

MEDICAL LIBRARY ASSOCIATION

ORAL HISTORY COMMITTEE

INTERVIEW

WITH

FRIEDA O. WEISE, FMLA

Interview conducted by Joan S. Zenan, AHIP, FMLA

May 23, 2007

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May 2011

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Published 2012

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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 Joan Zenan
on May 23, 2007. 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 _____.

Frieda Weise
Name of Interviewee

Frieda Weise
Signature

Date 5/23/10

Accepted by: Carla Fuchs
MLA EXECUTIVE DIRECTOR

Joan Zenan
Name of MLA Interviewer(s)

Joan S. Zenan
Signature

Date 5/23/10

Date 7/7/10



Biographical Statement

Frieda O. Weise, FMLA, graduated from library school at the University of Michigan in 1973, after teaching social studies in a junior high school on Long Island for about six years. She developed an interest in government documents librarianship that was a foundation for her early career and professional contributions in documents and health statistics, while her later focus expanded to administration, electronic services, planning library buildings, merging libraries and computing, strategic planning, IAIMS, and expanded roles for librarians. She worked at three institutions—the University of Illinois at Chicago, National Library of Medicine, and University of Maryland at Baltimore, returning for second stints at the two universities to lead the libraries.

Weise's first jobs at the University of Illinois Medical Center and NLM were government documents positions. Through a recommendation from her professor Gwen Cruzat, she was hired by Irwin Pizer at the University of Illinois Medical Center (1973-1976) as government documents librarian, where she was introduced to medical librarianship. In 1976 she was appointed documents librarian at NLM, where she subsequently advanced in positions in the Reference Section to become assistant head before she left in 1983. During her first stay at UMAB (1983-1989), she was assistant director for public services and deputy director under Cyril Feng. She then returned to the University of Illinois at Chicago (1989-1991) as director of the Library of the Health Sciences and the Regional Medical Library. Her final position was back at UMAB (1991-2003) as executive director of the Health Sciences and Human Services Library and the Regional Medical Library.

Weise was initially involved in the Medical Library Association through the group that became the Public Health/Health Administration Section. Winifred Sewall encouraged her to publish *Health Statistics: A Guide to Information Sources*. Weise developed or revised and taught MLA continuing education courses in government documents and health statistics.

Weise was president of MLA in 1999/2000, after serving another term earlier on the Board of Directors from 1998 to 1991 when she was treasurer during a dues increase vote. Her presidency was notable for a research agenda and studies on compensation and skills for professionals in information technology roles and on the value of the library. She chaired the National Program Committee for the centennial 1998 annual meeting. She was also chair of the Public Services Section. She chaired one Nominating Committee and was elected to two others. She was named a Fellow in 2003. She was awarded the Ida and George Eliot Prize in 2003 for co-authoring with the Hay Group a report of the information technology compensation study.

She was MLA's Janet Doe lecturer in 2003, choosing as her topic "Being There: The Library as Place." Weise had planned the new library building at UMAB, and she focused in her lecture on the role of buildings in the electronic age and how buildings can promote the values of librarianship. Throughout her career, she published and presented widely in her areas of expertise.

Medical Library Association Interview with Frieda O. Weise

Joan Zenan: We are recording this interview for oral history for MLA at Frieda's home in Laurel, Maryland, on Wednesday, May 23, 2007. So Frieda, let's begin with what influenced you to go into librarianship?

Frieda Weise: I was teaching for a number of years on Long Island in a social studies program in a junior high school. I got interested in the library there. After about six years of teaching, I decided that I really had had enough of that, and I decided that I would go to library school. I took a leave of absence and went to the University of Michigan and got my degree there. The school administration was kind of surprised when I didn't come back, but I called them at the last hour, right after I graduated in that summer of '73 and told them that I wouldn't be back. I went on to get the job in Illinois.

Z: Tell us a little bit about your library education. What was it like in 1973?

W: I have to say, it was really very traditional. There was basically nothing online, of course. We had one data processing course, which I took, and I don't remember a thing about it. It was all brand new, and we had no idea what all this was leading to. Most of it dealt with books. I remember having an AV course that dealt with a lot of that. But mostly it was book-based, academic reference and cataloging.

Z: And was academic sort of your interest?

W: It was pretty much oriented towards academic. I did take a media course because I thought I might go back and be a school librarian. I think that was really because I didn't know too much about the other kinds of librarianship. When I was at Michigan I learned about all the other kinds of libraries you could work in. When I took the government documents course, I was very interested in that just because I enjoyed working with those kinds of publications. Government documents were a real challenge. They were pretty complicated. I had Gwen Cruzat as my professor for that and she sort of became my advisor. She wasn't my actual advisor, but we became friendly and she encouraged me to go into documents as a librarian. When I graduated, the first position I had was a documents position.

Z: Not in the medical library?

W: Yes, it was at a medical library; it was at the University of Illinois Library of the Health Sciences in Chicago.

Z: Oh, that's right. Was Cruzat a medical librarian?

W: Gwen was a medical librarian and she taught the medical library course at Michigan. They did have one, even back then, which I think was probably pretty unusual. I didn't take it because I had no inkling of going into medical libraries.

Z: You're not alone, because Rachael Anderson, the same thing, didn't know anything about medical librarianship.

W: Yes, not one thing. I mean it never even occurred to me that there were such things.

Z: There it was, right in front of you.

W: But Gwen was in medical libraries, I know she was a member of MLA for a long time and was involved in CE and stuff. So, she kind of introduced me to it. I learned most about it when I was working at UIC.

Z: Let's move on to how did you come to work at the Library of the Health Sciences at University of Illinois at the Medical Center. This was your first position, right?

W: Yes, that was my first position, and it was pretty much a fluke the way I got the job. After I graduated, I remember I went to the ALA meeting thinking I would be able to find a job through ALA. That was meeting in Las Vegas, my first time ever in Las Vegas, and that was quite an interesting meeting. I know we spent a lot of time at the pool.

Z: Not in the casinos?

W: No, we didn't gamble. We might have walked through them but I wasn't too interested in gambling.

Z: No, I don't blame you.

W: I guess I had a few interviews in Las Vegas. I can't quite remember, but I certainly did not land a job. But I had applied to several places, and one of the ones I remember was in West Virginia, and I thought I was probably going to get that one. I think it was in a community college or something. But, when I got back from that meeting, one day I was walking on campus, and Gwen Cruzat came running up to me. She said, "I found a job for you!" I said, "Really?" She said, "It's in Chicago!" I was taken aback and said, "Chicago, oh my gosh." She said, "Yes, it's at the University of Illinois, and it's a government documents position." I was really thrilled because that's really what I wanted to do, have a job as a government documents librarian. She said, "Well, it's in a medical library and you'll probably have to do some reference." I said, "Reference?" I said, "I didn't take that course." And she said, "It doesn't matter. I'll give you a copy of MeSH [Medical Subject Headings]. That's all you will need to know." She did give me a copy of MeSH, and I looked at it and it was like Greek to me. I thought, "Well, if this is all I need to know, I guess I'll take the job." That was in the summer of '73. I was a little puzzled because I didn't have an interview or anything, and I said, "Am I going to get an interview? Will they call me for an interview?" And Gwen said, "Well, probably not, because Irwin [Pizer] knows me."

Z: And Irwin knows everyone.

W: I said, "Well, all right, but I think I should go out there and at least meet the people, and I am going to have to find a place to live." So, she said, "Well, give Irwin a call and maybe you can set something up."

Z: Irwin Pizer.

W: Irwin Pizer, right. He was director of the library at that time. I had never heard his name before. I didn't know that he was a luminary. So, I was all very casual about it. I called him and said, "Don't you want to interview me?" And he said, "Well, not really, I trust Gwen." I thought that was so remarkable. I said, "I would like to come out because I need to find a place to live. And he said, "Okay, when you come to Chicago, you can come to the library and I will introduce you to people, etc." That's what I ended up doing, and actually I had a friend living in Chicago, who I had lived with on Long Island, who had moved to Chicago and worked for a publishing company. She was getting married, so I got her apartment. It was on Lake Shore Drive, so that was quite thrilling. It was a wonderful location right on the Drive, at 3300 North. It was a great place to live. I got that, and I did indeed visit the library and Irwin introduced me to people. I have to say that the person I was reporting to was quite surprised to meet me, because she had no idea Irwin had hired somebody for this job. So, it was kind of funny. Actually it was interesting because when I went there, the first few months, we were in the old library. Irwin was moving into a new library that fall which was large. The new library was about as big as the new one we have in Maryland, so it was huge. It was really huge. I found out later that this was quite a coup that he was able to get a new library building. I spent maybe two or three months in the old building, which was in the medical school. Then we moved that fall into the new building. We had a whole section devoted to government documents. I was the documents librarian and had a TA [teaching assistant], Stanley. I will never forget him. He was quite a character. I worked in government documents half-time and in reference half-time. I knew nothing about medical reference, and I had no idea even what the reference books were. But they had this little collection right behind the desk, and Lorraine Hirschfeld, who was the head of reference, said, "These are the major books, just read through those and you will be fine." I thought, "Okay." I sort of prayed nobody would ever come during my shift.

Z: And did they?

W: I vaguely remember that I used The Heart book a lot, the Hurst textbook about the heart. I remember using that, and there was another huge one on cancer medicine. Of course the card catalog I knew about. But it was an experience, definitely an experience.

Z: It would have to be terribly challenging not to have had a reference course and not have known...

W: Yes, I really was nervous. At that time, online searching was just coming in. I remember Lorraine Hirschfeld had been to the National Library of Medicine for the many weeks of training that they had to go through at that time, and I think one other reference librarian had gone, Siew-Choo Poh, who actually ended up later at the University of Washington. They were trained in searching.

Z: Were you still doing hand searching?

W: We did a lot of hand searching, but they had the Silent 700 TI [Texas Instruments] terminal. When I first started, I'm not sure if it was batch at that time or not, but we started doing online fairly soon after I got there. I guess I went to a course later and learned something about searching, and I ended up doing some of that too. But it was definitely interesting because I really had to learn it all kind of from the ground up.

Z: That gave you a very solid base though, because it was experiential.

W: It was trial by fire, I can say that.

Z: Right, right.

W: And being the new kid on the block, I had to do weekends, and so I was pretty much by myself there in the reference department on the weekends. That was a challenge, but it worked out eventually.

Z: You rose to the cause. You worked also with the Illinois Department of Public Health?

W: Yes, the School of Public Health at the university really convinced Irwin that he needed a documents librarian because so many of the things that they worked with were state and federal documents and also local documents. So, he felt that it was important that they have somebody who could be serving them and to develop that collection. I spent a lot of time developing that collection. We had a separate collection, for which I actually developed the subject headings based on MeSH. We developed a little separate catalog for it, and we had a section using the SuDocs numbers [Superintendent of Documents classification system] at that time. I think now, since then, it's all been integrated. But at the time, that was kind of the thing to do.

Z: And it was an easy way to find things that they needed.

W: They always, I guess before that, had complained bitterly about not being able to find things and the right things and all that.

Z: Government documents have never been easy.

W: No, they were not easy then either. It was hard to get things. We wrote away for a lot of things, individual things. I remember going through the monthly catalog and checking things, and the TA would just mail off for them. We got a lot of hearings, I remember, and a lot of statistical publications, because that's what they were very interested in.

Z: Yes, public health...

W: Then we tried to develop the state collection, because at that time the whole health care system was being restructured. I remember there were these local area somethings to try to provide services to all of the rural areas. So there were an awful lot of state documents that we were trying to get organized too.

Z: And they didn't automatically send them to you?

W: No, not really. We did get on mailing lists eventually, but when we first started, they were hard to ferret out. And also from the city of Chicago, because we were in the city, we started a collection of the city documents also.

Z: And those things, looking back, always become valuable as historical documents.

W: Yes, I'm sure they are. And I remember later then, when I was back the second time, we discovered there were actually Indian tribes living in Chicago as we were working with the Regional Medical Library. We had to use those Chicago documents. So, it was an adventure being in Chicago at that time.

Z: I would think so, brand new to the profession, brand new to medical librarianship.

W: It was fun! And Irwin was a great...I thought he was a great boss. I know not everybody would agree with that. But I thought that if you did your job, he appreciated it and he would let you know. Although, one thing that happened when I was there was that some of us were unhappy that our salaries were not quite up to snuff, at least we didn't think so. The university, right when I got there, had done a study on women's salaries compared to men's salaries. All the women in the library got a \$1,500 raise based on that study, so that, I thought, was very interesting at the time, because that was in the '70s.

