very supportive of our leadership program. It just seems that all of my career had prepared me to be able to bring something to the table in terms of making connections with outside organizations, which I think was really important and is still important for any of our associations, and AAHSL in particular in terms of our roles within the academic health center. So that was a lot of fun.

During my tenure, it was the twenty-fifth anniversary of the Matheson Report, which is one of the seminal documents of our profession and led to IAIMS and thinking out of the box and where librarians belong at the table.

During this year also was the emergence of e-science. Librarians were somewhat struggling at this point to switch from dealing with literature to dealing with data, and where could librarians fit in this whole e-science arena. Do the researchers really want us nosing around in how they keep their data? Do we have the skills ourselves to know how to handle data as opposed to information? So it was a changing time there. A lot of library directors tried to gain some momentum with their staff about learning about e-science and then trying to take it to their campuses. AAHSL was involved quite a bit in that as well.

Of course, the NIH Public Access Policy was just coming to the fore, and so there was a lot that we needed to cover there.

And it was a small enough group. We didn't have the resources that MLA did because we were a much smaller organization, but I think it was a much more nimble group because we were smaller. We were able to usually pull off task forces and committees that would result in an outcome a little bit faster than a bigger organization could do. You were involved in a number of those too—with our professional development and leadership programming and all of that sort of thing too.

F: Yes. And I do think that is one of the distinctions: that within the MLA structure, where, again, committees and task forces are productive, because there's more disparity amongst the committee or task force members, it takes longer to work through that process. And AAHSL seems to be a little bit faster-track.

W: Exactly. And then speaking of the [NLM/AAHSL] Leadership [Fellows] Program, which Carol Jenkins and others really took the lead on, I was lucky enough to be a mentor to Javier Crespo, and it was a wonderful experience. It was so wonderful to be able to be an official mentor. I feel that I've been a mentor to many of my staff in the past, but this was an official relationship, which is a little bit different. All of us who were in this program did get some very significant training through AAHSL about how to be a mentor and what it meant to be a mentor, and we got guidance.

We went all together as a cohort. There were five library directors and five mentees. We would work as a cohort over that year. And that was another small network where we were able to share experiences. We had videoconferencing with each other, and each of us was to take a topic, budgeting or space planning or whatever, and we'd lead a discussion online. So we were using the technology.

And then, of course, the site visit: putting together a plan for Javier at University of Minnesota, trying to show him what I did on a day-to-day basis. I wasn't so much interested in showing him the library side of things, because he knew libraries, but I tried to plug him into different environments in the Medical School and the School of Nursing. And I had the dean of medicine, Debbie Powell, actually interview him for a job as if I was gone and they were recruiting for a library director, and Javier was one of the candidates. I asked Debbie whether she would do a mock interview with him and ask him the questions that would be asked of any candidate coming through. And she agreed to do that, and they did that. Oh, by the way, I'm not really leaving, but... [laughter].

F: That would be a great experience for him. Probably a little stressful too.

W: Yes. And I had him give a presentation to my staff. We did a lot of things in that week. I think it was two weeks that he visited. I think they were separated by some time. Unfortunately, I don't think Javier went on to become [a director]—to stay in libraries. He decided to pursue a different path, I believe. I think he went back to business school,

if I'm not mistaken, but I'm not quite sure there, so I'd have to verify that. But it was a great experience.

I know that AAHSL has had incredible success with this program, because as many of us have retired, a new cohort, many of whom we have mentored, have taken on those roles, and, as far as I know, successfully.

F: It's been a very successful program. AAHSL has worked hard on the administration, but we always have to acknowledge NLM for providing the ongoing funds that makes it possible.

W: Absolutely. They are very, very supportive of that. NLM had had many planning panels in the past that I was able to serve on about development of librarians for the future and all that sort of thing, and this was a really concrete way that they supported us in this mission. Betsy Humphreys especially was so supportive.

F: Yes. And I think they felt very gratified by their support of the program and what has come out of it. A lot of good directors.

W: Absolutely.

F: As you say, I think AAHSL is a very welcoming organization. It's really a bit more intimate than the larger MLA body. We certainly connect with colleagues there, but AAHSL has its own special flavor and presents interesting opportunities.

W: Yes.

F: And I think one of the opportunities that I certainly felt was coming into an organization that participates in AAMC, it in some ways emboldens you to reach out outside of our comfort zone and our usual contact and either take advantage of opportunities or even walk up and suggest that there might be some collaboration that could go on here that would benefit everybody.

W: Absolutely.

F: Any comments you'd like to make about any other associations you participated in? I know you mentioned yesterday the Health Sciences Communications Association, HeSCA. That was an early part of your career.

W: Right. Even though I had joined MLA early on, HeSCA was really my first active professional home—out of necessity because of my role as the AVLINE coordinator. HeSCA was an interesting organization to jump into because it was not just media librarians. AV librarians was one section, a small section, but there were audiovisual producers and instructional designers and directors of biomedical communications facilities, which I had no clue about. I had no idea these things existed. It was a really interprofessional mix of people, for sure.

F: Yes, very much so.

W: And the meetings were interesting. We had a lot of fun. But it was at a time when there was tension between this organization—and some very strong personalities in this organization—and the National Medical Audiovisual Center [NMAC] in Atlanta, who had been funding a lot of production and that kind of work, and had reduced some of that funding over time. There was tension about what more the National Medical Audiovisual Center could be doing for HeSCA. Kind of similar to what a medical librarian often thinks about NLM, about what more NLM can be doing for them, and not necessarily understanding the resource constraints or political constraints or whatever, or role or scope of their business as it relates to their constituencies, that kind of thing.

I was in the middle of a lot of political unrest between the organizations, which, for a really newbie librarian and newbie person, representing the National Library of Medicine was pretty uncomfortable. Now, Bill Cooper at the time was also at NLM and he got involved in this as well, because they were so unhappy with some things that they had ratcheted up the communications through letters to Dr. Cummings [the NLM director], and then Bill was asked to handle it. We were actually at one meeting together where it was just us against them. And it was very uncomfortable. But Bill, obviously being the politician that he is, knew how to handle that.

F: So, HeSCA and—

W: HeSCA and NLM. But we all came out of it at the end. I think biomedical communications was going through transitions at the time, even back then, and struggling for their roles in their institutions. It all turned out okay. And I guess HeSCA still exists. I haven't really followed up on it. I should look that up. But I don't know.

F: I don't know either, because earlier in my career I knew you and other people being involved in HeSCA, and that it was an important association at the time. But I certainly don't hear much about it anymore.

W: Right. But certainly the media librarians there become my long-term friends. As I mentioned earlier, many of us became computer lab directors and really engaged in the new computerization and computer-assisted instruction. It was really a very positive... It wasn't the librarians among this HeSCA group that were complaining; it was the producers and the instructional designer types that were worried about NMAC. So the librarians were my refuge. I went to that organization.

F: There may have been a reincarnation, because now that I'm thinking about it, there's a group called ABCD—the Association of Biomedical Communications Directors. And I wonder if that either succeeded HeSCA or—

W: They were actually in parallel. It's like the AAHSL and MLA kind of thing. The ABCD were the big guys; they were the director guys. And there were probably, I don't know, fifty of them, sixty, something like that.

F: And I think that is still in existence, whether or not HeSCA is.

