

MEDICAL LIBRARY ASSOCIATION

ORAL HISTORY COMMITTEE

INTERVIEW

WITH

CAROL G. JENKINS, AHIP, FMLA

Interview conducted by Joan S. Zenan, AHIP, FMLA

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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 April 13, 2015. 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):

☒ x No restrictions

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

Carol G. Jenkins
Name of Interviewee

Carol G. Jenkins

Signature

Date: April 13, 2015 _____

Accepted by: *[Signature]*
MLA EXECUTIVE DIRECTOR

Joan S. Zenan
Name of MLA Interviewer(s)

Joan S. Zenan

Signature

Date: April 13, 2015 _____

Date 2/26/16



Biographical Statement

In her career at the University of North Carolina and her leadership in professional associations, Carol G. Jenkins, AHIP, FMLA, advanced the expanding role of the library, collaboration with partners, the development of future leaders, and advocacy for the profession. Lucretia McClure, AHIP, FMLA, said of Jenkins, "She has vision and the ability to take risks to follow that vision."

Jenkins received her MLS in 1972 from the University of Oregon, after an introduction to medical librarianship at the University of Texas Southwestern Medical School. She began her professional career as director of the Dental Library of the University of Oregon Health Sciences Center. In 1978/79 she was chosen to participate in the Management Intern Program sponsored by the Council on Library Resources and the National Library of Medicine, spending a year at the University of Cincinnati under the mentorship of Nancy Lorenzi.

After serving as associate director at the University of Virginia Medical Center, she continued the pursuit of her career goal to be a director. She went to the University of Maryland as executive director of the reconfigured Southeastern/Atlantic Regional Medical Library Services, where she developed contacts throughout the southeastern U.S. and successfully established the programs of the new region. In 1986, she was named the third director of the Health Sciences Library of the University of North Carolina at Chapel Hill, a position she held until 2013. She employed strategic planning to set the course for the library, and she built on partnerships with the health schools, library school, and the North Carolina AHEC. She completed a major building renovation, one that required securing community support. She believed in the value of participating in campus governance, including in the area of women faculty issues. Under her leadership, the Health Sciences Library enhanced access to digital resources on campus and for health professionals and the public in the state. Before her retirement, she helped facilitate the consolidation of the library with the University Library.

Jenkins was elected president of the Medical Library Association for 2001/02 and for an earlier term on the Board of Directors. She chaired the search committee that selected Carla Funk as executive director and the 1987 National Program Committee. She was president of the Association of Academic Health Sciences Libraries in 1999/2001. She led governmental relations and leadership development efforts in both associations, chairing the Joint MLA/AAHSL Legislative Task Force. She co-chaired the AAHSL Future Leadership Task Force (later Committee), served as mentor twice in the NLM/AAHSL Leadership Fellows Program, taught the CE course "Do You Want to Be a Library Director?" and became program director after retirement. For MLA, she chaired the Emerging Leaders Task Force that developed the Rising Stars program. She also chaired NLM's Biomedical Library and Informatics Review Committee. Jenkins received MLA's Marcia C. Noyes Award in 2011 and is a Fellow. AAHSL recognized her with its Cornerstone Award in 2010.

Medical Library Association Interview with Carol G. Jenkins

[Wave sound recording 001]

JOAN S. ZENAN: This is an interview of Carol G. Jenkins on Monday, April 13, 2015, in Chapel Hill, North Carolina. This is her oral history interview for the Medical Library Association. We will begin with the first question: Who or what influenced you to go into librarianship?

CAROL G. JENKINS: Well, thanks, Joan. I've been thinking about this and I really don't know [laughter]. Good start, huh?

Z: No, that can happen.

J: I think sometimes—and this may be true in my case—those influences become clearer as you look back rather than being the things that you knew at the time or what caused you to take a certain path. So looking back, I think that the fact that my father was a medical artist and worked in medical publishing definitely was something that had an influence on me. But it wasn't in the direct way where he or anyone actually said, "Why don't you become a librarian?" or even a medical librarian. That never came up, to the best of my recollection. But afterwards, I think that it definitely did have an influence.

Z: Probably pushed you in the way of medical, perhaps.

J: Yes, definitely that. And I think the things that are more directly related to the point in time when I was making that decision—I graduated from college. I was waiting for Brent, my husband now, who was a student at the same college. I was waiting for him to finish up his degree. I decided to try grad school in the same town so we could be together. And that's how I ended up in library school. I had a graduate assistant job in the university library at Western Michigan University, which was in the same town, Kalamazoo, where I had gone to college, so I just thought, well, I'll try it out.

Z: That's great. Well, so then you went to Western Michigan University [Department] of Librarianship from 1968 to '69. What was that like?

J: I hated it [laughter]. You're not supposed to laugh. But I did; I hated it.

Z: No, that's perfectly okay.

J: Again, looking back, it was a great way to do it, because I tested out whatever had spurred me to give it a try. It just wasn't creative enough for me, I guess. And maybe it was the particular courses I took there. I was a part-time student and had a part-time job. [The courses] just seemed not very challenging, and I didn't particularly like the faculty or the students [laughter]. So it's the luck of the draw. So I left school. After Brent finished his degree, we moved to Texas and we got married, and then I needed to find a job. I had taken, I think, four graduate library school courses at that point in time. So I

went to the medical library at the University of Texas, Southwestern Medical School, and applied for a job there. Now, my father was working there at the time. That may have had something to do with it. He never said, "I got you this job," and I never asked him to, but that's a reason why I went there. I guess I must have had some kind of a notion even then that medical libraries would become my future career path. But it was a really interesting time.

And I don't know how often this happens to those of us who get graduate library degrees, to have your training interrupted by a couple years of experience. Lots of times people have experience before they go to library school, which I did not. But I had two years of experience working in the medical library there, and then I went back to library school.

Z: Because you moved to Oregon.

J: Right.

Z: Do you want to tell us a little bit about University of Oregon's library school?

J: Well, as I said, there were two years separating those experiences, and they were two completely different schools. It was just as different as night and day. Brent and I ended up in Oregon because when we decided to make the move, we looked for institutions where we could both go to grad school. He went to grad school in fine arts, and I wanted to go back to library school. So we ended up in Oregon for that reason. We were both accepted there. And it was a big adventure for us. We'd never been any further west than Texas—either one of us. We didn't know what we were getting into, but we immediately fell in love with Oregon. And then the library school was just a real positive experience too.

One difference was that the students in my class at that time, a lot of them had started out getting graduate training in other areas. And it was a time when jobs were tight, so if you had a PhD in history, you might not have such an easy time getting a faculty position. And there were a few—I don't know exactly how many, but a few—students in my class who were in that situation where they really had a lot of academic training. They were just really interesting people too. And then there were other people who had interesting careers prior to going into librarianship. It just was a very interesting and eclectic group of people. One of our good mutual friends, Diane Brenner, was one of my classmates in library school at the University of Oregon. And there are a couple of others who have been lifelong friends of mine, people I've kept in touch with over the years. So we just had a really good time there.