Z: Yes, that happened at my institution too, same thing.

W: Yes, many women, most women, were underpaid. So, we did get that equity increase. I think it was a year after I got there.

Z: That's good.

W: The increase helped out a lot because salaries were not that great. It's not cheap, living in Chicago. I used to complain about not being able to save any money, but what could you do?

Z: So, anything else about that position or should we move on?

W: I would just say that I really got a good foundation there. I left after three years, but it certainly gave me a good background and I learned a lot.

Z: It's certainly good to have a nice base to work from. Well, you were at the National Library of Medicine from 1976 to 1983, more than seven years. You held several positions, so how did you come to work there?

W: That was another story, almost like the one about how I got my job in Illinois. I had gotten married in the summer of '76, and just before that, I told Irwin that I was going to resign and we were going to probably move east because Paul [Keller] had gotten a position at the University of Maryland. He had just finished his Ph.D. at Southern Illinois University, and he had gotten a position in the library school at the University of Maryland in College Park. So, when I told Irwin this, he said, "Oh, you can get a job at the National Library of Medicine." I said, "Really?" He said, "Yes, when we go to MLA, I will introduce you to Maxine Hanke." And other people whose names I didn't know. So, that summer, I can't remember where the meeting was in fact, '76.

Z: That was in Minneapolis.

W: Maybe, the first one I went to was in Minneapolis also. So, he introduced me to Maxine Hanke and she said, "Oh sure, we will find a position for you."

Z: Those were the days.

W: And sure enough they did. The way that it was worked was called an IPA [Intergovernmental Personnel Act] appointment. The salary that NLM paid was filtered through the U of I, so my checks actually came from the U of I. That was until we could get the paperwork of my actual application for the federal position. I would have had to...you know, it would have taken a long time to apply.

Z: Because you had to be a federal employee.

W: Right, so I went to NLM, and the whole first year I was under the IPA appointment. I did the regular federal application, and they were able to put me into a slot. When I first went there, I went as a documents librarian. They had a large documents collection in one of those lower levels, very low, B2 or 3 or something. The man who was running it at the time was Frank Libersky. He was a really nice man, quite a character. He was an immigrant from Czechoslovakia, and he had a wonderful

accent. Plus, he was a maniac driver. When I got there, I worked with him, and our job was really to try to organize the collection because it was very disorganized. It was in disarray. So we tried to reorganize that collection. And again, I worked part-time there and part-time in the reference department.

Z: A split position.

W: Eventually, after the first year or so, I went full-time into the reference department, and I worked at the desk. I did searching and all the normal things that reference people do. We also had a fairly large correspondence reference. People would write in questions, and we would answer the questions and send the materials. I became in charge of that little operation, and it was very interesting to see what kinds of questions people had. They would come from all over the country. There might have been some from the world, but mostly from different parts of the U.S. It was somewhat hard because we always had to try to refer them to a local library, so we had to figure out whom to send them to, and, in addition, we would send them information. Eventually that sort of died away after the RML [Regional Medical Library] programs became stronger.

Z: Yes, they were more your local contacts. And it seems like in those days too that a lot of medical libraries wouldn't allow anybody in unless you were part of the institution.

W: Of course, anybody could come into NLM, so we had a lot of walk-in business. There were a lot of casual people, but there were also a lot of people doing research. Eventually there were a lot of people who were coming from consulting firms who really came to copy. That became a big issue because they basically were just copying all day long. It was a cheap source of their information. We had to restrict access in terms of how many requests they could make. It became quite an elaborate thing.

Z: When you first came there, what did the library seem like to you?

W: It was kind of like mecca, you know. It was sort of the mecca for medical librarians and for the libraries. And I discovered quickly that reference was really not the star, that it was technical services. The cataloging copy was important to all medical libraries and the online systems and the technology-based services. This was very different from when I was at U of I, where public services was the star and tech services was in the background. So that was quite a difference actually.

Z: That's probably true of most medical libraries at that time.

W: We worked a lot with technical services, and I learned a lot about technical services because it was so important then.

Z: How did you develop your expertise in health sciences statistics?

W: Actually, that started at the University of Illinois when I was working with the Department of Public Health and School of Public Health there. I remember that I had developed a user guide, a pathfinder to statistics for the campus. When I went to MLA, I went to the Public Health Administration [Public Health/Health Administration] Section, I think it was called that at the time. I met Winifred Sewell, who might have been the chair of that group at the time [1979/80]. They had asked us to bring things to share with other librarians who came to meetings, so I took my guide with me. Sewell said, "Gee, this is pretty extensive and it looks really good." She said, "Maybe you would like to turn it into a book." I thought, "Wow! Turn it into a book, this could be interesting." It turned out that Winifred Sewell was editing a whole series of health information books, and one of them was going to be about statistics. She had been looking for somebody to do it. I had a pretty good start in the basic sources, so I agreed to do that. I worked on it a little bit when I was in Illinois, but I think I did the bulk of it when I was at NLM, because they had so many resources.

Z: I was going to say, they probably had vast resources.

W: Yes, and there were all those government documents right there in the collection, so I could actually look at a lot of things and put them in. And, of course, many of the agencies were around so that you could actually visit some of their libraries. I know I went to the Parklawn Building a number of times to look at things and at their selection. I basically did it there, and it came out in 1980, I think. A long time ago. Now it's ancient history. People would probably look at it and say, "What is this old thing?"

Z: It would have been a place to start.

W: Actually the organization of where these statistics come from and the types of things that are collected are still pretty much the same. It's still very difficult to get certain kinds of things, especially timely information and especially for chronic diseases. That was always a problem.

Z: So, what did you learn by holding all of these different positions that might have influenced your approach to librarianship as a director and as a leader in MLA?

W: I learned about supervision and evaluation of employees at NLM. That was always a real touchy thing. And I learned some about management. Supervision was difficult because I was fairly new on the block and many of the employees were older and had been there a long time. When I was in charge of some of the little units that we had, I had to do their evaluations, and that was kind of tough. Personnel was hard. There are always some prickly personalities; we had a number of those, Charlotte Kenton being one. I'm glad I didn't have to do her evaluation. I'm sure she is probably famous, and she was a fabulous searcher, I guess that's her reputation, a wonderful searcher. She could find anything. So, supervision and management were

things I learned about. Of course, the depth and the breadth of knowledge, because there were so many things going on there. I remember one year, when they had the associates there, I audited the [Associate Fellowship] Program with them; I sat in on a lot of the things that the associates were going through and it was very interesting.

Z: Like having an internship yourself.

W: Yes, I got to see the workings of the MEDLARS section and even some parts of Lister Hill [National Center for Biomedical Communications] and that was fascinating.

Z: So, were there some really memorable mentors you had at [NLM]?

W: I guess Maxine Hanke, since she was the first one who really kind of took me under her wing there. Another mentor was Phyllis Mirsky who was there for I think two years as head of reference. Phyllis also got me involved in MLA in the Continuing Education Committee.

Z: I could see her doing that.

W: I think that's really how I got my start in MLA, because I wanted to, but I really didn't know how to go about it. Phyllis recommended me for the CE Committee since I liked that kind of thing because I had been a teacher. I became a member of that and eventually I became an instructor for the CE program of MLA. There was already a government documents course, but I revised it, and then I developed the statistics course and taught that for quite a while. I enjoyed doing that.

Z: Actually there were some very significant contributions you gave both to the profession and to the NLM while you were there.

W: Yes, it was fun.

Z: Anything else that you can think of that was NLM-ish and that you did while you were there?

W: Nothing that probably meant much to the outside world.

Z: But it might have been building things behind the scenes that later became...

W: I remember when Beth Weil was there as an associate we spent a lot of time upgrading the reference collection, reorganizing it, and making sure the records were straight. I'm sure that was helpful in the end. We fixed all the records and that was interesting.

[end of tape one, side A]

[tape one, side B]

Z: An interview with Frieda Weise on May 23, 2007. We were just finishing up with NLM and Frieda's time there. Frieda, is there anything else you would like to say about it?

W: I was thinking of mentors at NLM, and another one I had a lot of respect for and who helped me a lot was Al Berkowitz, who was head of the [Reference] Services Division. He was really a true gentleman and always very helpful. I felt he gave me a lot of encouragement to move into different positions and always was very reasonable. I remember there was some incident, I can't remember exactly what it was, but I remember he basically called me into his office and said, "Now Frieda, you really have to learn to control your temper." I was chagrined, of course, and I really took it to heart, because if you are supervising or anything like that, you can't do that. I learned that lesson. And I hope that people don't say I have a bad temper now...

Z: You could have fooled me.

W: Another person was Joe Leiter, who was always way out in front of everything. I remember when I was in reference having a conversation with him about developing online user guides. There was no such thing at the time, but we had a whole ton of those pathfinders on all kinds of subjects in paper, and he wanted to put them online. I don't think we ever got around to doing it, but it was a really good idea at the time. So, it was interesting working with him, most definitely. He was very highly thought of by everybody who had to work with him or knew him. And Sheldon Kotzin was my first boss, actually, because Frank Libersky in documents reported to him. So I got to know Sheldon pretty well early on too. Duane Arenales was there as well. I think she worked in collection [access] with Sheldon. Well, these positions kind of run together, but I know I had a lot of contact with them.

Duane might have been involved a lot with interlibrary loans. That was such a huge operation there and that was also a very interesting experience, learning about interlibrary loan and the way that was handled, because they had these machines on tracks that went up and down the aisles. They would just bring the books to the end of the aisle and photocopy them. It was a really great operation for the time.

Z: Interlibrary loan was forward thinking.

W: Yes, definitely.

Z: Anything else about your time at NLM?

W: No, I think I had mixed feelings when I left, but after I left, I was glad that I left, because it was a whole new life, a whole different life.

Z: In 1983 you moved on to become [assistant] director for public services at University of Maryland at Baltimore. And how did that move come about?

W: After I had been in NLM for that time, I had applied for a job at NLM as head of reference. When I didn't get it, I decided that maybe I wouldn't be going any further at NLM and that I should look for another job. I think I took about two years to do that, but Maxine Hanke came in one day and said, "Gee, there's a position open at the University of Maryland [at Baltimore (UMAB)] for [assistant] director. Why don't you apply for it?" So, I did. And lo and behold, I got the position.

Z: Maxine knew Cyril [Feng, UMAB library director, 1977-1990].

W: Maxine knew Cyril because she was the head of the Region IV RML at the time, yes. They were a resource library, so she knew him. In fact, Cyril had Gary Freiburger come to NLM to learn about computer systems of some sort, because Gary was the UMAB head of systems. I can't remember, it must have had to do with the online catalog. Gary would be able to tell you though. Maybe someday you can interview Gary.

Z: Now he is director at University of Arizona, so...

W: And he is on the board of MLA now, so he may be president someday and then he'll be interviewed. But he got a lot of training at NLM in systems.

Z: So that meant he was really helpful to you.

W: Right. So, when I got there, he had just come back from that internship or whatever it was, it was something extensive.

Z: So, what was the UMAB library like when you were there?

W: It was in a very old building built in 1960, so it was really crowded and there was really hardly any space left for books. We ended up putting quite a lot of books in the basement and weeding a lot. UMAB had an online catalog, and one of the first things that we did when I got there was to dump the card catalog. We made a big event out of it, I remember. We had a ceremony and a party and the whole thing. We had a ceremonial dumping, the president of the campus came and did it. We had balloons with catalog cards tied to release them into the air. We had someone from, I think it was, Rhode Island, pretty far away, who found one of these cards that had flown up there. So it was, I would say, advanced for the time. They had mini-computers that they were running the online catalog on. We ordered the first PC when I was there; I remember writing the letter asking the chancellor's office to fund the very first PC. So, the rest is history I guess. Soon after that we had a micro[computer] lab and the whole nine yards. One of the things that I was very proud of when I was there was starting the information management education

program and doing a lot of outreach on the campus. I hired M.J. Tooley for that program, and you know about M.J. Tooley.

Z: That's a historical event.

W: Yes, she was one of the best hires we ever made, that's for sure. She became head of the information management education program, and it worked really well. We had a liaison program with all the schools, which was also quite early on for that kind of a program. We worked closely with all the schools within their curriculum, especially pharmacy and nursing and social work. Medical school was a little more of a tough nut to crack and I'm not sure we really succeeded, but the other schools were good fun.

Z: More receptive.