W: Okay. It will be interesting to go back and look. But anyway, it was a very interesting time to see the interdisciplinary interplay, and to know that if we are, as librarians, going to complain to producers that you need to have bibliographic control of your products, you need to put a title page and a date, a copyright date, and this and that, so that we can catalog them, then this was an organization, at least on the academic side, that you could start making those inroads. So hopefully they listened to us [laughter].

F: Well, I'd like to follow up a little bit about NLM, because we've just been mentioning them and the role that they have, and sometimes the expectations don't match the reality of what NLM is really missioned to do. And our perceptions are sometimes different of what they should be actually spending their money on and supporting in the field.

But certainly, you've had experiences as an employee at NLM. You've had experience as an academic health sciences director in libraries that were reliant on NLM products and services. So I think you probably have a more complete understanding of NLM. So I'm just curious about your perception of NLM's role in the field and how that plays out.

W: Well, I can't say enough about NLM, obviously, for my own personal career, certainly. But the products and services, as you mentioned—who could imagine our life without MEDLINE? Or MeSH, or any of those kinds of things. The collections and services have been our lifeline.

One of the things I was most proud about in being an NLM employee: when we went to MLA meetings and NLM would give its update. And knowing behind the scenes what went on when I was an employee there is, everything was done with quality. Part of that meant that things might have taken longer to launch and to be out there and to be available, because NLM was intent on making a quality product. And if it wasn't right, it wasn't going to be released yet, no matter what the demand.

I think Betsy Humphreys had a lot to do with that. She was very much a perfectionist. At the same time, she was a mover and a shaker, and she was just as anxious to get things out as anybody else was. But she also wanted to get it right. And NLM had the staff and the expertise and the passion among almost all the staff there to get things right, from the top levels down to the lower levels. So that was, I think, one quality control kind of thing that might have frustrated people when things weren't coming out quickly enough.

F: But I would agree with you. I think a significant aspect of NLM was that they did not want to roll out imperfect products or things that had glitches. Unlike some of the software developers that we were reliant on for other products, NLM really wanted to make sure they got it as right as they could before they put it out in the field. And as you

say, that meant a delay, but it also meant that we had really functional products when they came.

W: Right. And internally during my years there was a whole transition from MEDLARS I to MEDLARS II. And so just like any huge information system, when you transition from one edition to a next edition or to a new format, there are a lot of glitches. Look at the electronic medical records and any kind of information system. And that was all happening there, and so NLM was relying on contractors. I think Oracle was involved at one point, and so you're dealing with these immense companies and these immense systems, and there were problems, just like in our own institutions. [Editor's note: After working with other corporations, NLM contracted with Systems Development Corporation (SDC) to complete and enhance MEDLARS II with a shift to online, interactive searching.] There were a lot of frustrations within NLM that they couldn't get products and services and updates out faster. But say that as you will, the basic services were still running along just fine, and customers were really being satisfied.

All during this time, too, NLM was charging for online access. We forget those days. And to reflect on the beginning days of searching MEDLINE remotely on 300 baud computer terminals, and only librarians could do it because it was so intricate, and it was costing money every time you touched the keyboard—

F: Because we were paying by the hour.

W: Paying by the hour. And maybe even a minute; I can't remember. So it's come a long way since then. And the free MEDLINE, which came about in—when was that? I can't remember exactly when. Was it [1997], something like that? I don't remember. I'll have to look up that date. But that was an enormous revolution for [NLM] to be able to say, okay, no more telecommunications costs, and public service. It was fantastic.

F: It made a huge difference.

W: And that's when we were able to get into the end-user searching, which was the right thing to do, but it created a lot of angst among librarians at the time for fear that they would lose their perceived role of expertise in doing the computer searching on behalf of their users. I think a lot of librarians felt threatened by all of that. Others just embraced it: Wow, look what we can do now. So that was pretty amazing. Wasn't it Al Gore who they used as the—when they went to free MEDLINE, he was doing a computer search at the time. I believe it was Al Gore. [Editor's note: In a Capitol Hill press event on June 26, 1997, Vice President Al Gore introduced free MEDLINE searching on the web.]

F: Oh, I don't remember.

W: Promoting that MEDLINE is now free.

F: Good choice.

W: Exactly. So the services are fantastic. Obviously, the funding opportunities, all the grants and the contracts, the Regional Medical Library contracts, which decentralized some of the services and opportunities. Grants taught us a lot about writing grant proposals. NLM was really smart in that they put out small grants—you know, \$25,000. I think my first Grateful Med grant was \$20,000. Some of the larger grants that went through Extramural Programs were big ones. We weren't really, at this stage in our careers, ready to write those big grants, but we got our feet wet by writing a lot of these proposals. They went through some kind of special review processes, too. They didn't necessarily go through NLM's Biomedical Library Review Committee, some of these smaller ones. That really gave us an opportunity to feel success, get some extra resources, maybe just the extra boost you needed to do Grateful Med outreach or something like that. It was enormous. It was an enormous opportunity. And I don't know that there's any medical librarian today who is unaware of NLM and what NLM means.

I think after I left, and over time, NLM grew by leaps and bounds. I mean, huge—huge, huge growth. And the Lister Hill Center and the National Center for Bio[technology] Information, NCBI, began to—I don't want to say overtake, but became a huge component of NLM. And more data processing. The [Human] Genome Project, of course, was coming along, and so there were brilliant scientists and information technologists at NLM then who took information management to a whole new level, one that many librarians probably didn't understand very well. I think it might have been a tough transition to know that, was NLM going to be abandoning its basic cataloging and MEDLINE and the things that we're used to, and putting all of its resources into the Genome Project and other projects like that. And I think that NLM, to their credit, was able to—yes, they did grow that enormously, and look at the value that it's had to NIH and to others. But they didn't abandon their baseline products either.

F: No, they didn't. And I would say, in fairness to NLM, it was happening in our academic health sciences libraries as well. We weren't abandoning library operations. They just, for that time period, were less visible and maybe got less attention than dealing with the new electronic products and the emerging technologies—of necessity.

W: Right. And then, of course, out of that same division came PubMed Central and all of that, which was the foundation for us being able to participate so fully in the NIH Public Access Policy. David Lipman, who was in charge of NCBI, was brilliant and was able to gather resources and staff and talked a mile a minute [laughter].

F: To convince people.

W: To convince people, and to teach us—to teach us what was going on behind the scenes with the science and the information and how it was meshing. It was really fascinating to watch him. Being on the PubMed Central National Advisory board, I got a chance to see him closer in action at that time, and I was really very impressed; very impressed with his talent and his enthusiasm. I think he has left NLM now. I think he has gone on to do something else, if I am remembering correctly.



F: But huge contributions at the time that he was there.

W: Absolutely. NLM was also—it's not really touched me too much specifically, but their historical collections have come a long way since digitization. They've been able to promote and show off some of their wonderful collections they have by being able to digitize all of the things.

And then their exhibit program. The exhibit program was another thing that began with exhibits at NLM and then somebody at NLM or somebody somewhere had the idea, well, why can't we put on this exhibit in a mini-fashion. The whole traveling exhibit concept that NLM put together was enormous for us. It was a headache and a half, for sure—

F: To host it.