Z: And it was much more stimulating than—

J: And the courses were more... I think that I grew up in those two years. I had a little bit better idea of what I was looking for in a graduate degree. I had a little bit stronger commitment to librarianship having had that two years of experience. And so I made it more interesting myself.

Z: Were there any memorable courses, or mentors, or instructors that you remember?

J: There were a few, but the one that really had an influence on the direction my career took was Bob Berk, who taught the only medical librarianship course that was offered and had been a medical librarian himself. Later on he actually went to work for the Medical Library Association, but that came later. He really did become a faculty mentor to me in the sense that he encouraged me after graduation to look for medical library jobs, gave me advice on places to look, wrote letters of reference for me. And we kept in touch for quite a long time after that.

Z: I think that makes a difference if someone who knows health sciences or medical libraries is a mentor or an instructor because it gives you a role model.

J: Absolutely. Also, going back to how I thought differently about the University of Oregon library school experience, during the time that I worked at the medical school library in Dallas, that was—I guess, coincidentally—an important time for medical libraries. It was the late 1960s, early 1970s. The Medical Library Assistance Act was fairly new [1965]. There was grant money coming from the National Library of Medicine that libraries were using to build collections and build buildings. The Medical Library Assistance Act was trying to help the medical libraries keep up with the new NIH [National Institutes of Health] activity. I didn't have any knowledge of that, but I landed in a library that had just gotten a big grant to build collections. The job I had there in that library was in acquisitions. I guess they liked the fact that I had at least four library school courses. It wasn't a professional position, but they recognized that I knew something about it.

Z: Right, and you got exposed to the breadth of it.

J: I got exposed to it, right. And I have always felt like I got in on the ground floor, in a way; that I just really saw how excited people were to have this money, what a difference it was making to the library there that, like so many other medical libraries, had plodded along with the kinds of—depending on how successful the director was at coming up with gifts. That's how collections were being built then, and that money really made a tremendous difference, and I saw that firsthand. And again, I don't think I realized it at the time, but looking back, I think it really made me feel like this was a promising field; that there were lots of opportunities, and good things were happening, and that what medical libraries did was important.

Z: So after library school you came to work at [University of] Oregon Health Sciences [Center] Dental Library. Did Bob Berk have influence on that?

J: Yes, in the way that I said. He probably—I'm not totally sure about this, but I think he probably told me about the job and encouraged me to apply, and I'm sure he wrote me a letter of reference. And in fact, when I got that job, of the people in my graduating

class I got the highest paying job, which, by today's standards, would not even have been a livable income. But I felt pretty good that I was able to land this job.

And in itself it was a really interesting job. The Dental School at that point in time—this was 1972—was a separate institution in the Oregon State System of Higher Education, and the Medical School was a separate institution. They were on the same campus, which is still the campus they're on today, but they were totally separate organizations. [Editor's note: In 1974 the health programs were consolidated as the University of Oregon Health Sciences Center (later called Oregon Health Sciences University and currently Oregon Health & Science University). By about 1977 the Dental Library was operating as a branch of the University of Oregon Health Sciences Center Library.] And so I got the job to run the Dental Library. It was me and two paraprofessionals. I was considered a university librarian in their system...

Z: Right out of library school.

J: ...which was laughable compared to the main University of Oregon or Oregon State—any of the major institutions. And here I was in this three-person library, but it was just because of the way they were organized.

What was so great for me at that point was, I was a faculty member. So even though I was in this small library, I had the status of an assistant professor, I think, at that time. I was fully integrated into the faculty meetings and the faculty governance and everything that happened in the Dental School. So I just built some great relationships with faculty that helped me run the library. There were many, many good things about that.

The bad thing was that it was just such a small library and a little bit isolating. But the Medical School Library was right up the hill. Margaret Hughes was the medical librarian at that time [1965-1975], and she was really a great mentor to me as well. Even though I didn't report to her, she went out of her way to make me feel comfortable, to show me the ropes. When we had to go to meetings, both of us with equal status—we had to go to meetings of all the other university librarians—we would always go together, and she always took a little car trip after a meeting. So I really got to see Oregon. We would go on trips in eastern Oregon and visit the desert, or we would go to the mountains or something, depending on where the meeting was, because they were all over the state.

Z: So she was sort of a mentor.

J: She definitely was a mentor and a friend, and I couldn't have been as successful without her. So it was a pretty interesting time.

Z: Well, and six years later, in 1978, you were chosen for a National Library of Medicine, Council on Library Resources, [Health Sciences] Library Management internship. What influenced you to apply for that?

J: Well, in part it was what I've already mentioned—that there was no place for me to go in the structure that I was in. There were no other medical schools in Oregon. Brent and I wanted to stay in Oregon. We had fallen in love with the Pacific Northwest. So there just were limited opportunities. Plus, even if I had gotten a job in the medical library, I think by that time I had decided I really wanted to be an administrator. I wanted to run a library. And in order to do that, I just realized that we would have to move somewhere else.

But this opportunity came along. The internship program, as you know, was jointly supported by the National Library of Medicine and the Council on Library Resources. I think that NLM had partnered with the Council on Library Resources [because] their program was older. They had lots of graduates of the academic library management internships. But NLM had been getting feedback that there weren't enough directors in the pipeline and they needed to do something to help that—or they wanted to—and so they partnered with CLR to start that program.

It just came along at the right time for me. We had one child at the time. Caitlin was about two years old, but pretty movable—young enough to be movable. When I applied for that internship and was selected, that was the first year of that joint program. I was matched with Nancy Lorenzi at the University of Cincinnati. We packed up a little bit of stuff and loaded our belongings into a station wagon that got terrible gas mileage, and we weren't sure whether we would even make it across the country. But it was air-conditioned and we thought that that would be important. The three of us headed across the country. My job would have been waiting for me. I didn't resign my position at the Dental Library—I took a leave for that year—although someone had to do that job while I was gone because of how small it was. So we spent a year in Cincinnati and that even further cemented my interest in becoming a leader of a medical library.

Z: So your mentor was Nancy Lorenzi, who was a leader in MLA, former president. So tell us a bit about your internship—what you learned and what were some of your memorable experiences.

J: Well, I think that Nancy and I were a perfect match in many ways. She was a library director who really understood what it meant to be an institutional leader. And I think that she had been an informal mentor to many people before I showed up. I don't know if she'd ever been an official mentor like you are in a program like this one, but I think she really took that job seriously. She was very intent on making sure that it was a learning experience for me. She wasn't just thinking, "Oh, I get another person on my staff that I can assign jobs to." It wasn't that kind of relationship at all.