W: And they used the library a lot more too. That made a lot of difference, so that worked really well.

Z: Well, let's see...

W: Well, another thing, I was just trying to remember what all went on there, but we put up an online searching system. We called it MaryMED, the first version, and as part of that we had an Electronic Access to Reference Service, we called it EARS. Gary Freiburger developed the interface for that, and people could ask reference questions, they could make a request for a book, they could request an interlibrary loan, and eventually they would be able to request a photocopy from their search on the MaryMED system. We had a really good system. In fact, in terms of access to the document itself, it was better than the second one we had, because we were able to link the search results with the requests for photocopy.

Z: So you were sort of at the beginning of all of that development.

W: Right, that was very exciting stuff back then. Gary was great because he was such a great programmer. He understood reference because he had been a reference librarian, so he really understood how people worked and how they wanted to get information. So, we had a great team, Gary and myself, and Margie Simon was there at the time. She was head of reference. She was great at dealing with the liaison program. So, it was a really good team. And Pat Knudsen (she got divorced and changed her name). She went to Pittsburgh, and that's when I became [deputy director]. Pat Mickelson was the deputy director when I got there, and she was great too. Talk about organized, she was probably the most organized person I ever met. I learned a lot from her.

Z: That's good, being organized helps.

W: And of course Cyril Feng, who was the director, was always thinking, always thinking, and he loved technology, so he really pushed it. I remember him talking about Windows when Windows was just a glimmer on the horizon. He just loved it, he couldn't wait until we had Windows. It was so funny.

Z: That's neat to have somebody that forward looking visionary.

W: Yes, he was ready to grasp it. He was great. And he had some really good people. That was the time of the Matheson Report, and Cyril was really on top of that. Of course, he knew Nina Matheson and was very enthusiastic about the whole idea of libraries and computing working together. So, when NLM had the grant program for the first IAIMS [Integrated Academic Information Management Systems] project, we, with the campus—it was a joint effort with the computing on campus and the library—wrote that proposal. That was a drag to write, I remember that. It was a killer. But in fact we did get funded for the first round, the very first round.

Z: So you were the path maker.

W: The first, I think it was the first four, there were four originally [projects that were funded by NLM]. There was another man on campus, George Stuehler, I can't remember his title, he might have been academic affairs [vice chancellor for administration], worked with us. He was really so very good. He helped to get the project done. So, yes, we were quite into the technology early on there.

Z: And this is while you were still [assistant] director?

W: Yes, right.

Z: Because in 1986 you became deputy.

W: Pat Knudson left to go to Pittsburgh and I became deputy. Unfortunately, during those years when I was deputy, Cyril got sick. He had kidney disease and he became very ill. He was on dialysis for a number of years and so that really put a damper on things in terms of just the library itself. It was really a bad situation in terms of his health. But he really was a soldier and he didn't let it keep him back for sure. He really put in as many hours as he possibly could. I remember he used to do to dialysis, I think, twice a week.

Z: And he still managed to keep going?

W: Yes, he managed to keep going. During the time I was deputy I learned more about the RML program. Before that, I didn't have much contact with it. I was trying to remember who was the director [of the Southeastern/Atlantic Regional Medical Library]. Carol Jenkins was the first one when I came there, and then I think it was Suzanne Grefsheim. And after that it was Faith Meakin.

Z: Did moving from the [assistant] to deputy make any difference in what influenced your career or was it just sort of like a continuum?

W: I guess it was kind of a continuum. When I was [assistant] director, I really didn't deal with the budget, for example. We did do planning, but when I became deputy, we got more serious about developing a strategic plan. That was fun to do. I think we did it differently than I would have done now. We didn't involve the entire staff as much as we probably should have, but at the time it worked all right, because we needed to have some long-term goals. And that was pretty much what I was doing with it.

Z: Was that the era where strategic planning was still sort of new?

W: Yes, it was kind of new, and there was a lot of controversy about how much we should be involved with computing and the computers. We were struggling with all of that. Cyril said, "Well, someday I'm going to take over academic computing."

Z: Right on, Cyril!

W: It was interesting because during the IAIMS project, Marian Ball came to the campus. Of course, she was a big name in informatics, and she came as a result of getting the IAIMS project. We worked really closely with Marian during that period and all the time after. But we never completely merged with computing in the way that people imagined when the Matheson Report came out. It didn't quite work out that way.

Z: No, it's hard overcoming what's already in place.

W: The cultures were, as we found out, quite different, really, really different. And when I went back there the second time, which we'll get to a little bit later when we talk about that, because that was very interesting...

Z: Always, always, always. So, were there any other programs that began or changed while you were deputy director? Anything else that you want to mention?

W: Many of the things developed over the years, so at the time that I left there, we had a lot of online access and we had a computer lab. We had a conferencing system that the library helped support, so we had done an awful lot over those years. We did a lot of outreach. I think that was probably the thing that I was involved in, developing more outreach for the campus.

Z: That was fairly new, rather, we expected people to come to us.

W: We didn't have much success with the hospital, but we tried. And we did manage to get a program going with the residents. I think during that period I learned most about administration and management, which helped me a lot.

Z: You returned to the University of Illinois at Chicago as the librarian of the health sciences and an associate professor in medical education in 1989. How did that move happen?

W: I guess I was probably feeling my oats after three years as deputy and thought, "Gee, you know, I would like to be a director." The U of I position became vacant because Irwin was going to retire. I thought, "Wow, wouldn't it be great to go back to Chicago?" Of course, I was married, so Paul had to see whether he could get a position too. And he did, he got one in academic computing there, and I got the position as the librarian of the health sciences. That was a very interesting transition too, because, when I went there, the library had begun reporting to the U of I academic library at the Circle Campus, which was a couple miles away. I think when I went there, I didn't quite realize how much autonomy the medical library had lost.

Z: Because Irwin retired and because they [the University of Illinois at Chicago University Library] took it over?

W: They actually had taken a lot of his autonomy before he retired. He had really gotten beaten down by it, because I remember talking to him when I got the position. He pretty much said, "Well, good luck." The other thing that was kind of odd when I went there was that the person who hired me [Beverly Lynch] left the minute I got there. She went out to the library school at UCLA. For the first year I was there, they had an acting whose name was Bill Wilson. He was pretty good to work with and I enjoyed working with him. During that time I found out that we didn't control the budget, which basically meant you didn't really control personnel or anything else. I had a very, very tiny pot of money. We had the RML, so we had the RML budget, but even the indirect money for the RML didn't come back to the library. These were all revelations when I arrived there. But, you know, I worked with Bill, and we actually got back some autonomy because even the circulation departments had been combined, it was so bizarre. So, I said, "Well, this is not going to work." We agreed that circulation would come back to the medical library.

Z: Was it all tech services?

W: Tech services was also still part of the Health Sciences Library. We did tech services except for collection development, which was combined because the collections budget was merged.

Z: Right, the money thing, right.

W: So, there was that. And that bothered me a lot because you realize without being able to control your budget, you just can't do a lot. When I got there, I also discovered that basically they didn't have any end-user searching. Remember, I had come from a library where we had everything. We had our own MEDLINE system

for years. We had so much online access. I was determined somehow to get this. One day I was in my office just looking through a directory and I saw this name in the Department of Medical Education, because I wanted to get in touch with those people. The name was Lionel Bernstein. And I said, "I know Lionel! He's from NLM." So, I got on the phone and I called Lionel, and he said, "Oh, I'd love to do a MEDLINE project with you. When can we start?" So, it turned out that we got together, and he was able to fund the terminals, and we were able to get Grateful Med.

Z: Did you have to buy many computers?

W: No, the medical school had many computers, and there was a good relationship between academic computing and the libraries on campus. Academic computing ran the computing systems. We were finally able to get end-user searching. I felt that was my achievement.

Z: That was a biggie in a very short time.

W: I'm sure it would not have happened if I had not known Lionel, because he was waiting for somebody to come along and help him do it.

Z: And the fact that he came from a culture that you already knew really made a difference.

W: Yes, so that was great and we had fun doing that.

Z: That was a blessing.

W: It was, definitely. The other thing was that there were some real problems in the reference department. I was a reference person and an outreach person. I discovered when I arrived they were using LTAs [library technical assistants] at the reference desk, and there was no way I was going to have LTAs at the reference desk. We had to beef up the reference department, hire a head of reference, and hire a number of new reference librarians. I brought Karen Dahlen in to be the head of reference. She was fabulous at outreach and really got the outreach program and the education program going during that year. It was really good. I think it's pretty much been up to speed since then. They are still maintaining it as far as I know anyway. Those were my two main things, getting end-user MEDLINE and getting the outreach program going.

Z: And considering you were only there a little over two years.

W: Which was kind of a shame I guess, but we consider it our two-year vacation in Chicago.

Z: Plus, opportunity knocked, because in 1991 you went back to the University of Maryland at Baltimore as executive director.

W: It was sad circumstances, because Cyril Feng died, and they recruited me. I wasn't sure I wanted to go back, because I really loved living in Chicago. And even though the job wasn't optimum per se, I still hated leaving Chicago. Then there was a problem with funding Paul's position [in Chicago], so we said, "Well, we had better look." Paul was able to get a job at the University of Maryland in the same department that he had been in, because they were recruiting at the same time. So timing was really good. UMAB hired me back as executive director, and Paul went back to the same, well not exactly the same job, but the same department. He had gone to University College during those years from the library school, so he wasn't at the library school anymore. He was at University College. We had a good opportunity and we thought we probably should take it, because it wouldn't happen again that we would get two jobs at once. I know how hard that is for people. One of the reasons I'm sure that they wanted me to come back, not because that I was so great, but because they wanted somebody who knew the landscape, because they wanted to build a new library. They had already gone to the legislature for the funding and it was pretty much underway. They wanted somebody who could hit the ground running. I remember those words, because that's what he [the president] said to me. "We want somebody who can hit the ground running."

Z: And it's understandable, because if you had to take a year or two to learn the setting, you would lose ground.

W: Exactly. So, that was what happened. I went back then, and of course I had the RML. I had the RML in Chicago. I guess I would say in Chicago, the other big achievement that I am proud of is that we were able to keep the RML. The year I was there we had to write a new contract, and things were quite different in that contract. That is when NLM started all the outreach programs.

Z: Right, totally different.

W: It was a very different contract. We had competition in Indiana and we were scared. I didn't want to be the first one to lose the contract. So, we worked like dogs on that proposal. I believe we flew it, literally we flew it, to Bethesda. I think we flew it in because at the last moment we discovered some mistake, and we just had to fix it, whatever it was. I can't remember what it was, but we flew it in. Anyway, Illinois did get the contract renewal, and I was very happy to get it. When I came back to Maryland, we had the RML too, so that was also helpful, I think.

Z: Yes, because if you already know what RML is and how things should, at least for your region, you can hit the ground running on that too.

W: The other thing I forgot to mention about Illinois was that we had three branches, Rockford, Peoria, and Urbana. That was an interesting experience because they were

more clinical in their orientation and that's where the students did their clinical rotation. Those were very different operations and that was a challenge. I always said the U of I job was actually three jobs because it was the RML, the library, and the branches. We tried to keep them integrated but it was very hard.

Z: Each probably had its own personality.

W: They all had their own culture; it was interesting.

Z: And so, anyway back to UMAB.

W: Baltimore. When I got there, they were hot to get started on the building, and the first thing I had to do was find a deputy.

Z: Because you had left and it didn't get filled?

W: Yes, I'm trying to remember how that was. I knew I had to hire a deputy, so I hired Gary Freiburger.

Z: Because he was in systems at the time?

W: Yes. I felt I wanted a strong person in systems for my deputy, especially if we were going to be building a new building. And M.J. was there. She [was assistant director for information services and later held other positions before becoming deputy director; she succeeded Frieda as executive director].

Z: But an associate director?

W: Yes, right. And Faith Meakin was there. How can I forget Faith and I going to Puerto Rico on one of our first outreach missions.

Z: And people wondering if you were on a junket.

W: Actually, that was quite a good meeting. We did a lot down there.

Z: That's good. So, your time then at Baltimore was a lot with the new building.

[end of tape one, side B]

[tape two, side A]

Z: Interview with Frieda Weise on May 23, 2007. Frieda, tell us more about your twelve years at the UMAB as executive director of the Health Sciences and Human Services Library, and as director of Region 2 of the Regional Medical Library of NLM.