W: Because you had to figure out, did you have the right space, and when in the cycle could you get it. And then all these shipping things would come and then you'd have to set it up. And then you'd want to have programming around it. So it was a lot of work. But it was able to allow the librarian and the libraries to be in the middle of a really cool exhibit. Many libraries did the "Frankenstein" exhibit. Many did some of the others. We happened to do the women in medicine exhibit ["Changing the Face of Medicine"], because Debbie Powell was our dean of medicine, one of the few women deans of medicine at the time, and she was involved. We had her there speaking and we had presentations. It was just a wonderful way for us to engage our community through a wonderful exhibit product that we never would have been able to do ourselves.

F: Right. And it was a brilliant way to use that wonderful product, the exhibit, and have that be a platform to showcase what the library was doing and remind people.

W: Yes. Because we were able to, at Minnesota, then, when we had the exhibit, we were able to say, "Okay, here's the women who are being recognized through NLM's exhibit. And by the way, here are the women who are pretty special here at the University of Minnesota, too." And a couple of them were in the exhibit, and so we highlighted them. It was a great opportunity.

NLM was coming up with a lot of creative ideas for how they could take their resources and share them with us in novel ways. That was really a lot of fun. Seeing those boxes and trucks and things coming in with all those exhibits, it gave all of us headaches. But NLM—I can't imagine being a medical librarian without NLM there.

F: No. And it wasn't until I became involved in IFLA, the International Federation of Library Associations and [Institutions], that I also began to understand that we think of NLM as our national library, but in some ways, it's an international library of medicine. A lot of other countries rely on NLM products and services. So it's amazing to see the impact that they had on the world.

W: Yes. And I always used to compare how lucky we were being medical librarians as opposed to regular librarians. Well, yes, for sure; we all have the Library of Congress and they do wonderful things. But it isn't quite the same. National Agricultural Library—likewise for agricultural libraries. It was a core service that they had, but it wasn't as good as the National Library of Medicine, in my opinion. So, yes, we were very, very fortunate. We still are.

F: Certainly NLM has provided a rich array of tools and services that have advanced medical libraries and the quality and the effectiveness of the services that they offer to their users. But at the same time, NLM has been described as a bureaucracy that is driven by the peculiar politics and the priorities of Washington. How do you view that trade-off of the boons and the drawbacks that NLM brings to the table?

W: Well, first of all, NLM belongs to NIH, and NIH is a huge, complex organization. And my observation—maybe others have felt this as well—is that NLM, just like libraries in our institutions, has had to fight to be at the table among the big National Cancer Institute, the big institutes within NIH. So in a sense, they were having to deal with the same kind of institutional politics on their scale that we were in our own institutions.

The director of the NLM had to present his budget to the director of NIH, and they had to work through all that. So in the same way that we were making cases for our budgets, NLM did as well. I think that gave me some perspective: that they can't do everything because they've got masters to address as well.

Within that, of course, they were part of the Department of Health and Human Services, still another bureaucracy. And then, during cycles in the economy where there were cutbacks and there were justifications, there were a lot of mandates that came from the Department of Health and Human Services or beyond about how to be more efficient, or how to do this or how to do that, and there was a lot of time and effort spent by NLM staff in responding to those mandates. You know, what would you do if...? Or if the government is going to shut down, what's going to happen? A lot of time and attention had to be paid to those governmental kinds of things. Furloughs happened, and budgets didn't get passed. We had to plan for that and scurry around about that. So it was really tough.

There were a lot of efforts that NLM, I think, was able to take the lead in, however, particularly around shared information management, around agencies. I think Don Lindberg had an important place at the table with other institutes around Washington and worked that way.

There was a lot going on for NLM beyond providing services and products to librarians around the country, and I think they were able to balance it. And Kent Smith certainly was right in the thick of almost all of that. He was a master. He'd been in government services his entire career, and he knew the players, he knew the processes, he knew the

cycles, he knew NLM, and he was just... He was kind of like the Ray Naegele, I think, of NLM [laughter], because without Kent, it would have been more difficult.

F: Yes. And Kent was a good strategist. He knew how to think ahead and how to try to position NLM to be successful.

W: Absolutely.

F: On the publishing side, you've combined personal authorship with roles as editor and reviewer. How did that kind of publishing activity add to your career?

W: Well, publishing and speaking allowed me to share what I knew, which is something I've always been interested in doing, and to collaborate, really, with many interesting people. Most of what I did was collaborative in nature, and it was really fun to have done a project and then say, "Well, let's see if we can describe this to others in a way that we can share what went well, what didn't go well, what our results were." And the collaborative editorial process, where you've written something and you think it's really brilliant and then one of your colleagues says, "What if we say it this way?" Oh, yeah, that makes a lot more sense.

Writing and being edited is sometimes challenging. When I had submitted some things to the *Bulletin*—then—of the *Medical Library Association*, now the *Journal of the Medical Library Association*, and you get back all these editorial review comments, it's like, the first look at it, "Oh, my gosh, they hated it!" And then you take a step back and you read it more carefully, and you say, "There are some very good points there." Being edited helps me be an editor as well, because you knew what was helpful and then maybe kind of what wasn't. So there was a really good give-and-take there. I really enjoyed that. I liked editing a lot—in fact, almost more than writing sometimes.

I think the idea of shared information—I think librarians are really, really good at that. One of the challenges, I think, is we were all in our libraries trying to help our staff carve out time and space to actually write up results. And at our Medical Library Association meetings, most often you'd hear posters, poster presentations, and presentations, all very high quality, very interesting projects. I don't know—it would be interesting to see what percentage of those actually get written up and published and peer reviewed, because there isn't the time—or the venue, perhaps, for whatever the content was—to do that. And I think we probably could write more, should write more, but I don't know whether that's something that's changed or is changing.

F: My guess would be that it hasn't changed and is not likely to change; that there are people who can find the time and the resources to do a poster session or contributed paper. But for multiple reasons, they don't get around to writing that up into a full publication.

W: Right. And I think that's something that MLA was trying to encourage—to get our literature published and to be able to build your resumes in those ways. And also, quite

frankly, it's what our faculty at academic centers are required to do: to publish in peer-reviewed journals to just perhaps better understand the process that they're going through in their own research and writing. We don't have so much the publish-or-perish syndrome as they are facing, but it would help us to understand them a little bit more, I think, in what they deal with.

F: Yes. And also, we talked a little bit yesterday about evidence-based librarianship, and that seems to imply that we need to add to our knowledge base, if we're truly going to be tapping that.

W: Exactly. And I also think that those of us who have published and have been peer reviewed and do continue to publish probably have more sympathy with the researchers and the NIH Public Access Policy and trying to figure out that when you get the thing from the journal, what your copyright rights are, and you're signing away, "Yeah, but I've got to get this published," but here I am giving my copyright away to the journal. What does that mean? How many of us really read those statements until all this came about? So it was an interesting way to become more knowledgeable about what our own researchers were going through. We had to go through it ourselves. I enjoyed that part of my career a lot.

F: And then, of course, things have moved more toward the electronic publishing. And we were talking earlier about your role on the PubMed Central National Advisory Committee and the unique insights that you could get from that as far as the whole electronic publishing field. Do you have any thoughts about the future of print and digital publishing and what might lie ahead?

W: Gosh. I can only imagine that it's going to be more and more skewed towards the digital. I can only imagine that. During my time as a library director and also on PubMed Central's National Advisory Committee, and what we dealt with with price increases and publishers and things like that, there was a lot of contentious relationships between publishers and librarians. I think AAHSL, in particular, tried to bridge that gap in the later years of my career there in trying to bring publishers and librarians together.