She laid the groundwork really well for me. I would accompany her to meetings and be the fly on the wall. And people were willing. These were meetings where she had laid the groundwork and told people, "This is my intern. She's an aspiring medical library director, and so she's here to learn what it's all about." They would allow me to sit on the sidelines and just listen to the conversation and not participate, but just learn from that. And then afterwards she and I would have a little debrief—depending on what kind

of meeting it was—but for the really important ones, I would have tons of questions afterwards—why did this happen this way and why did this person say this—and she would explain the whole after-meeting stuff to me, why things happened the way they did.

I think that probably did as much as anything to tune me into the political nature of a director's job; that there always are these dynamics going on that a good administrator, librarian or otherwise, has to be sensitive to. You have to know the people and be able to get that sort of underlying sense of what their goals are, why their being at the meeting might be different than why you're at the meeting. And I just learned so much by being that fly on the wall with her for the year.

I had projects that I worked on in the library. We had worked those out in advance. I also took some courses at the university that she recommended. Her husband happened to teach in the business school, so that helped. I took a course in organizational behavior, I remember, and spent a lot of time talking to the two of them about those kinds of management issues. So I got a great education under her.

She also was really tapped into NLM and talked to me about the people there, because part of our internship involved going to spend two weeks, I think it was, at NLM. So she knew the players there as well and really tied me into that.

So I consider her a lifelong mentor, although I wouldn't say that we became close, personal friends like you and Rachael became close, personal friends. [Editor's note: Zenan also participated in the CLR/NLM Health Sciences Library Management Intern Program in 1980/81 at Columbia University under Rachael Anderson.] We were friendly but not in the same way. But I think that she always felt like she did a good job mentoring me, and I certainly did, and have thanked her often for all the good that she did for my thinking about leadership and about my career.

Z: It sounds like she gave you an excellent grounding from which to build your career.

J: Mm-hmm. And I did forget to say one thing about Bob Berk, if we can skip back there. I said I took a medical librarianship course from him. This was in the early '70s, and MLA still had its certification program then. He taught the medical libraries course in the medical school—not in the library school but in the medical school. People who were already medical librarians but not certified [took the course]. I think that was happening all over the country. But that's actually where I took the medical libraries course along with other medical librarians. I got certified as a medical librarian back then from taking that course from him.

Z: Good. Well, after your internship you went back to Oregon Health Sciences [Center] Library, but not in the Dental Library. You went in as a special administrative projects librarian. So did you apply or did you fall into this?

J: Well, the fact of the matter is, I didn't really want or intend to go back to running the Dental Library, and I had started applying for directors' jobs while I was in Cincinnati, with Nancy's encouragement and help. But the internship came to an end and I didn't have a job yet, so we loaded up the station wagon and went back to Oregon.

I had the opportunity to move into the medical school. The person who had been doing my job in the Dental Library just continued to do it, and so it was kind of a holding pattern job. And I thought it would be good. Even though I wasn't running the library, it gave me some medical library experience in that setting. And we all knew that I was applying for other jobs and that I probably wouldn't be there that long. As it turned out, it was about six or eight months, and I ended up taking the job as the associate director at University of Virginia.

Z: Yes, at the Claude Moore Health Sciences Library.

J: Right. So we didn't have the station wagon any more [laughter]. We packed everything up and made one more trek all the way across the country to Virginia.

Z: Oh, my goodness, a lot of cross-country trips. Well, when you got there, what was the library like when you began working there?

J: The job I took as the associate director was available, because the director of the library had passed away maybe about a year or so before. Bill Moll was his name. He had suddenly passed away, so his associate director assumed his position, and then that created the associate director vacancy. So I think that that library was still in a little bit of upheaval because of the death of their director.

It was a fairly new library building. I can't remember exactly when it was built, but it was a fairly new library building when I went there. It was a showpiece, one of the places that was always pointed out because it was new and because it had the distinction—and this is still the case today—of being a library that had a sky bridge that went across one of the main thoroughfares in Charlottesville. The library is on both sides of the road, and there's a sky bridge that connects it. It was really a unique design in some ways. On one side of the street was stacks with compact shelving, and it was the first time I'd ever seen compact shelving. It allowed them to have a collection and growth space in a fairly small physical environment, and it was on the opposite side of the street. The bridge that connects the two was a reading area with lots of windows on either side. I think it's still kind of like that today.

Z: Unique, yes. So while there, what are the contributions or influences that you're proudest of?

J: Well, I don't know if there's anything that really stands out. I think that Terry Thorkildson, who was the director, really gave me a lot of leeway. We worked closely together... [interruption]

[Wave sound recording 002]

Z: We were talking about Terry Thorkildson being your director at the Claude Moore Health Sciences Library at the University of Virginia. What memorable mentors, if any, did you have while you were there?

J: Interestingly, I think that someone who I definitely considered to be a mentor was not in the library but was the vice president for health sciences to whom the library reported. This was a person, whose name is Charles Hamner, who took a great interest in the library, was very supportive of the library being innovative, and open to all the ideas that Terry and I would take to him for things that we wanted to do. And what's curious about it to me is that later on—fast-forward about a decade to when I'm in North Carolina—Charles Hamner also came to North Carolina. He moved from his position in Charlottesville to become the president of the North Carolina Biotechnology Center. We rekindled our acquaintanceship when he moved to North Carolina, and have become lifelong friends as a result of that. He became a member of my fundraising board in North Carolina and just a really nice personal friend. And we've had several conversations about those days in Charlottesville and what he felt the important roles of the medical library were. I realized, again, later in life, how much influence he had over the direction that the library took. He was, and still is, a really innovative thinker. It wasn't that obvious to me in my little associate director role and being fairly new at that. It just wasn't that obvious to me then, I don't think, that he had such an influence on the shaping of the library. But he really was a great leader of the medical center and I'm glad that he has stayed in my life.

Z: It's interesting—sometimes until you look back, you don't know some of the influences that were there, because, of course, you matured along the way. Well, three years later in 1983, you became the executive director of the Southeastern/Atlantic Regional Medical Library Services at the University of Maryland Health Sciences Library. What differences did you encounter by heading a regional library group versus an associate director?

J: Right. So this was 1983, so I had been out of library school eleven years. I was still working on my goal of becoming a library director with a very interesting career path, I think. But I wasn't a library director yet. I think that I could have at that point been a candidate for directorships depending on what was available, but it just so happened that the Regional Medical Library [RML] networks were being reconfigured. There was this new region—the Southeastern/Atlantic Region was being created—and that was a region that combined two pretty large preexisting geographic regions, the Mid-Atlantic Region and the [Southeastern] Region. Two RMLs. The University of Maryland wanted to vie for the contract to run that new RML. Cyril Feng was the director at that point in time, and he approached me about whether I would be interested in being the head of that RML. I said, "Well, I really want to be a library director," and he said, "Okay, we'll make that your title if you will come." He was pretty persuasive. And of course he hadn't been awarded the contract yet.