W: Twelve years seems like a long time. As we said, the building certainly occupied my time a lot of the early years, certainly '91 through '98. The planning process in the state is very long, from getting the approval to getting the funding to getting architects and then finally starting the construction. We didn't really have any major blockages after the funding was approved, it just took a long time. So we had a lot of time to think about things. When I came there, I reported to the vice president for information services, because as a result of the IAIMS project, the campus had decided to create information services, which included the library and academic computing and administrative computing. I was a division of information services. Before that, the library had reported to academic affairs, so this was different. It made quite a difference in terms of how we operated: not running the library, that was pretty much left up to us, but in terms of interfacing with the other computing departments on the campus, there was a lot more contact. We tried to do a strategic plan that would include all of information services. That was quite a challenge. Dr. Ball was very enthusiastic about this, and so she said, "You have had a lot of experience with planning, why don't you head it up?" So, there we were. We worked on this plan for a number of years. It was so hard. We had retreats, we had workshops, because trying to integrate the cultures of administrative computing, academic computing, and the library was just a challenge.

Z: Very different.

W: It was so different, and I guess the most far out one would be administrative computing. I mean they just really had no interest in the kinds of things we were interested in or even academic computing. So, it was very difficult. And there was a lot of resistance all around too. We did finally end up with a product, but I don't know how much good it did, because the library still was a pretty distinct entity. When we were planning the building though, it was decided that information services and academic and administrative computing would be in the library, and we would share computing space. The whole lower level in the library is where the computer room is. We also had three microcomputer labs that belong to the library, because the library had taken on all of the microcomputer training.

Z: Reasonable.

W: That was a challenge too, because we got a new president on campus. He decided he didn't want information services as an entity, and Dr. Ball's position was eliminated.

Z: Oh dear.

W: Yes, oh, I tell you, there was a lot of whining and gnashing of teeth over that because everything had to be restructured. So, I went back to reporting to academic affairs, and that was JoAnn Hoffman, who was a very good boss, I thought, and academic computing also reported to her. I believe administrative computing reported to finance, which made more sense.

Z: In many ways it does.

W: Anyway, it was broken up. And that was after, or just before, we went into the building. If we were to do it today, we would never have had them in the building. To my regret, to my eternal regret, they became part of the building.

Z: But not part of the library structure.

W: Not part of the library structure. So, there were a lot of challenges to deal with in terms of just even access to the library, with having other departments that didn't belong to you in there. The interesting thing that happened was that academic computing, since we had taken on the training part of academic computing, there really wasn't anything for them to do, or very little, because all the schools handled their own research [computing] pretty much. They didn't need a separate department. Eventually, that unit was eliminated and what was left of it was put under the library. For a time, we were in charge of the network, the campus network, and the Internet and all of those things.

Z: That's an interesting burden.

W: That was definitely a challenge. It worked out okay for a while, but eventually the campus did realize they really did need somebody to manage academic computing and they really needed somebody to manage systems for the campus. I think it was the last year I was there that they created a position, chief information officer, and he came the year before I retired.

Z: But that brought with it some challenges too.

W: That brought other challenges. Part of what had been in the library, certainly the [campus] network, went to the CIO. This was fine, because I didn't think it was really appropriate for us to be running the network. We kept up a fairly good relationship with them, except for the space, because computing never shrinks, it always expands. They were always after more space in the library, and we did have to relinquish some space. The CIO and his operation were moved into the library, and the piece that was academic computing went to him. We moved the library computing department, which still was quite large because we had all of those micro labs, all of those services, and a big searching area and an Internet area on the first floor. I think we had twelve or thirteen people in the department. We found another space for them and it worked out. It was an interesting time of transition, because people were struggling with what to do with libraries and computers, who should run what. We tried various things, and I guess what we ended up with worked fine. We did most of the training. Actually, by the time that I left, the need for some of that training also went away. We used to do word processing training and spreadsheets and all those things that eventually the schools took over. So, we really didn't need to do it anymore. And I think by the time I left we had given it up.

Z: Well, and also people then coming in, the students and everything, they already know this stuff.

W: By that time they all had their own laptops, and it became a requirement actually that they all had their own laptop.

Z: So you were sort of going through the evolution.

W: It was a stressful period in a way because you never knew what was the right thing to do. I remember struggling with what to do about the MEDLINE system. It was a big decision. Should we continue to run our own system or contract with Ovid? We had Current Contents mounted ourselves for a long time, and we finally gave that up and went with Ovid.

Z: ...just went to online.

W: Yes, as I was leaving, my last couple of years, we started to phase in the electronic journals. But when we were planning the building, that was such a tricky time because no one knew how electronic journals were going to work out and whether they actually would replace print. We had to plan with both in mind, and it was very difficult. Luckily, I think the legislature that had to approve the space had guidelines, and they weren't based on electronics. So, our space was pretty much based on print, and we got a lot. The building is big, we got a lot of space. For the campus, it has probably been a blessing, because I understand now that there are other departments trying to move to the library because they are able to reduce the stack space. It's really kind of a double-edged sword. But trying to figure out what to do about the space with the electronic materials was really hard, and if we were doing it now, it would be quite different.

Z: But, you can't always anticipate.

W: That was in 1991 when we had to do that. And you couldn't do much changing after you got the architect and the plan.

Z: But you did a lot of group study and small study rooms too, if I remember.

W: We have a lot of study rooms, and that seems to be part of the evolution. That was very popular and I think it still is, because the medical school in particular was undergoing a lot of curriculum change. They were starting the whole small group study in the curriculum, so they were very happy with the building. I think everybody loved the building. It's a gorgeous building, if I do say so myself.

Z: But did they use it?

W: Yes, our attendance has never gone down. In fact, when I talked with M.J. recently, she said they had record attendance again. One of the reasons is that we have so

many different things in there, for library users as well as others. Now we have the art gallery, we have the café, we have all the micro labs.

Z: Things that are there to help people get an education.

W: It's a public space basically for everyone.

Z: Something to be very proud of, your legacy.

W: And I think when we were building it, we had an inkling that those things were going to happen. I think that it was a stroke of genius that we put in the café. I really can't remember why we did that. We must have learned it from somewhere. Maybe Borders [bookstore], I don't know.

Z: Many of the medical libraries that have either built new buildings or renovated have added that, because the community of interacting with people, everybody wants their coffee.

W: And we were right next to the student union, so they could go back and forth very easily.

Z: Anything else you want to say about UMAB? It was a great career.

W: It was a great career. I just am amazed sometimes at how quickly it all went.

Z: That means you were having a good time.

W: The other thing that happened while I was director there, we became more involved with the whole University of Maryland System [renamed University System of Maryland and Affiliated Institutions] library [consortium]. Before that, we had always kind of resisted. I decided the last few years it was a lot easier if we didn't have to stand alone on everything. We started to cooperate on Elsevier journal titles. Some other online journals we got from state money from the whole system and also from affiliated institutions. We really were able to expand our online holdings a lot by joining the system. Eventually, we joined the University of Maryland System library online catalog, and that's what's there now.

Z: So, do you think the opportunity of this working more with them was helped because so many of the vendors put together packages that were very broad? I mean health science, but other things too.

W: Right, it was very helpful to us because a lot of people want basic science, and we just didn't have the money to buy those things. When we joined with College Park, as they always wanted some medical titles, it was a good partnership for the basic science kinds of materials and also other things. Social work was always crying for more humanities types of things, and we had access to that. With the online catalog,

since there was an interlibrary loan system built into it—I don't know if they called it interlibrary loan, whatever they called it—it was very easy to get things from other campuses.

Z: Which, of course, is what the library is all about, is getting you your information when and where you needed it.

W: I think I was very happy with the way that turned out. I think people weren't entirely happy with the system, but the concept was good, and it helped everyone in the long run. That's what it was all about. Other things, boy, there were so many things that happened on that campus. We went through the IAIMS phase, and during the time I was director there, people would occasionally call me up and say, "How about doing another IAIMS project?" I always tried not to encourage them, because the campus is a confederation. It's really not a very tightly knit campus; every school was very independent, so it was very difficult to integrate things. That was the failing of the first UMAB IAIMS project: it just did not ever really become integrated.

Z: That's hard when you have a situation where sort of every unit or department or conglomeration runs on their own and doesn't feel that they need to be part of a team.

W: And other schools just had their own agendas. And the medical school allied itself with the hospital, another whole different thing.

Z: And hospitals bring a whole other thing.

W: That was another challenge, because the hospital never wanted to pay for anything. But when it came time for their accreditation, then we would always have to step up to the plate and support it.

Z: Yes, surprise.

W: I guess that's why it's still going strong and not paying the library.

Z: Only the administration can make a difference there.

W: That's for sure. I don't think they are ever going to do it because they think it works all right the way it is.

Z: Why change it. You need a new leader to do that. Okay, unless there is anything else you want to say about that, we can move on to comparing some of the differences in the institutional cultures and the challenges you had working in the three libraries. Is there anything you want to reflect on there?

W: They were very different. The National Library of Medicine is such a big institution, and its goals are very different from an academic library. You always have to remind

yourself when you are at the national library that you are doing this for the library world, and it's not so local. I think that's hard to do, especially when you are young.

Z: You don't have the experience.

W: You didn't have the experience. When I came there from the U of I, it was an adjustment. But on the other hand, you do take on this feeling that you are doing something for the rest of the libraries when you are at NLM, because it is such a foundation for medical librarianship. When you look at public libraries or other libraries, nobody has that kind of leadership or such an institution to develop the kinds of systems and services that NLM has provided.

Z: I think we always felt blessed to have that.

W: Even the network, I mean how many other libraries have a network like that with those kinds of services and outreach programs. I think it has been a remarkable institution. And fascinating to work for because there are so many different aspects to it.

Z: And then the two universities, similarities but differences?

W: They are very different. When the University of Illinois Health Sciences Library became a part of the Circle Campus, it lost a lot of its autonomy and that made a big difference. As I said, the medical library didn't control its own budget, and it just made it difficult to do things. Our values weren't the same as the academic library. I remember having planning meetings together with the two libraries, and their goals and their values were quite different. To them, it didn't matter if the book sat on the shelf before it was cataloged for six months. Well, we wanted it out there right now. Everything was fast access and that's not what they were about.

Z: And of course they weren't in the main library dealing with people who were that demanding for the most part.

W: And things like end-user searching, they didn't care too much about it when I was there. I'm sure it's different now, but it was definitely different.

Z: I think they went through their evolution later.

W: They went through it later. In Maryland, the whole scenario of being part of the computing division was interesting and challenging, because their goals and values were also quite different. So, it was difficult to try to bring those two together. And when we were doing our planning, we did have one time a consultant come in and talk about, try to get us thinking about what our values were and how those played out in our services, and it was like Greek and Swahili or something. It was just really different.

Z: So, it made it harder?

W: Yes, it made it harder. I must say though that Dr. Ball gave the library a lot of autonomy. It's not like I had to bow to things that she wanted. But in general, just trying to work with different individuals was hard. And I think that the culture on the campus at Maryland, as I said, each school is quite independent, so it is very hard to have a community feeling on that campus. We had to make a lot of efforts to reach each school. When they did a strategic planning process on the campus, it was hard because each school had its own agenda, and the library had its own agenda. It was always a challenge to figure out whose agenda you should pay attention to.

Z: Yes, who's really in charge here, who had the power?

W: Yes, well, the dean of the School of Medicine, he was pretty much in charge of a lot. He was the gorilla.

Z: Not untypical.

W: In other respects, I think you just have to set your goal and go for it. You can't pay that much attention and just be continually reacting. Sometimes you do know better, many times, so you just have to forge ahead. I think one advantage we had at Maryland was being part of the computing. We did have a lot of contact with all of the other computing divisions, because the hospital had a CIO and the schools had one too. We had a lot of contact with all of those people, so that when we introduced a new online service, we had a good relationship to get things going.

Z: And really, computing is sort of underlying everything that's going on.

W: Now, you couldn't survive without those relationships.

Z: But it took a while to both build them and for them to realize it was as important for them as it was for you.

W: Yes, it takes time. One of the things I always found amusing at Maryland was everybody always thought everything was free.

Z: Of course!

W: And on a campus, people come and go a lot. Really, they had no way of monitoring when people left, so people would continue to access our services for years because they still had passwords to everything through the network. I spoke with M.J. fairly recently, just a few months ago, and she told me they finally solved that problem. They cut off all these people, and she said it was like they cut off their right arm. She was getting calls from everywhere saying, "How come I can't access this anymore? I've had it for years." "Well, too bad."

Z: Well, you have had it for years illegally.