Michael Homan was very much involved in all that effort, as were others, to try to have conversations. Scott Plutchak, also, was very much engaged in that, trying to bring publishers and librarians together to try to find common ground. And this was during a period where there was a lot of tension going on. Even so, many in our profession were concerned that librarians were talking with the enemy, or the people who were trying to charge us all these prices, and the copyright issues were swirling. So it was very, very difficult.

But librarians, to our credit, I think, were trying to find middle ground and trying to have a common understanding. I don't know whether that sustained itself, whether it resulted in that, or whether the publishing conglomerates—it's such a huge, big business of multinational and different connections that it's just too difficult to make an impact there.

I don't know what the group would say to that. And I've been away for six years now, and I must admit I haven't followed that issue.

F: I think part of it goes back to what we had started talking about yesterday with your experience at Tracor Jitco and the tension between trying to do the altruistic, best thing and having to deal with someone who's coming from a profit-oriented environment, and trying to work out a successful collaboration that furthers both sets of needs, but having that monetary focus as one of the necessary parts of the conversation that sometimes just can't lead in the direction that we, as librarians, might like things to go. So I think that that always complicates the conversation and complicates what comes out of it.

W: Right. Electronic publishing, though, is a good thing in that information can be more readily, more easily, shared. The fact that you've got literature available in a database allows you to do data mining in ways that you otherwise wouldn't have been able to do. The whole electronic issue and the capabilities are spectacular. And there's a lot to be tapped there, I think.

And I think that the way that the new generation consumes information is going to impact all of this, too, and it probably already has, with just reading snippets or just the abstract or just the one-liners. And will that benefit medicine and research or not? How many of our users, our clinicians, our researchers, are going to spend the time to read through an entire article, or, just because of the way they've been trained, to respond to tweets and to small bits of information. Will they lose the ability to see the bigger picture that's presented in a traditionally written research paper? I don't know whether the nature of the research paper is going to really change significantly, too, because of the way that people of the next generation will consume it. Or will it still be written that way, but nobody will consume it that way? I don't know.

F: And I think that dichotomy could very well happen—that the traditional publish-or-perish factors are going to drive the publication to remain as it has been, but the consumer behavior is changing and may be quite different, and not use that full research paper.

W: Right. So that will be interesting. I think probably at this stage in my retirement now, I think I'll wait for a Discovery Channel or a PBS show that pulls all that enigma together in a way that might be a very interesting show to watch, and say, I was part of it 'when.' It's been in transition and now it seems to be going in this direction. And quite frankly, I don't know what I would do about that.

F: We're not quite along for the ride like we used to be.

W: That's right.

F: Well, before we wrap up the interview, anything else you want to talk about that we haven't covered in your career or activities thus far?

W: Yes. Actually, there are a couple of things. One, I guess one of my themes seems to have been, as we've been talking, librarians at the table and getting ourselves into the right environments. And another table that I was able to get to through Don Detmer—my connections with Don Detmer again—was the Institute of Medicine [IOM] study of rural health.

I was at [Virginia] at the time. Rural health was a very important part of the library mission. I was invited, through Don Detmer's connections, by Mary Wakefield, the chair, to be a part of the rural health study by the Institute of Medicine. We met for a year, and we came out of it with a report, *Quality Through Collaboration: The Future of Rural Health*, in 2005. I worked with a number of individuals—Mary Wakefield, a key person in North Dakota, and [Ira Moscovice], a future colleague in the School of Public Health at Minnesota—both of whom were important for my later work with rural health in Minnesota with our MedlinePlus Go Local and other outreach. Fantastic experience. I think at the time I was the first librarian to actually serve on one of these Institute of Medicine studies, which are big deals. They have had visibility—

F: High visibility and some really great products and outcomes.

W: Exactly. So to be at that table—I think there were ten or twelve members, including Don Detmer, Mary Wakefield, and Ira Moscovice. It was, again, instant welcoming of my perspectives on things. I was able to work closely on particularly the chapter on information technology and communications with Don and others, and I was able to mention NLM and outreach and how the Regional Medical Library—its focus, its outreach, and they have connections in all these rural areas.

Again, I think, not only personally was I able to be at the table, but I was able to, I think, in a small way, promote what librarians in the country could do on behalf of the product. And people were really—these particular people on the committee weren't surprised; they were very receptive and knowledgeable about all this. But very happy to include that all in the report. So that was a fantastic experience. Can't say enough about that and being at that table. Really very exciting.

F: Being at the table is critical.

W: It really is. And then being at the table—it's great. You're invited to the table, but then there's so much pressure to have to produce. So, okay, I need to be articulate, I need to be able to get my ducks in a row, just like I learned. If I'm going to try to make a point, I need to make the point, and I need to have data to back it up. There was a lot of pressure, and I prepared significantly for those meetings. But it was great. It was a really great experience.

The second thing I would mention that we hadn't talked about is a little bit related to meetings, but particularly when I was president—but also outside of being president of MLA—I had a chance to travel internationally and attend a lot of international meetings that I wouldn't have been able to afford to go to or be justified to go to.

I met library colleagues around the world, and most often I was accompanied by Carla, who had traveled in all those circles; she had contacts in all those circles. We went to wonderful dinners in all those places, guided by Carla. She was really my—I would call her my international mentor in that regard, starting with the joint ICML-MLA meeting that we already talked about, in Washington [1995].

I was able to go to ICML in London in 2000. Exciting experience, although it was kind of strange being in London on the Fourth of July with fireworks, thinking, what are we celebrating here? Oh, independence from Great Britain! Interesting. Just seemed odd.

F: Maybe a little rude.

W: Yes, exactly. We were out on a boat in the Thames, so I guess we were far enough away from the Londoners that maybe they didn't care.

And then in Glasgow, the IFLA meeting [2002]. Were you at that one?

F: Yes.

W: Fantastic. I never would have gotten to Glasgow otherwise. I got to run in a 5K that was going on at the time. And I struggled in somewheres near the back. It was raining and drizzly. Carla and Bill were out there cheering me on.

Australia, I went to a meeting of librarians at the request of NLM. NLM had asked me to go speak on their behalf when Becky Lyon couldn't make it, to talk about PubMed and PubMed Central and MedlinePlus and all those kinds of things to the Australian librarians [Asian Pacific Special, Health and Law Librarians' Conference, 2003]. Did I need to take any time to decide to say yes to that one? Absolutely not.

F: Where was that meeting?

W: In Adelaide. Bill and I were able to go to Sydney and see some of the rest of Australia besides Adelaide and [present to] a wonderful group of people and meet some new librarians there.

Then Bill and I were able to go to the University of Puerto Rico when we were at University of Virginia. The Regional Medical Library—Region 2—which Puerto Rico was part of, had an enormous grant from the National Library of Medicine to support outreach to Haiti. Rather than send money directly to Haiti, they were going to work through the University of Puerto Rico, and Puerto Rico was going to work through the Regional Medical Library Region 2, and Bill and I were asked to consult on that project. That was fun to do—meet my colleagues down in Puerto Rico and Haiti. And interesting to work with Bill on a consulting project, an interesting experience. Because he liked to talk a lot, and I barely could get a word in edgewise in some situations. There were some interesting interchanges there. But Bill actually had been instrumental in starting the

School of Medicine at the University of Puerto Rico back in 1950 when he was at Columbia. For him to be able to go back and give back to the university was just really a wonderful experience.