Brent and I had been talking about should I get a new job, or we were also considering having a second child. We sort of laugh about this now: what should we do, get a new job or have a second child? As it turned out, we did both, which, in retrospect, wasn't the easiest thing to do. And as it turned out, the contract was awarded to the University of Maryland, so I had made a commitment to Cyril that, if he got the award, I would become his executive director. It was a really turbulent time because the two regions were being merged. There was a lot of work to do. There were different feelings about the pros and cons of having this merged region. This was happening in other parts of the country too; it wasn't the only new region. But it was a major change in the RML network. So I really needed to start work right away.

The contract was awarded to the University of Maryland in January of 1983, and our second child was born in December of 1982. So I didn't exactly start right away, but I started going back and forth between Charlottesville and Baltimore. Eventually we did move our family up there in the summer of 1983. In that interim time, a lot of it, I was commuting back and forth between Baltimore and Charlottesville. And we had some interesting experiences with snowstorms and things like that, but we were definitely ready to reunite the family by that time. We had a nanny that helped in the child-care end of things, thank goodness, who also became a lifelong friend. She really helped us out of a big bind, having created this dilemma for ourselves that we had an infant child and a job calling in another state, a couple hundred miles away. I know that there are plenty of stories of people who had marriages and careers that separated them, but I think that, looking back, it really was not such a great idea for us to do that. It was probably a good idea for my career, but the family survived because Brent was great as a husband and father, and we had this woman who was a nanny who was really great.

Z: Well, looking back at your career, how do you feel this move influenced your career?

J: I learned so much from those years. I was in that job for three years. I did tell Cyril when I took the job that I still had the career goal of being a library director, and he said, "Well, will you stay three years?" and I said, "Yes, I'll stay three years." So at that time Brent and I were saying that every job was three years long, so it kept us from having to launder the curtains and things like that that you don't do all the time. We would just pack up and move to a new place.

While I was at the RML, one of the ways it was really beneficial to me is that I learned about medical libraries of all types. I had never worked in a hospital library, but as the head of the RML, I went to an awful lot of hospital libraries and met hospital librarians and got tremendous regard for the great work that they were doing. I also made friends and colleagues around the southeastern U.S., and, of course, since I'm still in the southeastern U.S., a lot of those people have become lifelong colleagues and friends as well. I had never been in the southeastern part of the United States before. I hadn't been any further south than Virginia in that time, so this region that I was suddenly responsible for went all the way from Maryland to Florida and all the way over the Mississippi. It's the same geographic boundaries that still exist today, so it's [twelve] states, and Puerto Rico and the Virgin Islands. It's a very big region. So I did quite a bit of traveling and

really got to know the culture and the people of the South. And there were some great librarians at that time. Miriam Libbey was still running the library at Emory, and some others of her ilk, and I'm just really thankful that I had a chance to meet some of them and get to know the important roles that they played.

Z: And while you were there, what do you feel were your contributions and things that you were able to influence?

J: Oh, I think the main one was just that we created a new region and that it worked, that we—'we' meaning not just me but my staff that I assembled—were able to gain the trust and regard of the librarians and others in the region and were considered to be providing them beneficial services.

This was, I think, a pretty important time in the evolution of the Regional Medical Library network as well, because we hadn't yet quite grabbed onto the idea of consumer health. We hadn't yet quite become comfortable with the idea of librarians being the field force—a term that NLM still uses to this day. In fact, people were offended by that term. The librarians felt that NLM should be serving their needs, not the needs of the health professionals and the general public. And so there still were lots of issues there that came up in the discussions of the Regional Advisory Committees and the conversations that I had with people around the region. But I think we all grew into an increased comfort level with those terms. The fact of the matter is that, as you know, Regional Medical Libraries are run under contract to the National Library of Medicine, and when they write the statement of work and you say, "I will do that work," that's what you do.

One of the things that we wrote into our contracts—that I think was pretty innovative and has become much more commonplace now—is that we began channeling a lot of the RML money back out to libraries in the region. That was a fairly new role for RMLs. I'm not saying it was unique to us, but it was a new activity that we weren't being a central office providing services on behalf of everybody else. We didn't have that big a staff to do that. But we came up with grant programs that moved that money back out into the region. And I think that that was probably a large measure of the success of the region: that people felt they were connected to the work that was going on and that they were doing things that directly benefited their clientele as well.

Jane Lambremont was one of the people that I first hired to be our education coordinator, and she already had a great reputation as a librarian committed to outreach and hospital librarianship. She had been the AHEC [Area Health Education Centers] librarian in North Carolina at an earlier point in her career, and it was great having her experience and know-how. Janice Kelly, who later became the director of the RML, was also somebody I hired then to be a resource sharing coordinator—I think was what she was. So we had a good team of people.

But also, as I was thinking back on this, I think that's when I first really became aware of the changes in technology and how they were affecting our libraries. End-user searching

had started before that. We were doing end-user searching in Charlottesville, too, but the first time I remember having email was at the University of Maryland library. Gary Freiburger—he wasn't working for the RML, he was working for the library—was the IT chief in that library, and I associate him with a lot of the technology innovations that were taking place in that library. The RML benefited from the innovative work that they were doing with technology, not only in email, but just learning about what the promise of the new technologies was—that we didn't have to rely on mainframe computers to do work for us or even minicomputers. The RML had terminals in it before I left in 1986 that we were using for email and other technology-enabled work that we did.

Z: Yes, quite a change.

C: Yes, early 1980s.

Z: Well, true to your moving every three years, your next move was your last one and probably the one you're most well known for. You became the director of the University of North Carolina at Chapel Hill in their Health Sciences Library. So what influenced you most to apply for this one?

J: Well, my three years was up. No, that's facetious. I did promise Cyril that I would stay for three years, but I wasn't committed to leaving at the end of that time. I was waiting for the right job opportunity to come up, and the University of North Carolina became that opportunity. I'd learned a lot more about UNC through my RML experience. I'd gotten to know Sam and his reputation as well as gotten to know him personally a little bit during that time. And I think that I was really impressed with the kind of work that UNC was doing. I knew about the success of the AHEC program, and I think because I had developed a passion for outreach through my RML experience, the opportunity to come to work for a library and an institution that had such a strong commitment to outreach that it was really part of their culture and their values was one of the things that really did appeal to me.

Z: Well, I think the AHEC program should be a big draw for anyone, because it really took what libraries do and moved it way out into the community. So what was it like to follow Sam Hitt, who was a well-known leader of MLA, as the new director? Big shoes.