W: That's the thing, it's been illegal all this time. So there are these problems that take a long time to work out.

Z: Well, with that disparateness in the different departments and stuff, you know you couldn't get continuity. No system.

W: Oh, it used to drive me crazy!

Z: Understandably. Let's change gears just for a minute. You served on a number of academic committees at the various institutions where you worked, and I would be really interested in hearing your ideas on the importance of the role of academic or institutional service for librarians.

W: For myself personally, I did serve on a number of committees, but I don't think I had a lot of influence on those committees; maybe in the computing ones a little bit. Some of the [library] staff served on curriculum committees, and I think that was very important, because that helped develop our outreach and education programs.

Z: Maybe you didn't have influence on what they were doing, but maybe you got to know people.

W: I got to know a lot of people and I think that was important. The networking part of it was important. But in terms of major policies, not a lot.

Z: But from the networking standpoint...

W: It helped pave the way for our relationships and developing programs for the schools, definitely it did that. And it was good, it's always good to get to know the deans.

Z: So they actually recognize you.

W: Yes, the department heads and people like that. But actually UMAB didn't have that many campus-wide committees. They were mostly individual school committees. At the U of I, it was important that you get to know the people who were dealing with tenure, the tenure committees, because librarians had tenure there. So we participated in that as school faculty; it was very important that you become involved in that.

Z: And that makes a lot of difference if you are tenurable, then committee work has some importance, but it also gets people to know you who might have a say whether you get tenure or not.

W: The requirements for tenure at the U of I were very stringent. It was difficult for librarians to get tenure there. There was a lot of up and out at that institution,

because it was so close to what other faculty had to produce. I tried to tell them that librarianship was quite different. We do service, we don't do research and publication to that degree.

Z: Not the same degree, but you could do research and publication.

W: We did do research, but whether it was valuable enough research was another question, you know?

Z: Yes, convincing them.

W: They may not have thought it was valid, so that was difficult.

Z: Probably it varies from institution to institution. But I think if nothing else, the networking part can have some value.

W: Speaking of tenure, while I was at Maryland, the library system was very keen on getting tenure for librarians, and in fact, we did. But it was a pretty scaled back version compared to what U of I was. We had our own criteria, which were based on librarianship. That made it more meaningful, much more meaningful, and I think in some ways it encouraged people to become more involved professionally and to get more involved in doing some research.

Z: I do think that's a good thing. We do the best we can but getting involved is not bad.

W: One of the things I would say about being on committees on campus, it's important that you are there and that you try to promulgate the values of the library.

Z: Absolutely. I think that's the bottom line and it's an opportunity to do it with people you wouldn't otherwise see or meet.

W: People forget that the library is always there, so you have to be...

Z: Right, right. It looks like we are just about coming to the end of side A of tape two, so should we take a break.

[End of tape two, side A]

[tape two, side B]

Z: Interview with Frieda Weise on May 23, 2007. We will now move on to Frieda's involvement with the professional organizations, MLA and AAHSL [Association of Academic Health Sciences Libraries]. Let's talk about MLA first. When did you first join MLA?

W: I believe it was 1976. It was shortly after I went to the University of Illinois, and I remember that Irwin Pizer was very keen on sending all of his librarians to MLA. He sent me along with a whole group of others, and that meeting was in Minneapolis. That was my introduction. I remember several people introducing me to some of the well-known people, who I didn't know until then, like Sam Hitt. An interesting experience.

Z: Everyone got introduced to Sam Hitt.

W: And I think Lois Ann Colaianne, too, but I can't remember if it was that meeting, but it was quite early on, and others too. The thing I remember about it was that it was quite formal in terms of the closing party or the banquet, because everybody wore long dresses. They told me to bring a long dress, so that's what we did. So that was kind of striking about it. What I remember most about it was just meeting a lot of people and being excited, because it was a whole new experience. I believe that might be the time I also went to the Public Health Administration [Public Health/Health Administration] Section for the first time. That was Winifred Sewell who got me more involved, and it actually led to the statistics book.

Z: So really your first involvement with MLA was getting involved in the Public Health Administration and Winifred Sewell and statistics.

W: It was that group. And it might have been that Public Health was not even a formal section then. [Editor's note: Public Health/Health Administration first convened in 1974 and became a special interest group in 1975 and a section in 1980]. They did meet as a group, and I met some people there.

Z: And that's always a good way to meet people.

W: We were able to exchange some information; it was very valuable.

Z: Good. Not too many years later you were elected to the board and served as treasurer from '89 to '91. So tell us a little bit about that, who was on the board, etc?

W: I think when I came on the board, the strategic plan had just been completed or was really near to completion. Holly Buchanan was going off as president, and Eloise Foster was coming on as president, because I remember she called me and told me that I had been elected. My first real board meeting would have been with Eloise as president. We had on the board at that time Jackie Bastille, Dick Lyders, and Sherrilynn Fuller, who was the treasurer.

Z: I was going to say, she was finishing up.

W: She was finishing up as treasurer, and Michael Homan, Roseanne Labree, and Mickey Cook, who I don't believe finished her term.

Z: You are probably correct. Something happened and she moved to Florida.

W: I don't think she went into medical libraries then. Also on the Board were Audrey Powderly Newcomer, Fred Roper, Gail Yokote, and our executive director was Ray Palmer. So, it was an interesting board. People we knew for a long time.

Z: What were some of the most important issues that confronted MLA or that you remember yourself as a board member?

W: There were a couple of things. I recall that we were really having financial problems at that time. One of the big issues was whether we could manage to pass a dues increase, because people were not very enthusiastic about a dues increase. People thought they weren't getting services for their money, especially hospital libraries. We weren't doing enough for hospital libraries, so that was a big issue. I remember that the year that I was treasurer was the year we had the dues increase up for a vote. When I gave the treasurer's report and we asked for the dues increase—I can't remember how that went exactly, parliamentarily—but I had to answer questions. I remember Wayne Peay coming to the microphone, and I thought, "Okay, here we go."

Z: The conscience.

W: He asked several probing questions, and I guess I answered them all right, because the dues increase was passed, luckily for us. I think at that point the dues paid very little of the organization's expenses, so it was really important that we pass it. I remember having to list all of the things we could not do if we didn't have a dues increase. Of course, nobody ever wanted to stop doing something.

Z: Especially if it was a special interest.

W: Yes, it was a special interest for just about everybody. At that time we really worried a lot about how to serve the hospital libraries better and make them feel more included, and that was a big thing.

Z: There was a concern that MLA was being run for the academic librarians.

W: As you might recall, it was always difficult to elect a hospital librarian as president. So, that was one issue. Also at the time, since the [strategic] plan had been finished and I think the board felt that we needed to strike out in a new direction, we decided not to renew the contract of Ray Palmer. That was quite trying. He had been with the organization for a long time, and I think felt that he was doing a good job. The board really felt that MLA needed to move in a different direction.

Z: Sometimes after a while you need to do that.

W: I remember Lucretia McClure was the person who had to speak with Ray, and it was very tough. It wasn't a fun time.

Z: Now, was this the time also when you were redoing how MLA budgeted?

W: Yes, Ray Naegele worked a lot on how to reorganize the budget process, and I believe that's when he began to set up the various cost centers. It was much more organized and simplified. We were able to track the money and which centers were making money and which centers were losing money and how we subsidized various costs. You know, we subsidized the *Bulletin [of the Medical Library Association]* or we subsidized CE, or whatever the concern was. We had to come to grips with a lot of those things and decide how much we wanted to subsidize and how much money we actually wanted to raise and not tie it to dues increases. There was always the annual meeting which, brought in a lot of money, but people complained a lot about the fee for the annual meeting. So, it was hard to win.

Z: There are always some complaints.

W: I think we finally ended up with the dues paying something in the 24% or 25% of expenses, which I guess was pretty good.

Z: Pretty reasonable for a non-profit. Let's see, getting all of the budgeting planned would be one of your major contributions when you were on the board as treasurer. Were there other things that you remember doing?

W: That was a long time ago, I can't remember specifics. I remember those things I talked about most.

Z: And other memorable things about just being on the board, board work, or board meetings?

W: I think that one year we met in San Francisco [1991], it was a nice meeting. We had a good time there. We all got sick, I remember that.

Z: Another memorable meeting.

W: Everybody was sick. Dick Lyders had food poisoning and some others of us had various things, but we survived it. I remember it was a good meeting.

Z: But overall you enjoyed being on the board?

W: Yes, I enjoyed being on the board because when you are just a member, you really don't know how things work. I think a lot of people complain about the organization, but when you find out about how things work, you do understand why things happen the way they do or why things are done the way they are done.

Z: Or take so long.

W: Yes, why it takes a long time or why you can't do certain things. So, I think it was quite eye-opening to be on the board. I would definitely recommend anybody to run for the board, because it's a very good experience.

Z: You get to know some new people.

W: You get to know a lot of people. Actually, I think that I got to be known through the CE program, because I don't know how else people would have known who to vote for. Maybe they don't know who they vote for, but...

Z: I think that's a very important point. You can't get elected unless they know you. And you can't get known unless you participate in something with a lot of different people.

W: You have to get involved in things that have a wide audience in a way, because otherwise nobody will know who you are. So, being involved in the chapter and chapter council [and] sections is really important. People who are coming into the organization and committees too...

Z: All of those volunteer things. Well, we can move on now to your presidency at MLA, which occurred from 1999 to 2000. That had to be a sterling couple of years.

W: That was a lot of fun. I really enjoyed being president. One of the things I enjoyed most was going to the chapter meetings. You did get to see what other chapters were like and what they were doing and get a lot of input. It was fascinating. Every chapter was so different.

Z: And did you get to go to every chapter?

W: No, I didn't go to every chapter, but I went to a variety, East coast, West coast, Midwest. I went to a joint meeting in California, and I went to New England, Southern, I think I went to four. It was fascinating. It really was fascinating, I really enjoyed that. And when I was president, we had the joint meeting with the Canadian Health [Libraries] Association [2000]. I had fun at that meeting.

Z: We'll talk more about planning that too in our next round. Do you remember some of the issues that you had to confront as president?

W: I think we had another dues increase around that time. I hate to say it, but every time I was there it seems like there was a dues increase. But it certainly was not as controversial as the first one. I remember we were worried, but it passed without really too much comment.

Z: That was a good thing. Members were getting used to it.

W: There were some things that were kind of aggravating us. One of them was the name change, whether MLA should have a different name and whether it should be “library” and whether we should have that in the title, but that all kind of died away eventually. We were also concerned about whether the Bulletin should be electronic. Someone started that program, I think, during my presidency, getting it going. Although it certainly wasn’t my idea, it was one of those things that had been percolating. We started the mentoring program during that time too, because there was some concern about leadership and younger leadership coming into MLA and in general into libraries.

Z: I think the profession was getting older, wasn’t it?

W: Yes, we realized we were all getting older. It was time to bring in some new blood.

Z: New blood, Yes. Now was that before they talked about changing the name of the Bulletin? Did that come after...

W: I think that change was after that. What I was interested in, when I became president, I tried to think of something that would make a difference to everyone. Then I thought that people were always concerned about the value of the library and the value of the work that librarians do. I hit upon the idea that we should have a better research agenda and that we should do some studies. For that reason, we did two studies. One was the [Hay] study, which compared the salaries of computing professionals and librarians who had a lot of computing responsibilities. And we did another study about the value of the library to the bottom line of the organization. I thought that was important, because it would be something that would have lasting [impact], at least from that point in time.

Z: And something you could study again later and then compare.

W: Something that people could actually use. They could say, “Well, this is what the salary study says. Why are we being paid \$10,000 less than somebody who has less education than I do?” I think the Hay study worked very well. The [Hay Group] were great consultants. They had a good questionnaire. We had good participation, it was very high. There were a number of articles in the brochure that was published, and I think people actually did use it.

Z: That made it really valuable.

W: The other one on the value of the library to the bottom line, I’m not sure that was as successful. It was more of an academic study, and I think it might have been a little bit too theoretical. But still, I think there was a lot of good information that came out of it. I kind of wish that MLA would pursue that research again. I really think they should support at least one study every year or two. I don’t believe they have been doing that. It didn’t cost us that much money.

Z: It might take a certain kind of leadership person to push it.

W: Or I guess it's because so much is driven by the agenda of the president at the time, and it's not everybody's interest. Actually, it was never my interest either, but when I got there, that's what I thought of, so who knows. But I felt good about them because they both turned out to be good studies.