Finally, I guess, there was a talk I gave in Edmonton, Canada, on evidence-based librarianship, and that was really big [closing keynote address at 2<sup>nd</sup> International Evidence Based Librarianship Conference, 2003].

So a lot of opportunities to travel and to meet colleagues, and to realize that our colleagues all over the world are dealing with similar issues, and they have some different takes on things that we can learn from as well. It was just really a wonderful experience that I never would have had otherwise.

F: Well, moving to some very broad final questions, who are the people you feel most influenced your life and career? You've mentioned a number of people thus far.

W: I would just say those people again. My parents, obviously. Next was Professor Galvin at Simmons, who kind of, I think, set the theme for my management career in librarianship. And I was a manager from almost day one. Many librarians don't get that opportunity, don't even want that opportunity, but I relished it. Dan Tonkery, absolutely. Bill Cooper was a mentor. Dick Lyders, Don Detmer. Interesting that all these are men, so far.

And then my final most influential, I guess, would be Carol Jenkins, quite frankly, and she might not even realize that. But we're good friends and I've admired what she's been able to do, particularly at North Carolina and within both associations. She was able to embrace almost every role that she was asked or volunteered to do and do it in a spectacular way and in a self-effacing way. She wasn't necessarily expecting to be front and center, but she would highlight whatever was the issue. And that's kind of the way I envisioned myself, too. I didn't need to be the big, huge, visible leader, although I loved the leadership part, but it was about getting the work done, having a goal, getting people to embrace something and do something, and Carol was very much that way too. And she was very, very successful. I just admired her so. And we were also roommates, quite frequently at MLA meetings and Legislative Task Force meetings. So she was a great friend and a role model.

F: Your personal styles have a lot of similarity in that neither of you seek the limelight. And you'd want high-quality outcomes, and you worked hard for those.

W: Exactly. And we have very patient and supportive husbands and families [laughter].

F: Which is important as well.

W: Absolutely. So, yes, those are the ones who influenced me the most I think.



F: And are there people you think you had a lot of influence on as they've come up in their careers?

W: I hope so. No one has actually ever said that directly. I don't know if you've ever had that experience—like, “Rick, you are the role model for my life.” I don't recall anyone ever saying that to me. I'm hoping that the staff that I mentored and recruited, particularly at Virginia, since I was there the longest, might feel that way if you asked them directly. I'm hoping so.

Within the association, perhaps people that I might have worked with on committees might have seen, “Oh, she led that committee in an interesting way. Maybe I could do the same.” But I don't really know.

F: It's interesting to me—I guess this is a little bit of an aside—that this question is always part of the interview process. But I think most of us don't know the answer. It's rare that someone says, “Oh, Linda, thank you. You really were a role model,” or “I learned a lot working with you on a committee and seeing how you took charge of things and accomplished tasks and worked with people and got through difficulties.” Rarely, I think, do we hear that kind of thing.

W: But I think when I retired, I knew that I had done what I needed to do, what I wanted to do, what I could do, and that I think I had made a difference in the institutions that I participated in, both professionally and where I got my paycheck.

So the external recognition is nice. The awards are nice. But it really isn't why I did this, why I do this.

F: I guess my perverse side says that you and I both benefited by working for good and bad directors [laughter]. And so maybe we've influenced people both ways.

Overall, how would you like to be remembered by the library community? What would you consider to be your important contributions?

W: Well, this is always a tough question—having to describe yourself. But I think the things that I want to be known for are being an energetic, capable leader, passionate about the profession, and about integrating libraries into the fabric of their institutions or the broader society. Being at the table—we've talked about that a lot. I think I was able to be at many tables. And once I was at the table, I think I was able to contribute and feel that I maybe opened some eyes about what librarians can be and do, both in a meeting setting as well as in our profession out in the field.

I've always wanted to be someone who could be counted on to get things done. If you ask me to do something, it's going to get done. I don't care if I have to work twenty-four hours a day, five days a week, to do it; it will get done.

And I really was happiest when the credit for anything could be somewhat deflected to the staff who made it work, or the administrator who got an award or a researcher who got a grant because of something we did behind the scenes. That meant more to me than the fact that, wow, what did I do.

I think there's a delicate balance between being confident that you made a difference and being too self-effacing. So I know that I had a great career. I had great mentors. I had great help. I had great resources. And I did a good job. I'm very proud of all that.

F: I think there's a difference between a need for achievement and a need for recognition.

W: Yes, that's the way to put it.

F: And we know directors who sit in one or the other or straddle. But I think from all that you've described, your need for personal achievement is more important than the external recognition has been.

W: Yes. You have high expectations for yourself, and that creates some heartburn sometimes when you dealt with an issue and then you think about it. I said, "Oh, I could have done that better." So there are always ways to improve. But by and large, I think it was a wonderful career, and I wouldn't have changed it for anything. But I'm also enjoying retirement immensely, so let that be a lesson to anyone who's listening, right? There is life after work.

F: Yes, there absolutely is. Some of our colleagues, I think, have struggled with that issue, but I know you and Bill are flourishing, so that's great.

Where do you see librarians, and especially medical librarianship, headed in the future? I know that's always hard to pull out the crystal ball and think about what might lie ahead.

W: Well, I'd be interested in your thoughts about this too. But four decades ago we started all this adventure. Medical librarianship was somewhat unique, and we had, both in hospital settings and academic settings, because of our patient care mission... I think over time—I think we've talked about this a little bit—the distinctions have blurred a little bit because of a lot of shared resources. Certainly, the research information and education have blurred. E-science is a common focus, in academic libraries anyway. Teaching is common.

But how are our medical students and residents going to learn to continue to keep up with the literature and keep up with being able to evaluate literature in the new ways that they're consuming information. I don't know how librarians are going to be able to integrate themselves into that. Have the curricula in library schools changed at all to recognize that the world is changing. I don't know that. So I'm hoping that it has.

F: They are.

W: Okay, that's good. Welcoming new backgrounds into the profession: we've been struggling with that all of our profession—about whether you need to have this kind of a degree or that kind of a degree, but what kind of talents do you have to do [the job]. So that all, I think, is probably in flux. I don't know where medical librarianship is going. I'm hoping it stays strong. I'm hoping the Medical Library Association is strong in its membership, continuing to be so. I don't know [laughter].

F: None of us have that answer. Any advice that you would give people in the field at this point, even people who are coming in as new librarians, or even those who are farther along in their careers?

W: I guess my advice would be to just embrace all the different experiences you can possibly experience. When you're young, particularly, volunteer for committees that you're uncomfortable with in your institutions. Say yes, say yes, say yes. And then figure out how to accommodate that afterwards—certainly until you gain enough experience to know where you fit. Say yes to any table you're invited to. Invite yourself to the tables that you're not. Be willing to jump into leadership roles. Many of our colleagues I found, even among my own staff, they were happy to do the work, but they weren't necessarily thrilled about being asked to chair a committee or chair a task force or something like that.

F: It can be scary.

W: It is scary.

F: But you have to jump in.

W: You have to jump in. And then, once you jump in, you find people who can help you, whether it's your peers or someone at the institution or a mentor or something like that.