J: It was big shoes to fill, for sure. But Sam had not been in good health. In fact, he'd had a heart attack and had been on medical leave for a while, and Gary Byrd was the interim director of the library. So it might have been a little bit more frightening if I had walked right in the door and sat in Sam's chair, although it was really still Sam's chair. I think that, probably, the staff was more afraid of what it would be like to have someone who wasn't Sam than I was. I just felt like the library had already turned a corner under Gary's leadership during that interim time. But I do remember saying to a few people not long after I came—a few people on the staff of the library—that I wasn't planning to make any huge changes, that I believed that if it ain't broke, don't fix it... and seeing the relief on their faces that I was showing some respect and appreciation for all the great things that Sam had done.

But at the same time, I think that Sam was of a different era, and he would have agreed with that. He and I became really good friends, I think, after I became the library director, and whenever we would meet for lunch he would ask me how things were going, and then he would always say, “Oh, I’m so glad it’s you doing that and not me.” Every single time he would say that. So whether he really believed it or not, I think it was a way of him showing support for me and my leadership. And he was always available without being interfering. Now that I’m retired I’ve thought about that often—that it’s important to step away from a job that you’re very closely tied to and let somebody else make the decisions and do the work. So I think that Sam guided me in that, in developing that perspective. He was a nosy guy for sure and he wanted to know what was going on, so he probably had to remind himself a lot that it was one thing to know what was going on and it was another thing to try to interfere. But he really didn’t. I have to hand it to him that he was always very supportive of me.

Z: Well, the fact that he trusted you was a good thing.

J: Yes, I think so.

Z: So you were there quite a while, so let’s talk about the evolution of the library under your leadership and let’s start with strategic planning.

J: I don’t know where I developed a reputation for strategic planning. I guess I probably started working on a strategic plan. I don’t remember exactly when it was, but it was probably not too long after I came here, feeling like that was a way to develop a new vision and a way forward for the library that would be mine. Maybe it was some way connected to some of my MLA experience, because I hired a strategic planning consultant [G. K. Jayaram] who had been a consultant to MLA. I had gotten to know him through MLA, and I thought we needed someone who could really help us chart the future course in a meaningful way. He did spend a good bit of time helping us create the first strategic plan for the library here. That was the last time I used an outside consultant for strategic planning. There were good and bad things about having an outside consultant, but I think that he taught me an awful lot about planning.

I also think the university was going through some big changes, and this probably wasn’t unique to North Carolina. But I was very struck when I took over here at the lack of infrastructure—organizational infrastructure is what I’m talking about, not buildings and things like that, but there was no budget process. If you needed money, the library is a public institution. The library’s budget actually was a line item that came through the state budget. There wasn’t an internal budget process where you would prepare a budget proposal and defend it, where you were given some kind of guidelines for how to handle a budget proposal. None of that existed. My boss was the vice chancellor for health affairs, and if I needed money I went and asked him. It’s not that way now.

In thinking back on that, I think the institution grew up. At this time when they had so little infrastructure, they really didn’t have any strategic planning either. As the

university developed, strategic planning as something that was important to them to garner the resources they needed and deal with the issues that were institutional, I think that it became more important for the library to be in step with that.

I think that the first strategic plan that I did, the one that was with the outside consultant, we just did on our own. This was the era of IAIMS, so it really was a very important time for health sciences libraries to be thinking about how to be integrated. If we were going to build an Integrated Academic [Information] Management System, what was that, who were the people to whom that phrase or even the concept meant something, and how would we build those alliances? Those were the kinds of things that I felt we needed a plan to help us chart a path for. But it wasn't coming through the institution. Later on the strategic plan structure and priorities... strategic planning became much more of an institutional... there was a framework there that we worked with and it was tied to a budget process by the time I left.

Z: And how did the staff deal with the whole idea of strategic planning and being actually involved and how you went forward?

J: Well, that's a good question. I think that the staff wanted to be a part of the planning process and they were. I remember we had a dental school dean here one time who, shortly after he came, told me that he had written a new strategic plan for the dental school and put it up on the website and was waiting for comments [laughter].

Z: And no one commented.

J: And I thought, gee, that's an interesting way to do planning. Because I would never have thought about—

Z: That was from the top down.

J: —doing planning that way. To think that someone would consider that the role of the leader of the organization was to write the strategic plan never occurred to me. So all the planning that we did was very participatory, at least in terms of the staff. I really don't remember how participatory it was in terms of getting user input in the beginning, but the last strategic plan—and I know this is kind of skipping ahead—but the very last thing that I did here before I retired was write a strategic plan. By that time, so much had changed that this library was reporting to the University Library. And so I chose that as my... in my own mind I had decided that that was an important last thing for me to do—to co-chair a joint strategic planning process with the University Library, which was the first time that had ever happened. We had done coordinated planning with the three independent libraries on this campus, being the law library, the Health Sciences Library, and then all the other libraries that came under the rubric of the University Library. Our libraries always were on good terms, and we did a lot of collaboration and coordination of planning and other activities. But this plan that we did right before I retired was an official joint plan, where we agreed on a vision, a mission statement, goals, measurements, and all of those kinds of things. And that's the plan that's in place right

now. So I guess that it probably is accurate to say that placing a value on planning was part of my legacy here, but I certainly learned a lot about it on the way.

Probably during my first decade here, when I reported to the vice chancellor for health affairs, I was a member of the Deans' Council. All of the [Division of] Health Affairs deans, the head of the AHEC and the hospital, all health affairs leaders formed a council that reported to the vice chancellor for health affairs. We had monthly meetings, and at one of those meetings—I think this was also the dean of the dental school, but a different dean, said he had read this book by a fellow called [Henry] Mintzberg called *The Rise and Fall of Strategic Planning*. And he led a conversation with the other deans about this book, and they sort of chuckled about “Who needs to do strategic planning anyway?” What you would expect to hear: things are changing too fast, we can't do strategic planning, it locks us into things that we no longer value, and all of that kind of thing. And this dean said, “Well, this book acknowledges that we are operating in a time of great change and flux, and that a forward-looking organization has to be an open system. It has to be open to all of those changes and influences. But at some point in time you have to create some stability and say, ‘This is what we're going to do.’ Otherwise, you're just constantly in chaos.”

I don't know that that was such a visionary thing from this dean, but the book really, I thought, was compelling. And I shared some of it with my staff here. It became a kind of a guide for some of the planning that we did that enabled us to get out of the rigidity of a strategic plan that locks you into something you don't do, and it just sits on a shelf. We really worked out of that mind-set to one that allowed us to be flexible and be open to new opportunities and influences and to somehow figure out: how do you prepare yourself to be that flexible.

Z: And it does take some preparation.