Z: Let's see, how about any reflections on the structure of MLA at that time?

W: One thing that I was concerned about, and I think has been a concern in general, is the relationship between the chapters and MLA. I didn't notice it quite as much until I became president, and I came to feel that there ought to be a closer tie in that people who are chapter members have to be MLA members and vice versa.

Z: Or at least a large percentage.

W: Yes. I mean I know there was some percentage that had to be, but it seemed to me that that was always an issue. The other thing that became apparent around that time, or maybe even a little bit later, was the annual meeting, the programming becoming so section oriented. Not that the sections weren't valuable and that they didn't put on great programs, but it seemed to me that the papers and the presentations got to be more and more narrowly focused. It became harder for people to find things of a broader nature that they could go to.

Z: So they themselves would have to...

W: Some of that might have been solved by the [Leadership and] Management Section, we tried to pick up some of that. Anyway, those were things that kind of bothered me.

Z: There's always something you'd like to fix.

W: It's hard to fix things because it does take a long time to make its way through an organization. I'm sure there had to be a task force and people had to start it and vote on it.

Z: You can only hope that in your presidency you got them started in the right direction.

W: Yes, I think that's the other thing. You don't realize until you are there that things that you start may not be finished while you are president, because it's such a short time.

Z: And it could eventually take on a life or it might not.

W: Yes, it might not have a life. It might be done, but usually it takes longer than that.

Z: So, overall, you enjoyed the presidency very much?

W: I did, I thought it was great. It was a wonderful experience.

Z: Excellent. Well then, looking at a broader part of MLA, you chaired or have been a member of a number of MLA committees or sections. Which of these do you consider to have been the most significant to you?

W: The NPC [National Program Committee] certainly for the centennial [1998], which, of course, you were on. A wonderful co-chair.

Z: I remember that.

W: Since it was such a special meeting, we worked really hard on it, and I believe we had a great meeting.

Z: We did.

W: We had a lot of different things. Philadelphia was a great meeting place, and we were able to work in the history and the future. We had the time capsule.

Z: Oh yes.

W: The time capsule was pretty amusing. And I remember our featured speaker was Laurie Garrett who talked about emerging diseases and what's happening in epidemiology. She's still in that field.

Z: She needs to be some sort of a conscience.

W: We had a really good program, and we had a lot of fun events too. We got to celebrate the birthday, which was great. And we had our costumes and our Power Ben.

Z: Our what?

W: Power Ben...

Z: Oh yes! Ben Franklin!

W: He was great, excellent. And the '50s party, which was a lot of fun.

Z: And your poodle skirt.

W: My poodle skirt. Rachael Anderson also had a poodle skirt; I have a picture of us cavorting around in our poodle skirts.

Z: That was a very memorable meeting, even if we were in charge, it still was.

W: The NPC was a four-year process because we wanted to make it special. We also coordinated it with the Centennial Coordinating Committee, so it was an extra year. The Centennial Coordinating Committee contributed a lot to our program too. They did a lot of special things. I remember they had the 100 top librarians [MLA's Most Notables] and a number of other things. June Fulton was the chair of that, so we had a good partnership with them. That was a very interesting committee, because I remember having to do the fundraising also. We had a record amount, as I recall.

Z: Now, were you on any other NPCs?

W: No, I wasn't. That was the only one.

Z: So then, but other committees?

W: I was on the CE committee quite early on. I believe it might have been when I was still at NLM. Yes, right, because I remember Phyllis Mirsky was the one who got me introduced to that. The main thing that came out of that was that I became an instructor and developed a couple of the courses, so...

Z: Which courses?

W: Government documents and statistics.

Z: Your areas of expertise. And then sections, you did some work in sections.

W: Public Health Section was the first one, Health Administration [Public Health/Health Administration], I think it was called. And then the Public Services Section, I became program chair. I guess the chair-elect is program chair, and then the next year I was the section chair. Yes, that was a really good section, it was quite large, and we had a very active group. We used to put on our own program that was not part of the main program.

Z: But that was before there were so many sections.

W: The reason that the sections did that is because that it wasn't set up the way it is now, where the sections are such a large part of the program through the NPC. So we had several programs. The one I remember best was the one that had to do with whether libraries and computing centers should be merged. Tom Basler spoke, and I wish I could remember who the other person was, but he was a great guy. [Editor's note: C. Lee Jones and Thomas G. Basler were speakers for the Public Services Section program "Merging Libraries and Computer Centers: Conflict or Confluence in Public Services," moderated by Frieda Weise, at the 1987 Annual Meeting.]

Z: And what was it?

W: I don't know. I wish I could remember. I'd have to go back and look through the program, but I remember it was quite a controversial topic, definitely a controversial topic.

Z: It was a very new way to be working.

W: A new concept, right.

Z: Let's see, any other sections?

W: Those were the main ones. I belonged to other sections, but I didn't get active in the leadership.

Z: So, Public Health and Public Services were your two biggies. As far as their significance in MLA, would you say they were in any way driving forces?

W: Public Services is so big that I think, yes, it was a pretty strong section.

Z: Probably some of its leadership ended up on the board.

W: M.J. was in the leadership, and lots of other people would have gone onto the board and were part of that section.

Z: Another way to get known, being on that section.

W: That was a good one too.

Z: Let's move on to MLA meetings and some of the memorable things. What do you remember that you would like to record here for posterity?

W: There were a lot of memorable meetings. The centennial meeting was probably one of the top meetings, maybe the top meeting. Hawaii was a wonderful meeting. I mean it was early on, like about 1979. I was at NLM then, I remember, so it would have been early on. And I have a funny story about that. Whether people want to hear these stories or not, I don't know.

Z: If they are worthwhile, we tell them.

W: I was teaching the statistics course in Hawaii at the annual meeting, and when I got there, for some reason I got there really late at night, it was like one o'clock in the morning...

Z: That's because they were having problems with the airlines. [Editor's note: United Airlines, which flew a majority of Hawaii passengers, experienced a two-month

strike that ended shortly before the annual meeting. An American Airlines plane crashed in Chicago on May 25 before the June 2-7, 1979, annual meeting.]

W: Something happened. Anyway, I got there really late at night, and my luggage did not. Luckily I had my briefcase with my teaching materials, but I didn't have any clothes, and I think I was just wearing jeans. When I got to the hotel, it was late at night, and I had to go to bed. The next day my luggage still wasn't there, and I finally found out from the airline that it went to Taipei. It would take two days to get back. So, I had to go buy something to wear. I really didn't want to go buy business clothes. I think I bought a dress. I ran into Linda Watson, and she lent me a dress to wear so I could teach. And somebody else lent me a bathing suit. So that's what I survived on for those two days. In fact, that's probably how Linda and I became friends. So anyway, I taught the course. The other memorable person I met there was Ada Seltzer. I hadn't met her before, and she was in my class. And then I heard her speak. I knew she was from Pennsylvania. She had that Pennsylvanian accent.

Z: I thought she was from the South.

W: No. She grew up about ten miles from where I grew up in Pennsylvania. When we had lunch together, I asked her where she was from, and she said, "Oh, I grew up in Pennsylvania." I said, "Well, where?" She said, "Some small town, you never heard of it." I said, "Well, try me." And she said, "Fleetwood." I said, "I know Fleetwood. I grew up ten miles from there." So, we had a good laugh about that. I've known her ever since. But it was an interesting meeting being in Hawaii, because it was hard getting people to come to the meetings.

Z: I know that some institutions didn't want to send their people. People thought it was just a vacation.

W: I know they had trouble getting people to the meetings. I went to a few meetings I think. Then coming back, people had trouble with flights because of the grounding [of DC-10s, subsequent to the American Airlines crash]. In fact, I might have stayed an extra day because of that.

Z: Then it was a junket.

W: But it was a great meeting anyway. Another meeting that I remember was Houston [1983], mainly because of Nina Matheson coming in on a horse in the final party at the rodeo and throwing the buffalo chip. I couldn't believe that Nina was doing such a thing but it was...

Z: Memorable.

W: ...a memorable meeting. The other thing I remember was that Cyril Feng and I interviewed a lot of people during that meeting for a couple of positions. It was

really great; we met a lot of people during that time recruiting. Well, there were many memorable meetings, I guess.

Z: But those are your highlights.

W: Just a few highlights.

[end of tape two, side B]

[tape three, side A]

Z: Interview with Frieda Weise on May 23, 2007. Interviewer is Joan Zenan. We have just finished with memorable MLA meetings, and now let's move on to honors. You've received a variety of honors, especially with the Janet Doe Lectureship [2003]. Why don't you tell a bit about doing the lectureship, how you chose your topic, "Being There: The Library as Place," and a little bit more about that.

W: When I heard that I was selected, I was thrilled and honored, but I was scared to death because I could not imagine what I could talk about that anyone would want to hear. So, I really had to think about it. I came up with this topic, because around that time there was so much discussion about whether libraries would cease to exist as places because everything would be electronic. Since we had just finished building this big building and had tried to build into it various kinds of spaces that people could use for different activities, I thought it might be a topic that people would be interested in. Everybody was kind of worried about their space and whether new libraries would be built or renovated. I started to do some research on it, and it turned out to be a very fascinating topic. I tried to go into the history of libraries as buildings and places, and that was very interesting. I also tried to find out what people wanted from their library buildings, users as well as librarians. What I was trying to show was that the building itself can promote the values of librarianship. Our values concerning access and confidentiality, speed of access, all those things we think are important, can somehow come out in the structure that you are in. When I started to do some research on it, I found that, indeed, people were thinking along those lines and it wasn't anything all that unusual. After I gave the talk, a number of people came up to me and said they really appreciated hearing it, because they had to justify their new building, renovation, addition, something like that, and they needed ammunition to convince the legislature or their campus or hospital what degree of building is important, even in the electronic age. So I think it was a good talk. I felt good about it. I felt that people responded to it, and it was a fascinating topic to research.

Z: I think so. I was trying to remember, was the symposium at NLM before or after?
[Editor's note: "The Library as Place: Symposium on Building and Revitalizing Health Sciences Libraries in the Digital Age," co-sponsored by NLM and AAHSL, was November 5-6, 2003.]

W: That, I believe, happened a year after because I think I had done that little...or I shouldn't say I, but my staff and I...put together that little video, and I think they showed it at that symposium.

Z: And that brought a lot of people, and I think it showed the interest.

W: There were tons of people at that meeting.

Z: It was a sellout. But to get NLM interested in sponsoring it...

W: Yes, I'm thinking it was the year after. It was right around that time. It definitely was a hot topic at the time. I don't know if it's such a hot topic now, but then it was.

Z: I suspect it's still going on, and I think the fact that you did such a nice job, as I remember, the media part of it. There is a lot to be said for the media to go with the talk.

W: Luckily, they were able to link to that. I think if you get the talk online you can look at the video. I really felt that it was important to talk about the values of librarianship and the connection with space.

Z: Because they go together. All right, well, any other honors or issues or other comments about MLA before we move on?

W: It has been my pleasure to have been involved in MLA to the degree that I was. I always felt that it was a great boost to my career. The networking is incredible, so that definitely...just the networking itself is so important. I think it was important to the institutions where I worked too. They like to see their leadership going out and doing things, so they were very pleased with it as well, so that worked out really nicely. MLA can help you a lot in terms of developing your own style and leadership abilities. You just need to take advantage of it.

Z: You need to be proactive.

W: Yes, you need to be proactive, you can't be sitting in your little office. To me it meant a lot, because I loved being involved and I loved going to the meetings. We had a great time doing it.

Z: That's wonderful. It was a fun time. All right, well let's switch and talk about your involvement in the Association of Academic Health Sciences Libraries, otherwise known as AAHSL.

W: I was not that involved in AAHSL. I was to some degree. I was on the board, and I was treasurer for that period. It was enjoyable. I always felt that AAHSL was an organization in search of a mission, and I guess it has developed a much more concrete mission over the last years. To me, it was important early on mostly

because you could get together with your colleagues in academic libraries. That was great. But in terms of what it actually gave you, I think it was fairly limited. I think since the strategic plan was developed—Pat Mickleson did a lot of work with developing that—and the leadership program that they developed, those are so important now. So, I am glad that it was able to become a lot more useful to people.

Z: It had to start somewhere.

W: Yes, it's been around for quite a while.

Z: It started in seventy...gosh, I should remember since I wrote one of the articles, '78 or '79, because I spoke with Jerry Oppenheimer about it when I was writing the article for the symposium on AAHSL's twenty-fifth, so it's about twenty-seven, twenty-eight, maybe twenty-nine years old, so it's getting more to maturity. [Editor's note: AAHSL was incorporated in 1978, making it twenty-nine years old at the time of the interview.]