Speak up. I mean that literally, too, because so many of our librarian colleagues are very soft-spoken, and you're in a meeting and you can't hear what they're saying. You've got to speak up in these environments, not only with your expertise but with your voice so that you can be heard physically.

And then believe that you can make a difference and that you do make a difference—locally, nationally, and globally. I think we do, and people need to believe in that.

And from what I read about the new librarians and some of the profiles that *MLA News* puts out occasionally, it seems like there are some really cool, new librarians out there who have different kinds of experiences and passions and energies. And so I'm pretty hopeful for the field that those kinds of energies... I hope the institutions that they work in can accommodate that free spirit and the new ideas bombarding everybody and be able to harness that in a way that doesn't burn the individual out or bum the individual out, but is able to take advantage of it and move forward. So that's a challenge, I think, for library

leaders to be able to harness the energy of those new generations and figure out what to do with it.

F: Yes. It does seem to me that library schools are trying to turn out graduates who are a bit more assertive and who are more flexible and willing to take more risks and things than may have been true when you and I graduated from library school.

But perhaps a little bit answering the question I posed to you about who you've influenced, I think you are really well regarded in the profession as someone who did step outside her comfort zone and was willing to work outside the institution—outside the library throughout the institution, or in other institutional settings. Always well prepared and well able to articulate important points that made a difference. And that's why you were invited to be at so many tables. And I think that is a role model that influences many people in our profession.

W: Thank you for that.

F: You and other people have been very instrumental in doing that, I think.

W: Well, thanks.

F: And thank you for the opportunity to talk with you about your career and your perceptions of the profession. It has been a pleasure for me.

W: It has been a lot of fun for me to go back over the career and think about all the people in my life. I'm pleased to have been a medical librarian, and I'm still passionate about that. I still introduce myself as a medical librarian, even in retirement.

F: Good. Well, this concludes the interview with Linda Watson on June 10th, 2017. And I think we have another interesting oral history here. Thanks again, Linda.

W: Thanks, Rick.

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# LINDA A. WATSON, MLS

## **POST-RETIREMENT ACTIVITIES**

- 2017**                      *President, Moss Creek Tennis Club*  
*Nominating Committee, Moss Creek Owners Association*  
Hilton Head Island, South Carolina
- 2012 to present**            *Volunteer Teacher, English as a Second Language*  
**The Literacy Center**, Bluffton, South Carolina
- 2012 to 2014**            *Volunteer, Heroes on Horseback (Riding Therapy Program)*  
Bluffton, South Carolina

## **PROFESSIONAL EXPERIENCE**

- 2011**                      *Adjunct Faculty, Masters Program in Library and Information Science*  
*St. Catherine University*  
St. Paul, Minnesota
- 2005 to 2011**            *Director of Health Sciences Libraries*  
*Adjunct Faculty, Institute for Health Informatics*  
*Affiliate Faculty, School of Nursing*  
*University of Minnesota - Twin Cities*  
450 Diehl Hall, 505 Essex Street SE  
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- 1990 to 2005**            *Associate Dean and Director, Claude Moore Health Sciences Library*  
*Lecturer, Department of Public Health Sciences*  
*University of Virginia Health System*  
Charlottesville, Virginia 22908
- 1985 to 1990**            *Houston Academy of Medicine-*  
*Texas Medical Center Library* - Houston, Texas
- 1989-90                      Associate Executive Director for Library Operations
- 1986-89                      Associate Director for Public Services
- 1985-86                      Director, Information Services
- 1975 to 1985**            *National Library of Medicine/NIH* - Bethesda, Maryland
- 1982-85                      Head, Audiovisual Resources Section
- 1980-82                      Branch Chief, National Medical Audiovisual Center
- 1979-80                      Assistant Head, Selection and Acquisitions Section
- 1976-79                      AVLINE Coordinator
- 1975-76                      Library Associate (post-graduate internship)
- 1974 to 1975**            *Tracor-Jitco Inc.* - Rockville, Maryland, Librarian and Project Manager

## **EDUCATION**

1969 - 1971	Georgetown University, Washington, DC
1973 BA French	University of Connecticut (summa cum laude), Storrs, CT
1974 MLS	Simmons College School of Library Science, Boston, MA
2001 Certificate	Frye Leadership Institute, Atlanta

## **PROFESSIONAL SERVICE**

- ◆ Association of Academic Health Sciences Libraries, 1990-2011
  - ◆ President, 2007-2008
  - ◆ Mentor, NLM/AAHSL Leadership Development Program, 2006-2007
  - ◆ Chair, Committee on Scholarly Communication, 2003-2006
  - ◆ Future Leadership Task Force, 2000-2003
  - ◆ Editorial Board, Annual Statistics of Medical School Libraries in the US and Canada, 1996-2000
  - ◆ Vice Chair, Joint AAHSL/MLA Legislative Task Force, 1990-94
- ◆ Medical Library Association, 1977 – present; Fellow, 2005-
  - ◆ Interviewer (Donald A.B Lindberg) and editor (Kent A Smith), Oral History Program
  - ◆ National Program Committee Local Assistance Chair, 2009-2011
  - ◆ Presidents Award for work in scholarly communication issues, 2004-5
  - ◆ President 2002-200, Treasurer 1997-99, Board of Directors, 1996-99
  - ◆ Mid Atlantic Chapter Librarian of the Year, 1995
  - ◆ Distinguished Member, Academy of Health Information Professionals, 1995-
  - ◆ National Program Committee for Annual Meeting, Chair 1995
  - ◆ Treasurer, Medical School Libraries Section, 1988-90
  - ◆ Annual Meeting National Program Committee, 1989-91
  - ◆ Consulting Editors Panel, Bulletin of the MLA, 1986-89
  - ◆ Frank Bradway Rogers Award Jury, 1986-1988, Chair 1987-88
  - ◆ Editor, MLA News "Media News" column, 1984-85
- ◆ Health Sciences Communications Association, 1977-86
  - ◆ Board of Directors, 1981-83
  - ◆ Editorial Review Board, Journal of Biocommunication, 1980-85
  - ◆ Chair, Membership Committee, 1982
  - ◆ HeSCA/National Library of Medicine Liaison Committee, 1977-85
- ◆ St Catherine University MLIS Advisory Committee, 2009-2011
- ◆ National Library of Medicine/NIH
  - ◆ Planning Panel on the Education and Training of Health Science Librarians, 1993-94
  - ◆ PubMed Central National Advisory Committee, 2002-2005
  - ◆ Strategic Vision Working Group and Long Range Planning Panel, 2005
- ◆ Institute of Medicine Committee on the Future of Rural Health Care, 2003-2004

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Watson, Linda A., Ivan S. Login, MD, Jeffrey M. Burns, MD. "Exploring New Ways of Publishing: a Library/Faculty Partnership." Journal of the Medical Library Association 91(2):245-247, April 2003.

Shipman, Jean P, Diana J. Cunningham, Ruth Holst and Linda Watson. "The Informationist Conference: Report." Journal of the Medical Library Association 90(4):458-64, October 2002.

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Watson, Linda et al, "Library Outreach Across the Commonwealth: Pathways to Improved Health," Virginia Medical Quarterly 123(3):173-75, Summer July/Aug/Sept 1996.

McCall, Kay and Linda Watson, "The Virginia Medical Information System Project: a Network in the Making," Virginia Libraries 42(2):15-17, April/May/June 1996.