J: It definitely takes preparation. You can't learn how to do everything. You have to somehow say, “This is the direction we're going to take for now, but we're going to see how it goes, and we're going to be open to shifting as needed.” And it really dawned on me, probably during that very conversation with those deans, that if our library was going to be doing our job of serving their needs—their faculty, their students, their patients—that we needed to be following the same path that they were following. It was important.

Z: Well, along with strategic planning, I have a feeling that changing technology influenced it and strategic planning influenced the technology.

J: Yes, for sure. It's pretty hard to be a director from the '80s to the two-thousand-teens and not have technology be a primary driving force, because it totally changed how we operated—what we did and how we did it. Certainly for all of us, that was a primary driving force. As a director, I guess the drivers that you have to recognize are: how do you keep up with changing technology, how do you get the money to keep up with it, how do you have the skill set on the staff, what are the kinds of people skills that you need, how does it affect the space you're occupying, how does it affect not just the

library's functions but how your users are using technology? Honestly, I think that I need a longer perspective before I really understand how we did it. We just did it. I mean, we all did it. Because for one thing, I think it was fun. You had to think of it as enriching—not be fearful that the technology is doing me out of a job, but to really embrace it and say, “These are tools that we can use that really increase the value of what we do.”

Z: Absolutely, because it seems to me it gave us a lot more reason to be teaching—

J: Absolutely.

Z: —not just there to react.

J: Sure. So one of the things that I think we can owe to the technology is that we started a service called UNCLE, which is an acronym for University of North Carolina Literature Exchange. This was at a time when faculty and students were able to do end-user searching, but in the beginning the end-user searching had to take place in the library, because you needed a little help with it. So we were teaching, and we were providing computers in the library. But then there were different ways to subscribe to MEDLINE and other medical databases, like BRS Colleague, and then Grateful Med came along. So you remember that. There were multiple ways to get to MEDLINE. We were just beginning to develop networks rather than individual linkages to databases and content.

So we came up with the idea that we could offer network access to MEDLINE that would save the schools money, because they were paying—departmental budgets—and lots of money was going into these individual subscriptions, including library money. We all were duplicating access, because we needed it not just in the library, but we needed it in the classroom, we needed it in the office, we needed it in the hospital. So when we realized that these networks were being created, that the school was becoming networked and the campus was becoming networked, we (the Health Sciences Library) and the School of Medicine—we started with the School of Medicine, and we teamed up with them and said, “We can provide MEDLINE to all of you.” It was such a revolutionary idea. We can provide MEDLINE to all of you wherever you are—on campus, at that point in time. I think we were doing this really even before the World Wide Web had taken hold, which came very shortly thereafter. We started UNCLE with funding from the library and the medical school, and we wrote a grant to Kate B. Reynolds Charitable Trust, a private foundation here in North Carolina, and got some money from them to then extend that outside of the walls of the university as well.

I can't remember exactly what year that was, but I think that it really changed the way people looked at the role of the Health Sciences Library. They didn't stop coming to the library, but they realized that we were taking information to them, that anywhere, anytime, point of need—those phrases just tripped off our tongues in those days—that you could have any information, anytime, anywhere, was becoming a reality. And I think that was just a really dramatic thing that the technology enabled us to do. We had the vision to realize we could make it; we could do it. And we made it happen. It really made a big difference.

Interestingly, we still have UNCLE, although it isn't the same thing that it was then. But we kept the name because it became meaningful to people. Now, all of the health science schools pay into UNCLE an allotment. In the beginning we charged them based on usage, but now it's based on head count, so it gets adjusted every year. We did some comparisons that showed that those numbers were pretty comparable, and it's a lot easier to count heads than count uses these days. So UNCLE is a library service that is supported by all five of the health science schools and the hospital. It doesn't support the same kind of networked access, because the world is different now, but it supports web services through our website that are customized, like a special collection, for some of their clientele, and it supports content. In addition to the library resources that go into it, it has really enabled the library to enrich and enhance that content, because all of those schools have built into providing that support. I'm sure a lot of their business officers have no idea how this got started or why they're still doing it, but they just do it. They don't question it. And even in the worst of budget times that all of us have been through, that support never was questioned.

Z: I think it says the resource is and was very valuable.

J: Yes.

Z: Well, with all this change in technology, you must have had to do some building remodeling.

J: Oh, yeah.

Z: Let's talk about that.

J: By the time we got around to that, it was long overdue. Well, a little bit of library history. The original library building, which we're still in, was built in the early '70s by Myrl Ebert, who preceded Sam Hitt as the director, and she was responsible for doing a lot of the consolidating of separate libraries that had existed in the schools and creating the first health sciences library on this campus. She had been able to get some support for building the first consolidated health sciences library on this site, which consisted of three floors. Then when Sam Hitt came, he said, "I like to build libraries [laughter] and this one needs to be bigger." It had grown a lot in the intervening years. He was able to get funding to add three more floors to the library, so it became a basement and five stories on this site. I guess it probably occurred to me that every director of this library had built a building, that maybe I should build a building. But that really wasn't going to happen.

There are some curious things about where this building is, and why it is where it is, that are both a curse and a blessing, I guess. On the positive side, this library is right in the middle of the health affairs campus. Even in this day of instant information at your fingertips anywhere, it still has an important identity as a gathering place because of where it is, and we always recognized that. On the downside, it's prime real estate that

was coveted by many others, and there were many political battles fought at the time it was first built in the Myrl Ebert era, because it sits right in front of the facade of the main medical school administration building. So when you drive by on the street, you can't see the medical school, and they didn't like that—ever. Through a succession of deans, none of them ever liked it, and it was very controversial at the time.

We had the opportunity in the mid to late '90s to think about how would we renovate this library. It was really in need. The last renovation that was done by Sam was [dedicated] in 1982, I think. So it was quite a bit later, and it needed to be upgraded with all these changes in technology, and the campus had grown.

We were fortunate that the legislature in North Carolina had passed a statewide bond measure for improvement of buildings on its campuses all across the state. So we were able to tap into that revenue stream to some extent. We still had to raise private funds, but there was a lot of building going on on this campus and all over the state during that time. It lasted about ten years before all of the money was spent and all the upgrades were done. But that was our golden opportunity to say, now is the time when we can get some funding to go after the improvement of the library.

We started going through channels, like all institutions have to do, to get the approval to go forward with it. And the day before the Board of Trustees was to meet to approve the funding for this library—and of course, we had architects and we had building plans and everything by that time—the dean of the medical school [Jeffrey Houpt] went to the new chancellor [James Moeser] and said, "I don't think we should remodel the Health Sciences Library. We're in the age of technology, and you know what? Why do people need libraries now? And really, we need that space again. You didn't notice?" Oh, this was a big deal—the Board of Trustees turned down our request for funding, because the dean of the medical school convinced the chancellor on that very day that we did not need a Health Sciences Library. He thought that we would need to do something, but because he had very grand building expansion plans for the medical school—don't they all—that they could just put the library into a corner of the massive expansion into our space that he planned, and that that would be fine, because we didn't need the physical space, because collections were becoming electronic by that time.