W: But I am glad that there is an organization for the academic libraries. I think it's important to have.

Z: They have made a lot of connection with the AAMC [Association of American Medical Colleges].

W: Yes, that's the other thing, I think right around that time when I was on, there wasn't that much of a connection with the AAMC.

Z: But it took a long time.

W: It took a long time, exactly. I think when I was going off they were getting more involved in the council.

Z: Council of Academic Societies [of AAMC].

W: So that was a big impetus I think for it.

Z: Yes, it's come a long way since your involvement. It's a positive. Is there anything else you would like to mention about any of the things that we have covered before we go to winding up the overall interview? Did we miss anything or anything that you think of now that you had meant to say earlier?

W: I can't think of anything specific. Maybe we will think of something later. You know, your career is so long that it's hard to remember those details.

Z: In three hours or less, tell me everything that you know. Let's go to the relaxed end of the interview, less formal. We like to end each oral history interview with some general reflections on a few topics. These questions are very broad and can include

both librarianship and other areas of your life. So, number one, who are the people that you feel most influenced your life and career, and who are the people that you feel you most influenced?

W: That's a tough question.

Z: It's very broad too. And you can be as broad or narrow as you want.

W: I guess in my career I mentioned a number of mentors, so I would say those people had an influence on me.

Z: It was Gwen Cruzat.

W: Actually, if it hadn't been for Gwen Cruzat, I never would have gotten into medical libraries. I just can't imagine that I would have. And if it hadn't been for Irwin, I would have never wound up at NLM. I can't imagine how that would...I mean I might of, but it wasn't at the top of my thinking.

Z: And then Winifred Sewell.

W: Yes, encouraging me to do the statistical work.

Z: And Phyllis Mirsky.

W: Phyllis and CE and getting involved in MLA.

Z: Cyril Feng.

W: Cyril, yes. Cyril, who was such a go-getter in terms of technology. He was a great person to work with. Cyril dreamed always of a new building. It was such a shame he died before any of that happened.

Z: But you carried on.

W: I always felt that I was doing it for Cyril in a way. We always used to say, "Oh, he's watching."

Z: He is, he is, right. And how about people you might have influenced?

W: I guess that's a question for them to answer. I'm not sure, I guess...people that I immediately would think of would be M.J. Tooley and Gary Freiburger, who were my closest associates when I was at the U of Maryland. In Illinois, I'm not sure. Maybe Karen Dahlen because we worked together quite closely at the U of I. I was trying to think, Ann Weller maybe. She stayed at the U of I. She was my deputy.

Z: Is she still there?

W: She's still there but she is working in the historical collections in the main library. There may be others who I don't know. It's hard to know exactly who you might have influenced.

Z: No, but you mentored people who worked with you or for you and I think you have named the ones who, if I were asked, those are the ones who I would...

W: There were other people within the library that I felt I encouraged, even though they might not have gone on to be directors or anything. They flourished, and I was happy to see that.

Z: That's good, because you don't need to become a director to be a good librarian.

W: One thing I always tried to do when we were writing articles was try to get someone to work with me. I always felt that was a good experience, and there was no reason you shouldn't have two or three names on an article, so I tried to do that. It was interesting to me that when I went to the U of I, one of the questions they asked me was why I hadn't done any single [author] articles.

Z: That's so academic.

W: I thought that was so interesting because it was not my way of thinking. And I said, "Well, there's a lot of glory to go around, and I thought it was a good experience to work with these people, so that's what we did."

Z: You want to be not only the lead author, but preferably the only author.

W: Right.

Z: The kind of publishing that you did is indicative of the kind of leadership you have. It wasn't a competition.

W: I tried to be inclusive. That was one thing I enjoyed. I found very early on that you can't do a whole lot by yourself. You really can't.

Z: Not and survive. Overall, how would you like to be remembered by the library community, and what do you consider your most important contributions?

W: I guess I'd like to be remembered as somebody who had a pretty good work ethic and who also liked to have fun at the same time.

Z: Let's see, what was this "muffin management."

W: Oh, yes, muffin management. That's what my staff always said, I had muffin management.

Z: That's a good way to manage. Happy stomachs are happy people.

W: I liked to do things in teams, and we had quite a number of teams when I was in Maryland. In fact, Elaine Martin used ours as one of her sites when she was doing her Ph.D. thesis on teams. She told me that ours was one of the best organized team efforts, so I liked that. I thought that worked well and we had a lot of inclusion. I think, outside of the library, people don't know that much about your management style, but that is something I was proud of. And, of course, the building was really an excellent example of a well-functioning building. When we opened it, it worked. We didn't come across any major glitches. They were very minor, and we felt really proud of it. In large part, M.J. Tooey was the project manager. A lot of that scut work was her doing and we...

Z: If I remember correctly, the orange wall...

W: Yes, the orange wall, yes, that was interesting, the orange wall. But I have to give her so much credit because she really was on top of things, and I think it was another good example of being able to delegate things. I always believe in delegation, because that's how people get experience. You have to give people a little leeway, so I like to do that with my staff.

But to get back to the orange wall. We had picked colors, and there were so many walls in the building. The architects and the designers had come up with so many colors, it was wonderful. But I had told them early on that we didn't want any orange, because we had orange in the old building and everybody despised it. We said absolutely no orange, because they had these really ugly orange lounge chairs. One day we came into work, and they had painted this huge wall orange that you could see from my office in the old building. You could see it right through the windows. M.J. came running, and she said, "You won't believe it, there's an orange wall!" I said, "Tell them to take it away, now!" And, lo and behold, they did. Steven Foote was the architect, and he got a laugh out of it. I think it turned into a rose-colored wall.

Z: Orange is so awful.

W: But that was really early, it was before we moved. After we moved in, the labs all functioned, we were up and running the day we moved in. Computers were all up, and we didn't have any mistakes moving the collection. Everything worked, it was amazing.

Z: It was a well-oiled machine.

W: It was just amazing to me that everything worked. We were all a nervous wreck, but it was great.

Z: Because everybody wanted it to be perfect.

W: And then we had the café, which was a fairly new idea in most libraries in that time.

Z: But that went over very well.

W: It went over really well. People loved having their coffee there. We had tons of study rooms, everything was wired. We had 500 connections in that building. Just about every seat had a connection. That was, I think, fairly uncommon back then. So we were very pleased with that. We had computing in the building, which was, had its blessings and its curses, but it was also different. We wrote a number of articles about planning, which I think helped people. Then I wrote one about the building. Maybe a third one, I can't remember. Anyway, those are the things that I think are definitely important.

Z: Where do you see librarianship and/or medical librarianship headed in the future? You know, it's one of those things, pie in the sky, what do you think?

W: It depends where you are, first of all, the institutional atmosphere. I must say, I haven't kept up with things as much as I should since I retired, but from what I gather, it seems to me that many of the issues are still clinging. There are still issues about electronic publication and access to them. The librarian is becoming much more of a manager of those things than we were in the past. They don't have to deal with the physical entities so much, so that's a big difference. The whole question of outreach is very important. Going through the sites, and maybe having little satellite places within the schools where there is a more direct connection to your users, clinical sites. I'm not sure what's going on with salaries. I don't think they have improved or if they have pretty much stayed the same.

Z: Yes, I don't know if anyone has done a study lately, but it probably is getting to be time.

W: What can you learn from the past? I guess there is a lot you can learn from the past if you can remember it.

Z: You'd have to be actively working.

W: It's a lot easier when you are facing these things every day. I guess the main thing is that I think the values of librarianship don't change. That's the thing to remember.

Z: They are still very important.

W: They are still a foundation of what you are doing, providing access and listening to your users and getting information out.

Z: We are just doing it in different ways now. Anything else on that?

W: No, I guess I will have to think about that and write about that.

Z: Any advice you want to give to folks in the field today, both new librarians and those who are well along in their careers?

W: People need to pay attention to what's going on and then learn it and be ready to move ahead, not to react but to be ahead of the curve. I think that's really important, otherwise they tend to be left in the dust. For some years, libraries were kind of reacting, and it took us some time to think about where we need to be on the forefront. I think, for the most part, we have been able to do that.

Z: We have had some good people come in.

W: We have had a lot of good people. You don't see publishers running libraries, so I think that is a good thing. And you don't see computing centers running libraries, usually vice versa. We have learned some lessons there about people wanting customer service, for one thing. We have always been very good at customer service.

Z: That's why we could do well at computing. We could talk a language they could understand. How about new librarians, people just coming into the field?

W: I'd encourage new librarians to go to MLA and to get involved in the profession, to get to know other people in similar situations and learn from them, and to try not to be isolated. I think it's very tempting when everything is online to do it all by email. I don't think so. I think it's good to let people get together and meet each other personally and get involved in the whole profession, get known, and contribute something. Don't just take things, but contribute something too. I suspect that many librarians today are of that nature, otherwise they wouldn't be going into it.

Z: All right, anything else you want to talk about that we might have forgotten to ask you?

W: No, that's pretty thorough.

Z: We've covered it.

W: Do you have any other questions off the top of your head?

Z: I tried to be thorough in making up this, but one last thing we like to ask everybody is who do you think should be interviewed for the Oral History Project? There's lots of leaders and not everybody's aware of them.

W: The people I can think of might be too new, but Gary Freiburger might be a good one, because he has been involved in early automation efforts and would be a good person to delve into those kinds of things. Tom Basler would be a good person. M.J., I'm certain she will be because she is president. Faith Meakin would be a good person. Suzanne Grefsheim would also be a good subject because she has had such great experience at NIH, and that's a whole other world.

Z: Good point.

W: There are NLM people that would be nice to get. I don't know how willing they would be, but people like Sheldon Kotzin. He has been at NLM for so many years. He knows the Cummings years. Kent Smith, maybe.

Z: Yes, Kent Smith. Remember how much he was involved with the joint legislative task force out there.

W: And he was always a good friend to MLA. So I think that would definitely...

Z: Those are some good names to add to the list. Any thoughts about who would be good interviewers? Would you be interested?

W: Well, I would have to think about that. I might.

Z: Well, if we want the program to blossom, it wouldn't hurt.

W: I guess I'd have to find out who is on the list to be interviewed and that kind of thing.

Z: You've been through the process.

W: I can see it's not all that tough.

Z: Yes, just some time and a little bit of thinking and stuff. But those who have come before us have done a good job of building the framework.

W: I would consider it.

Z: That's good. Anybody else you know who might want to do it?

W: I really don't know. I think there are a lot of people who might be good interviewers.

Z: Well, in that case we will call this the conclusion of the interview of Frieda Weise, May 23, 2007, in Laurel, Maryland, and I thank you for your time.

W: You're welcome.

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FRIEDA WEISE

Professional Experience

1991-2003: Executive Director, Health Sciences and Human Services Library, Baltimore, MD 21201; also served as Director of Region 2 Regional Medical Library of the NNLM.

- o Served as chief administrative officer of the Health Sciences and Human Services Library: Staff of 70 included 25 library professionals, 32 library support staff, and 12 computing staff. Responsible for library collections and services, as well as campus computing and network support. Library has 1,500 data connections, 40 computers for public use, 3 computer classrooms, 360,000 volumes, 2,400 titles, and licenses to 23 databases, some full-text. Responsible for budget planning, strategic planning, collaboration with other units on campus, and fund raising.

1989-1991: Associate Professor and Librarian of the Health Sciences, University Library, University of Illinois at Chicago, 1750 W. Polk Street, Chicago, IL 60612.

- o Served as chief administrative officer for the Library of the Health Sciences; staff of 88; 500,000 volumes and 5,000 subscriptions. Director of Greater Midwest Regional Medical Library Network which is funded under contract by the National Library of Medicine. Responsible for remote site libraries in Peoria, Rockford, and Urbana. Member of the Administrative Council of the University Library and as such participated in the planning and implementation of library-wide programs and policies.
- o Adjunct appointment, Department of Medical Education, College of Medicine, 1991.

1986-1989; Deputy Director, Health Sciences Library, UMAB, 111 S. Greene Street, Baltimore, MD 21201.