Humphries, Anne Wood, Julia K. Kochi and Linda Watson, "Seizing Golden Opportunities: Making Health Care Information Available at the Point of Need through Networked Resources," Virginia Librarian, 40(2):5-8, April-June 1994.

Watson, Linda and Carol Jenkins, "Health Care Reform and the Health Sciences Librarian: Get Involved Now," Medical Library Association News 265:8-9, May 1994.

Watson, Linda, "TexSearch: Technology, Cooperation, and Commitment". Texas Library Journal, 66(1):31-33, Winter 1990.

Watson, Linda, "Partners in Health Care". Texas Library Journal, 64(4):135-6, Winter 1988.

Watson, Linda, editor, Library Lines, HAM-TMC Library monthly newsletter, June 1987 - May 1989, and author of numerous articles.

Watson, Linda. "Grateful Med Version 2.0: An Overview for Searchers". Medical Reference Services Quarterly, 6(2): 1-16, Summer 1987.

Watson, Linda A., "Instructors Guide" in Searching Online for Health Sciences Audiovisuals (Baltimore: Southeastern/Atlantic Regional Medical Library Services, 1984).

Watson, Linda A., editor, "Media News" monthly column in MLA News, May 1984-Sept 1985.

Humphreys, Betsy L. et al. National Library of Medicine, Preservation of the Biomedical Literature: a Plan for the National Library of Medicine (Springfield, VA: National Technical Information Service, 1985).

Suter, Emanuel and Waddell, Wendy, "AVLINE: a Data Base and Critical Review System of Audiovisual Materials for Health Professionals". Journal of Medical Education, 57(2): 141-155, February 1982. (I was Project Officer on the AAMC contract that produced this document and was responsible for its editing).

Suter, Emanuel and Waddell, Wendy, "Attributes of Quality in Audiovisual Instructional Materials for Health Professionals". Journal of Biocommunication, 18(2): 5-12, July 1981. (I was government Project Officer on the AAMC contract that produced this report).

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Sparks, Susan M. and Kudrick, Linda W., "An Audiovisual Information Retrieval System: AVLINE". Journal of Nursing Education, 18(7): 47-55, November 1979.

## **PRESENTATIONS**

"Harnessing Health Information and Translating Knowledge Among Institutional and Community Partners: A Case Study at the University of Minnesota" (with Layne Johnson and Julie Jacko), presentation at the Medical Library Association annual meeting, Washington DC, May 24, 2010.

"Roles in E-Science for Health and Science Librarians", invited presentation at the University of Massachusetts and New England Area Librarian E-Science Symposium, Shrewsbury, MA, April 6, 2009.

“Consumer Health Information and Local Health Care Resources: MedlinePlus and My Health Minnesota Go Local Outreach Efforts”, (with Michelle Brasure and Karla Block), poster at the American Medical Informatics Association annual meeting, Washington, DC, November 11, 2008.

“Lessons and New Roles: the Experience of Health Sciences Libraries” (with Betsy Humphreys), presentation at the ARL/CNI Fall Forum on Reinventing Science Librarianship: Models for the Future, Arlington, VA, October 16, 2008.

“Health Information for All: From Research to Health Professional to Patient, a Congressional briefing on the National Library of Medicine”, (with Mark Funk), Washington DC, Capitol Building, April 9, 2008.

“MedlinePlus Goes Local”, presentation at the Public Library Association annual meeting, Minneapolis, MN, March 28, 2008.

“NIH Public Access Policy”, convener (with Karen Williams) of ACRL OnPoint Chat, March 27, 2008. Reactor to keynote by Ray Kurzweil, Mayo Clinical Libraries Centennial Celebration, Rochester, MN, October 2, 2007.

“Scholarly Communications: What’s Next?,” Keynote address, Midwest Chapter of the Medical Library Association, Louisville, KY, October 9, 2006.

“One Click Learning and Knowledge Management,” Minnesota Rural Health Conference, Duluth, MN, July 18, 2006.

“Enhanced Public Access to NIH Research Information: Implications for Open Access”, panelist at *Charleston Advisor* Preconference, Charleston, SC, November 3, 2004.

“Scholarly Publishing and Open Access: the Librarian Role”, panelist at South Central Chapter of the Medical Library Association Annual Meeting, Houston, TX, October 25, 2004.

“Open Access: Pie in the Sky?” panelist at Mid-Atlantic Chapter of the Medical Library Association Annual Meeting, Raleigh, NC, October 14, 2004.

“Librarians: Indispensable Dispensers of Information”, panelist at Information Therapy Innovators Conference, Park City, UT, September 27, 2004.

“Putting the Information in Health Literacy”, poster (with the MLA Health Information Literacy Task Force), Medical Library Association Annual Meeting, Washington, DC, May 26, 2004.

“Librarians and Open Access”, Medical Library Association Annual Meeting, Washington, DC, May 26, 2004.

“Scholarly Publishing,” Metro New York Library Council Hospital Library Services Program, New York, NY, March 5, 2004.

“Promoting New Publishing Models: Libraries and Open Access,” Open Access Publishing Conference, Emory University, Atlanta, GA, January 7, 2004.

“The Library as a Place for Scholarship,” panelist and poster presenter at the Symposium on Building and Renovating Health Sciences Libraries in the Digital Age, National Library of Medicine, Bethesda, MD, November 5, 2003.

“Scholarly Publishing,” Northern California and Nevada Medical Library Group, Emeryville, CA, October 10, 2003.

“Prompting New Publishing Models: Challenges and Progress at an Academic Medical Center,” 7<sup>th</sup> Annual Houston Conference on Health Informatics, Houston, TX, September 8, 2003.

“PubMed®, MEDLINEPlus® and PubMed Central: A Trio of Essential Resources for Health,” keynote address, 10<sup>th</sup> Asian Pacific Special, Health and Law Librarians’ Conference, Adelaide, South Australia, August 26, 2003.

“Evidence-Based Librarianship: Current Players / Future Aspirations,” keynote address, 2<sup>nd</sup> International Conference on Evidence Based Librarianship, Edmonton, Canada, June 6, 2003.

“Peak Performance: Librarians on the Crest of a Wave,” presidential address, Medical Library Association Annual Meeting, San Diego, CA, May 4, 2003.

“Promoting New Publishing Models at the University of Virginia,” panel presenter following the GIR/AAHSL Nina W. Matheson Lectureship, Association of American Medical Colleges Annual Meeting, San Francisco, CA, November 11, 2002.

“MLA Response to Leadership Development”, panel presentation at Leadership Reconsidered: Developing a Strategic Agenda for Leadership in Health Sciences Libraries, Medical Library Association Annual Meeting, Dallas, TX, May 22, 2002.

“Extreme Librarians: Champions for Quality Health Information,” inaugural address, Medical Library Association Annual Meeting, Dallas, TX, May 21, 2002.

“Publish, Perish and Problems with the Status Quo”, University of Virginia School of Medicine Faculty Retreat, White Sulphur Springs, WV, February 10, 2002.

"Options for Integrating Access to Electronic Resources," AAMC Group on Information Resources Annual Meeting, Washington, DC, March 10, 2001.

"Getting Health Information to Those Who Need It," (with Ann Duesing and Jann Balmer), Southwest Virginia Health Summit, Wise, VA, November 16, 2000.