Fortunately, one of my best friends and the savior of the Health Sciences Library, was in the provost's office at that time—Ned Brooks. He was one of the reasons that eventually we were able to get back on track with our planning. He didn't override the chancellor; he couldn't do that. But he agreed to have a blue ribbon committee of people who would spend some time thinking... talking—and these were deans, or dean-designees—talking about the future of the Health Sciences Library. Did we really need a building? What were the activities we saw happening there? Why should we or shouldn't we build this library? This was after we had the architect, the building plans, and everything, so this is not the way you're supposed to do it.

And the other thing that I think really helped us is what I said in the beginning: the importance of the place. The faculty and the students in health affairs were livid. They

wanted a library. And I had friends on the Faculty Council, having, at different points, been part of that organization. A really good friend of mine was the chair of the Faculty Council. You've done that, so you understand that you have some clout when you're in that role. This person said, "Well, every time we have a meeting, the chancellor comes and takes Q&A from the audience, and I'm going to make sure that at every meeting someone asks him what's happening with the Health Sciences Library." And it kept the library on the radar screen.

So those two things made a difference. In the end, there was a three-person meeting—Ned Brooks in the provost's office, me, and the dean of the medical school, after all this input was in. We had a meeting in the administration building. And I said, "To me, all this evidence points to the need for a library, and I just can't see how we can do it any other way but to go ahead with our plans." Ned Brooks said, "The money is there," and the dean backed down. My heart was beating so hard. I thought, I went up against the dean of the medical school, and he backed down.

Z: It's okay to do that. They can be wrong.

J: Well, and he and I are friends now. I didn't think very many good thoughts of him while all this was going on, but I had new respect for him that he was willing to acknowledge that maybe he was wrong.

Z: Well, he probably did not expect the feedback that came and the pushback that everybody felt.

J: Right. So there's the political part of your question. The politics really made this happen. And I think once we got to that point, we were all so invested in making this the best health sciences library building we possibly could. We had a lot more user input by that time, too, so we benefited from all that. We really wanted it to be a state-of-the-art facility. But we also were doing it kind of on the cheap, because we weren't going to tear the library down and start over. We were going to stick with the shell of the building that we had and rebuild it from the inside out. There's no room here to expand. Sam was able to add three floors, but we had no more options for adding up. The building wouldn't sustain it, so we were stuck with the square footage.

We had some assumptions about what would guide our planning for this building, and one of them was, the space that we committed to the collection would never be greater than it was at that moment. It was going to be less, but not more. Even though we would continue to enhance our collection, we didn't need physical space for it. Even though, at that time, we weren't ready to go totally digital, we knew that was happening. We didn't know the timeline for it—because none of us really did—but we figured that that was a good assumption to make: that we had alternatives for handling the physical collection needs that didn't require additional space.

And we had an assumption that technology would be throughout the building: that, at that point in time, we needed everything to be wireless; everything was web-based; that

the old computer room that was built by Sam Hitt had long gone. It wasn't that there was only one place; it was that the technology was ubiquitous throughout the building. And an important part of that, too, was that the technology staff were integrated throughout the building, that they didn't just live behind the door. They were important; it was important for them to interact with users, whether they were library staff or patrons, and that our planning needed to take that into account.

And, we took the opportunity to look at other concepts like the importance of a service desk. Before we did our renovation we had three or four different service desks. We had one for the audiovisuals, one for circulation, one for reference, and I'm probably forgetting a few others. We had multiple service points. It was pretty obvious that that was for the staff's benefit, not for the user's benefit, because they never knew where to go. So we committed to a single service desk concept. And actually, during the renovation we tested it out, because that was the other assumption we made.

There was no swing space on campus, because we were part of this humongous building boom that was going on, and there was no swing space. We had to live in this library while all this work was going on. That was a challenge to our architect, but they met that challenge really well, I thought, and so did the staff. But we all knew that it was going to be hard. We started the renovation process that lasted a little more than three years, and it was in several stages. Some of us, including me, moved our offices three times.

We sent about 250,000 volumes into storage and had to set up a system for recalling those that were needed. We had a very small collection on-site, and staff moved around constantly throughout all of that. We had renovation task forces, about six of them, I think. Marjory Waite, who was the head of technical services here at that time, was in charge of everything that had to do with the moving of the collections. One of her staff, I remember, said sometime after we were all done that she felt that she had personally handled every single book in the library four or five times during the renovation. And I'm sure that was true, and it wasn't just that one person.

There were task forces that just took over, really. I mean, it was miraculous. We managed to provide services during that time. We had plywood doors for a while. And I guess the thing that amazed me the most was that people were so cheerful. I think it was just because we had gone through so much to get to that point, we knew how important it was, and we knew that we couldn't gripe about it or then the users would start griping too.

We called it REST—it was the Renovation Steering Committee of people who headed up all these task forces. One of the most important ones was staff morale. The staff morale task force had so much fun that they really didn't want to be disbanded when it was all over. They were responsible for—when things got really tough—making sure that some little treats were brought in. Sometimes you'd find some little bit of candy on your desk or a little cheerful sign. Right before every move, we had a program they initiated called Kiss It Goodbye. They had signage of big lips, and some people went around wearing these little wax lips. Kiss It Goodbye was to get rid of stuff, so you wouldn't have to

move it. So everybody weeded out their paper files at that point and a lot of other stuff that they didn't really need.

After we were all done, this was one of the things that other library directors who were going through renovations asked me about: how do you keep your staff morale up? You went through that, too, and you know how hard it is. And I said, "We had this task force, and they worked miracles." Because it was coming from them, not from me or the associate directors, they really took it upon themselves to keep everybody's spirits up. They were in tune with how people were feeling, and they just knew when to do the right thing. And we put up with a lot; we really did. But at the end of the three years, it was done, and it was fabulous.

Z: It's an amazing thing to do it over three years.

J: And be in the library. But I really think that the new library reflected this major shift in thinking that had taken place from the Sam Hitt era. That library was built for a different purpose. So the new library had compact shelving, and that was one of our strategies for having less space for more collection. The idea was that at some point, the compact shelving wouldn't be needed anymore, because everything would be digital. And we're rapidly getting to that point.

It cost about [thirteen] million dollars to do the renovation altogether.

Z: But your final product, to me, is a very welcoming and yet very elegant building, which I think is a really great legacy.

J: It really is. It's a testament to good planning and good architects. Of course, we also had the Friends' Café that became a popular thing for buildings. The university didn't want us to have a coffee shop in the building, because they didn't think it would make any money, and now—

Z: Surprise!