- o Worked with the Director in administering a library of 270,000 volumes, 3,500 subscriptions and 55 staff. The library serves the Schools of Medicine, Dentistry, Pharmacy, Nursing, Social Work and Community Planning, and the University of Maryland Medical System. Under contract to the National Library of Medicine, the library serves as the Regional Medical Library for Region 2.
- o In a team management approach with the Director, shared responsibility for long and short term planning, budget preparation, personnel management, implementation of automated systems, grant and contract proposals, maintenance of sound and effective relationships with the professional schools, medical system, computer center, and other affiliated units.

1983-1987: Assistant Director for Public Services, Health Sciences Library, UMAB, 111 S. Greene Street, Baltimore, MD 21201.

- o Responsible for supervising and managing Public Services Division which includes Circulation, Reference Services, and Information Management Education Departments. Staff consists of 12 professional and 15 support staff.

- o Principal Investigator and Project Director for Electronic Access to Reference Services grant; instrumental in writing HSL/Medline grant proposal and Regional Medical Library contract proposal.
- o Initiated development of Information Management Education Program which is devoted to non-traditional types of library instruction, e.g. using microcomputers for personal file management.
- o Participated in campus-wide IAIMS project from writing the initial planning contract proposal and preparing the strategic plan, to implementation activities.

1981-1983: Assistant Head, Reference Section, National Library of Medicine, 8600 Rockville Pike, Bethesda, MD 20894.

- o Assisted Section Head in developing policies and procedures for the Section, in planning for both traditional and automated services, and in the overall management of the Section.
- o Supervised approximately 20 persons and shared in staff evaluation.
- o Specifically responsible for monthly and annual statistical and narrative reports of Section activities, Section's publications program, and Section training plan.
- o Participated in library-wide efforts, e.g. Online Catalog Evaluation Study.

1981: Coordinator, Public Services, Reference Section, NLM.

- o Coordinated and scheduled Reference staff, assisted Section Head in developing performance standards and methods of evaluation, prepared monthly statistical reports.
- o Coordinated and directed production of user aids, provided reference service in person, via phone and mail using print and automated sources.
- o Served as project director for development of a Reference Collection Policy and for a Survey and Analysis of Reading Room Use.

1979-1981: Head, Public Service Unit, Reference Section, NLM.

- o Line supervisor for staff dedicated to public service, scheduled staff for service desks, responsible for current awareness regarding policies and procedures.

1977-1979: Reference Librarian, Reference Section, NLM.

- o Provided reference service using manual and automated sources, assigned correspondence for review, developed subject expertise in health statistics.

1976-1977: Documents Librarian, Circulation and Control Section, NLM.

- o Assisted in review and analysis of documents collection, made recommendations for selection, acquisition and arrangement of collection; provided reference assistance to document users.

1973-1976: Government Documents Librarian, Library of the Health Sciences, University of Illinois at the Medical Center, 1750 W. Polk St., Chicago, IL 60612.

- o Established separate documents collection with full responsibility for collection development, management, and reference service.

1974-1976: Consultant and resource person for health information to the Health Information System, Illinois Dept. of Public Health.

1966-1972: Teacher of non-western cultures, Stimson Jr. High School, Huntington Station, NY.

1965-1966: Secretary to the Dean, Albright College, Reading, PA

Education

A MLS University of Michigan, 1973 (Library Science).

30 credits Colgate University, 1966 (Social Studies Education).

BA Albright College, 1964 (History and Spanish).

Campus Committees

Member, Screening Committee for campus CIO, UMB, 2001.

Member, Information Technology Steering Committee, UMB, 1999-2003.

Member, Information Technology Oversight Committee, UMB, 1998- 2003.

Chair, Health Sciences Library Advisory Committee, UMB, 1995-2003.

Member, College of Library and Information Science Health Sciences Advisory Board, UMCP, 1994-96.

Member, UMAB Computer Center Directors Committee, 1993-95.

Member, Information Management Committee, UMMS, 1995-.2003.

Member, UMB Human Resources Forum, 1994-.2003.

Member, Strategic Planning Presidential Advisory Board, UMAB, 1991-93.

Member, UM Library Directors Council, 1991-2003.

Member, Task Force to Review Inpatient and Outpatient Systems, University of Illinois Hospital and Clinics, 1991.

Member, Health Information Sciences Model Curriculum Advisory Committee, College of Associated Health Professions, University of Illinois at Chicago, 1991.

Member, Senate Standing Committee on External Relations, University of Illinois at Chicago, 1991.

Member, School of Medicine IT Planning Committee, UIC, 2000.

Co-Chairman, Academic Computing Advisory Committee, UMAB, 1986-89.

Member, Conferencing System (CoSy) Policy Committee, UMAB, 1986-89.

Member, Functional Advisory Groups for Education, Clinical Services, Research, and Administration for IAIMS, UMAB, 1983-84.

Member, IAIMS Pilot Project Working Group, UMAB, 1985-86.

Promotion and Tenure Committee, University Library University of Illinois at Chicago, 1974-75, 1989-91.

Member, Task Force to Review Instructional Resources, UMAB, 1989.

Professional Service

MLA Fellows Jury, Chair, 2005/06.

MLA Fellows Jury, Member, 2004/05.

MLA Board Liaison, Grants and Scholarships Committee, 2000/01

MLA Board Liaison, Cunningham Fellow Task Force, 2000/01

Chair, MLA Nominating Committee, 2000/01

Past President, MLA 2000/01

NCLIS, Panel to Evaluate Distribution of Government Information 2000/01

Chair, MLA Task Force to Evaluate Annual Meeting Formats, 2001.

President MLA 1999/00

President-elect, MLA, 1998/99

Chair, National Program Committee for 1998, MLA, 1994-98.

Member, Centennial Coordinating Committee, MLA, 1994-98.

Board of Directors and Treasurer, Association of Academic Health Sciences Library Directors, 1993-96.

Member, Strategic Planning Committee, WHO Collaborating Center, UMAB, 1994-95.

AAHSLD Library Information Technology Committee, 1992-1994.

Nominating Committee, MLA, 1992.

Member, Board of Directors, MLA, 1988-91.

Chairman, Finance Committee, Board of Directors, MLA, 1989-91.

Treasurer, MLA, 1989-91.

Chairman, Public Services Section, MLA, 1987-88.

Program Chair, Public Services Section, MLA, 1986-87.

AAHSLD/MLA Joint Task Force for Academic Health Sciences Library Guidelines, Scenario Exercise, 1985.

Member, Continuing Education Committee, MLA, 1980-84.

Nominating Committee, MLA, 1982.

Member, Editorial Board, Medical Reference Services Quarterly, 1981-2003.

Instructor, MLA Continuing Education Program for CE 332 (Sources of Health Statistics for Health Sciences Libraries) and CE50 (Government Documents), 1976-83.

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Weise, F. and Freiburger, G. "Issues in Mounting a Local MEDLINE Database." pp. 85-94 in End User Searching in the Health Sciences. Monographic Supplement No. 2 to Medical Reference Services Quarterly. Edited by M. Sandra Wood, Ellen Brassel Horak, and Bonnie Snow. New York, Haworth Press, 1986.

Weise, F. and Borgendale, M. "EARS - Electronic Access to Reference Service." Bulletin of the Medical Library Association. 74(3):300-304, 1986.

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Siegel, E.R., Kameen, K., Sinn, S. Weise, F. "Research Strategy and Methods Used to Conduct a

Comparative Evaluation of Prototype Online Catalog System." National Online Meeting Proceedings. Medford, NJ: Learned Information, Inc. April 12-14, 1983, p. 503-511.

Weise, F. "Statistical Sources on the Aging." Medical Reference Service Quarterly. 2(2):53-70, 1983.

Weise, F. Health Statistics: A Guide to Sources of Information. Vol. 4, Health Information Guide Series. Detroit, Gale Research, 1980.

Campbell, J., Theall, J., Weise, F., and McDonald, D. "Development of Criteria and Procedures for Appointment, Promotion, and Tenure of Library Faculty in an Academic Health Science Library." BMLA (65(1):46-52, 1977.

Weise, F. Statistics for Health Planning: A Guide to Information Sources in Illinois. Illinois Cooperative Health Information System, Department of Public Health, Springfield, IL, 1976.

Presentations

Weise, F. Being There: the library as place. Janet Doe Lecture, MLA Annual Meeting, May 2003, San Deigo, California.

Weise, F. One for the Money; Two for the Show; Three to Get Ready, and Four to Go: Challenges Facing Us Today. Canadian Health Library Association Annual Meeting. Quebec City, Canada, May 9, 2001.

Weise, F. MLA Update. Hawaii MLA Chapter Annual Meeting, Honolulu, April 6, 2001.

Weise, F. "Renewing Our Commitment: A Golden Year and a Golden Future." Presidential address, MLA, 2000. May 7, 2000. Vancouver, Canada.

Frieda Weise. Moderator and organizer. "The Health Sciences Library of the Future: Developing New Model." A Workstation at MedInfo '95, 8th World Congress on Medical Informatics, Vancouver, Canada, July 25, 1995.

Frieda Weise. "New Roles for the Library of the Future." Infomedica '95, Guadalajara, Mexico, January 27, 1995.

Frieda Weise. "Knowledge and Skills: The Librarian of the 21st Century." Infomedica '95, Guadalajara, Mexico, January 25, 1995.

Frieda Weise. "Opportunities for Collaboration Through Library Resources" at Fourth Workshop: transmission of Information and Dental Informatics, sponsored by Collaboration Project of North and South America in Dental Education, Baltimore, MD, UMAB, April 18, 1994.

Frieda Weise. Moderator. "Building the Library/Information Center of the Future," Symposium. Co-sponsored by NLM and UMAB, Bethesda, MD, April 7-8, 1994.

Frieda Weise. "Merging the Library and Computing Culture" presented at the MLA Annual

Meeting, Chicago, IL, May 14-20, 1993.

Frieda Weise. "Improving Health Professionals Access to Information." MedInfo '92, 7th World Congress on Medical Informatics, Geneva, Switzerland, September 5, 1992.

Frieda Weise. "Merging Libraries and Computing" Seminars in Academic Computing. Snowmass, Colorado, Annual Meeting, July 1992.

Frieda Weise. "The Changing Roles of Librarians in Medical Education." Council of Illinois Medical School Library Directors, March 28, 1991.

Frieda Weise. "Health Sciences Libraries in Illinois - the Next Decade and Beyond." Health Sciences Libraries of Illinois, Chicago, IL, November 3, 1990.

Frieda Weise. "Can the Library Handle Success?" Health Science Librarians of Illinois, Peoria, IL, March 30, 1990.

Chaired and organized informal meeting at MLA Annual Meeting on "Mounting Commercial Databases on Local Systems: The Agony and the Ecstasy," Portland, OR, May 19, 1987.

Moderator, Public Services Section Invited Paper Session. "Merging Libraries and Computer Centers: Conflict of Confluence in Public Services?" MLA Annual Meeting, Portland, OR, May 20, 1987.

HSL/MEDLINE Online Poster Session presented with M.J. Tooley at the MLA Annual Meeting, Portland, OR, May, 1987.

Frieda Weise and Patty Hinegardner. "Information Management Education: Campus Partnerships" presented at the MLA Annual Meeting, Minneapolis, MN, May 22, 1986.

EARS Online Poster Session at MLA Annual Meeting presented with Marilyn Borgendale, Minneapolis, MN, May 20, 1986.

"Statistical Publications in Government Documents" presented at meeting of MLA Government Documents Division, Catonsville, MD, March 18, 1986.

James Penrod, Marion Ball, Frieda Weise. "Issues and Observations: Information Resources in Health Science Centers" presented at EDUCOM Annual Meeting, Austin, TX, October 3, 1985.

Patricia Knuden, Frieda Weise, George Stuehler. "Planning for IAIMS at UMAB" presented at Annual Meeting of MLA, Denver, CO, May 30, 1984.

Professional Memberships

American Medical Informatics Association
Association of Academic Health Sciences Library Directors
Friends of the National Library of Medicine
Medical Library Association
Mid-Atlantic Chapter, MLA

Awards, Honors

Janet Doe Lecturer, MLA, 2003.

Ida and George Eliot prize, 2003.

Fellow, Medical Library Association, 2003

Member, National Honor Society of Phi Kappa Phi, 1999

NLM Director's Honor Award in recognition of outstanding contribution to the advancement of the Library's mission, 1981.

Distinguished Member, Academy of Health Information Professionals, MLA, 1989

Consulting

Ad Hoc Committee to BLRC, NLM, March, 1992.

Howard Hughes Medical Institute, Bethesda, MD, July, 1991.

Temple University Health Sciences Library, November 2000.

University of North Carolina, 1996.