"Trying to Create Change at the University of Virginia: A View from the Trenches," Association of Academic Health Sciences Libraries Annual Meeting, Washington, DC, October 28, 2000.

“Reflections on the Use of an Independent Study Program for Assessing and Building Computer and Information Retrieval Competencies,” (with Karen K. Grandage), Medical Library Association Annual Meeting, Vancouver, BC, May 9, 2000.

“Access to Electronic Resources at UVA: One Approach,” (with Jonathan Lord), EBSCO Medical Library Director Seminar, Birmingham, AL, March 2, 2000.

“Library Resources and Clinical Practice,” Muller Surgical Society Meeting, Charlottesville, VA, May 7, 1999.

“IAIMS, Outreach, and Librarians,” Health Sciences Librarians of New Jersey Meeting, Princeton, NJ, December 1997.

"Information Retrieval and Use of Knowledge-Based Resources", session taught in Health Informatics Course, UVA School of Medicine Department of Health Evaluation Sciences Masters Program, 1997 and 1998.

"IAIMS Community Information Planning at the University of Virginia," Medical Library Association Meeting, Kansas City, 1996.

"Pathways to Information: the Library Without Walls," (with Elaine Banner). University of Virginia School of Medicine Medical Alumni Annual Advisory Meeting, Hot Springs, VA, January 1995.

["Health Care Reform and the Health Sciences Librarian"], testimony on behalf of the Medical Library Association / Association of Academic Health Sciences Library Directors before the U.S. House Ways and Means Committee Subcommittee on Health, Washington, D.C., February 1, 1994.

"Library Outreach -- On the Road with Information Services", University of Virginia Board of Visitors Meeting, Wise, Virginia, April 2, 1993.

"Focus on VAMIS, Focus on Health Professionals," Virginia Health Sciences Librarians Statewide Meeting, Chantilly, VA, March 26, 1993.

"The Library Without Walls: Impact on Decision-Making and Patient Outcomes," University of Virginia/IBM Symposium, Nursing Informatics: Current Realities, Future Possibilities, Charlottesville, October 2, 1992.

"Librarian as Leader", panelist, Medical Library Association Meeting, Washington, DC, May 18, 1992.

"Information at Your Fingertips: Library Resources for the Practicing Physician", University of Virginia School of Medicine Medical Alumni Weekend, Charlottesville, May 9, 1992.

"Reaching Out with Health Information: Virginia Medical Information System", Virginia Health Sciences Librarians Statewide Meeting, Richmond, March 27, 1992.

"Issues in Library Administration", Moderator, Medical Library Association Meeting, San Francisco, June 4, 1991.

"TexSearch: Technology, Cooperation, and Commitment", Medical Library Association Meeting, Boston, 1989.

"Quick Search: an Inhouse Information System" (with Neil Rambo) paper and educational exhibit, Medical Library Association Meeting, Portland, Oregon, 1987.

"AVLINE Review Process: It's Application to Dental Audiovisuals", American Association of Dental Schools Meeting, New Orleans, 1982.

"Videocassette Interlibrary Loan Program at the National Library of Medicine", Health Sciences Communications Association Meeting, San Antonio, 1982 and Medical Library Association Meeting, Anaheim, 1982.

"Media Services at NLM: the Role of the National Medical Audiovisual Center in Current and Future Activities", Health Sciences Communications Association Meeting, Calgary, Canada, 1980.



## **GRANTS**

Health Literacy Program for Minnesota Seniors. Subcontract. National Network of Libraries of Medicine Greater Midwest Region. Awarded to University of Minnesota Health Sciences Libraries. Anne Beschnett, PI. 2009-2011 \$39,595

Service as Outreach Library. Subcontract. National Network of Libraries of Medicine Greater Midwest Region. Awarded to University of Minnesota Health Sciences Libraries 2007-2008 (\$2,000); 2008-2009 (\$3,000); 2009-2010 (\$4,000); 2010-2011 (\$4,500). Linda Watson, PI

ALA/NLM Changing the Face of Medicine Traveling Exhibit. Awarded to the University of Minnesota Health Sciences Libraries to host for 6 weeks. Linda Watson, Project Director. October/November 2010.

Training Opportunity at the University of Minnesota Health Sciences Libraries. Host site for a National Library of Medicine fellow. Awarded 2008/09, Linda Watson, Project Director, \$7,000.

Health Informatics Outreach Training. Submitted by Michelle Brasure (applicant for fellowship) to the National Library of Medicine. Linda Watson, co-sponsor. Awarded for 2008-2010.

My Health Minnesota Go Local. Grant awarded by the National Network of Libraries of Medicine Greater Midwest Region to the University of Minnesota Health Sciences Libraries. Linda Watson, PI. October 2006-September 2007. \$25,000

My Health Minnesota Go Local. Grant awarded by the Minnesota Department of Education to the University of Minnesota Health Sciences Libraries. Linda Watson, PI. July-September 2006. \$25,000

NLM/ACPF Health Information Referral Project in Virginia: A Project to Involve Health Sciences and Public Libraries. Contract awarded by the National Library of Medicine, Linda Watson, Project Director. January – June 2004: \$20,000.

Information Access for Danville's Health. Grant from the E. Stuart James Grant Charitable Trust to establish a partnership between UVa and the Danville Regional Medical Center for improving information access to rural South-Central Virginia. Linda Watson, Project Director. 1996-97: \$150,000.

Electronic Academical Village for the Health Sciences. IAIMS planning grant from the National Library of Medicine; Don E. Detmer, M.D., Principal Investigator; Linda Watson, Co-Principal Investigator. February 1994 - January 1996: \$136,747.

National Science Foundation Internet Connections Grant. Award to the University of Virginia Medical Center; Shahir Kassam-Adams (and subsequently Steven Borowitz), Principal Investigator; Linda Watson, Advisory Committee. November 1993 - August 1996: \$50,000.

Preservation, Access and Promotion of the Kerr L. White Health Care Collection. Grant from the Rockefeller Foundation, November 1994 - November 1995: \$20,000.

Citizen Health Information Network. July 1993 - June 1994. LSCA Title III grant from the Virginia State Library and Archives; Linda Watson, Project Director. One year: \$39,220.

Virginia Medical Information System (VAMIS). May 1992 - June 1996. National Network of Libraries of Medicine/NLM/NIH, Southeastern/Atlantic Region subcontract awarded to the Virginia Council of Health Sciences Librarians; Linda Watson, Project Director. Four years: \$47,160.

Grateful Med Outreach to Rural Nurses and Physicians in Virginia. October 1990 - March 1993. National Library of Medicine RFQ 91-081/KJV awarded to The Claude Moore Health Sciences Library, University of Virginia; Linda Watson, Project Director. \$24,814.

## **CONSULTATIONS**

National Library of Medicine, Region 2 National Network of Libraries of Medicine site visit team, 2008  
New York University Libraries, 2008

Hampton University School of Nursing IAIMS Planning, 1999

University of Texas Medical Branch at Galveston, SACS Reaffirmation Site Visitor, 1998

Eastern Virginia Medical School, SACS Self-Study Review, 1998

Duke University School of Medicine Library Review, 1998

National Library of Medicine Grant Review Panel, 1996, 1998

University of Puerto Rico Medical Sciences Library (Outreach Planning), 1997-2000

University of North Dakota (IAIMS Planning), 1996

University of Medicine and Dentistry of New Jersey (IAIMS Planning), 1995