J: —it's the biggest moneymaker of all the coffee shops on campus. I've been told that. And I think that's because of that original idea that it's the place. It's such a central place that people will say, "Well, meet me at the Friends' Café," and it's convenient for everybody. We were just there today.

Z: Yes. Well, looking back, then, twenty-seven years' worth of being here as director, other than this major challenge of getting the building renovated, anything else that you can tell us about that happened?

J: That was a pretty big challenge, but maybe everything pales in comparison to that. And I think that the challenges that I dealt with weren't particularly unique to UNC. We all went through the recession and had to deal with declining budgets and just keeping up with the changes. I think it's always a challenge to anticipate what is the staff that you

need for the future and how can you develop the staff that you have into those roles or bring them in. That's a challenge for any library leader, because you have to have the resources to do it, but you also have to know what it is that you think you need.

One of the other things that we did that I think helped us with the staff is that we evolved into the liaison role—which was not unique to us. Lots of libraries have moved now to the embedded librarian idea. And I think that we weren't even early in the curve of libraries doing that. But one of the things that helped us do it was that—going back to this idea of the schools helping to fund things that were to their particular benefit—I started working with the deans of all the schools around that idea of, we have a librarian who will work directly with your faculty and your students, and it would be great if you could help support some of that person's salary. And, over time, that has happened, not a 100%, but the majority of the health affairs schools do provide some support. In addition to the UNCLE support, they also provide some liaison librarian support. Apart from the money, that whole idea of just having their own librarian is so meaningful to them, that in most of these cases, the librarians have been able to get adjunct faculty appointments in their schools—which is something that they had to earn, by making themselves indispensable and valued at that level by the administration and the faculty. I think that it's empowering for them when that happens—that they know they're not just sent out to do that from the library; they are part of that [school's] team. And so I think it's been great that the library is valued that much by the deans of the schools, that they are willing to support it to some extent.

Z: Well, in your last couple of years here, you did have a challenge in the change of library reporting, and maybe you'd like to comment on that.

J: Well, that came about during the recession, when, like most campuses, we were dealing with institution-wide budget cuts and strong drivers to become more efficient. Probably sorely needed. On most college campuses, always sorely needed. But we had gone through a period of great expansion, which, as I think back on it, I always felt very fortunate to be on a campus that was not struggling. You can do so much when you know that the potential is there to get the resources that you need for it, whether it's from a budget allocation or grants or whatever—that this is a premier university that has brought in a tremendous amount of grant funds. Those overhead funds go back to the university. That has benefited this library in countless ways.

So we went from a time of feeling pretty comfortable with the resources to a time when you just couldn't fathom how many more times you could take a 2% budget cut before you were really cutting into the core. The first couple of years it wasn't so bad, and we could shift things around. And by the time that happened, because of some of the other things I've mentioned, this library had enough diversity in our funding sources, so, if our state funds got cut, we could shift money around and make things work another way.

But eventually we got to that point where there was no flexibility left there. And that was happening campus-wide. We had a new chancellor [Holden Thorp] who was really committed to the idea of making the university efficient. He hired some consultants—

Bain & Company, known to many of us, I'm sure, management consultants—to advise him on where, within the university's organizational structure, efficiencies could be had. They claimed that they would not touch the academic enterprise, because they didn't know anything about academics, and they really were going to apply their business know-how to the business side of the university and look at the business processes—the finance and accounting and information technology and all of that—which they did. But it really was driven by their recommendation. Their advice to the chancellor was that he should look at the consolidation of the libraries to see if efficiencies were possible there. And of course, he said that that wasn't the reason, but I think it was.

Once the idea was broached, well, I was opposed to it. And maybe I didn't feel quite as confident as I did back in the days when I stood up for the building renovation—and that time had passed—but I really felt that I could make a good case for how the Health Sciences Library's user needs are different from the University Library's and that we were the library, or are the library, for the hospital and for the AHEC community statewide, and how we just really felt that the Health Sciences Library has a different mission in many respects from the University Library. That just didn't fly.

The other point that I made was that our libraries were on good terms—I was on good terms with the university librarian and the staff—and that we had a strong track record of cooperation and collaboration. We already did so many things collaboratively that these consultants probably weren't even aware of, like jointly buying electronic resources and things like that. We were in the TRLN [Triangle Research Libraries Network] library consortium as one entity—not as two separate libraries, but as one institutional entity. So there were lots of examples of ways that we already were saving the university money.

And I had long maintained that on our campus, and probably others, libraries are among the most cost-effective and efficient in our operations, because we never had enough money to do what we wanted and so we learned how to be efficient and look for good deals. And we were. Well, that argument didn't fly either. So the decision was made. Sarah Michalak, the university librarian, and I had several conferences with the provost, who was the executive to whom the libraries reported, and Sarah and I both reported to the provost at that point. We had a couple meetings with them and the chancellor and presented our case, but I think the decision had been made. Finally, there was a meeting of the four of us, and the chancellor turned to Sarah and said, “What do you want to do?” and she said, “Well, I really thought long and hard about this, but I guess in the end, somebody has to be there to make the final decision about resources, and so I favor it.” And so it happened. Then things really got challenging, because then we had to make it happen.

And it's important, probably, to point out that this was not unique to UNC. This was also happening all over the country, and we have a number of colleagues now who have gone through consolidations like this. And to take the long view, I think it probably is not a bad idea, because our missions are coming closer together.

Z: It's because academic libraries are starting to act more like health sciences libraries.

J: Well, I agree with that. I do agree with that.

Z: It's true.

J: But we still have somewhat different missions, and I think that that's a good thing. But there is a lot more common ground now than there was even three or four years ago. I think that we probably would have done it on our own without it being mandated from on high. That was the worst thing about it to me—that it was mandated under the rubric of having to save money. So the measure of success always was “How much money did you save?” It wasn't really, “How much better is this for your users?”

Z: And did you save any?

J: Well, we had to make the argument that we saved money, so we did. But it's just all in how you frame it. We know that. It's all in how you frame it. We saved money by consolidating positions, and you know how that goes. We were the smaller library maintaining a separate business office, separate personnel office. We started with the administrative stuff and information technology and within a year or two we had pretty much consolidated those offices. There was an exodus of Health Sciences Library staff who moved physically to the University Library. One or two of them quit or retired, because they just didn't want to, for whatever reason. So that equaled a cost saving.

In some ways we benefited from access to their expertise as well. For instance, there's a personnel office of several people in the office of the university librarian, and we never had someone with those credentials or experience. We had a support staff person with a lot of experience who interacted with the university human resources people. But I think it really has been better to have access to greater expertise, which our alignment with their office provides us.

Business office—probably we got some benefit out of that, too, but our main business manager moved up there. She still works for the Health Sciences Library, but she doesn't live in this library anymore. So I can't really say there was a cost savings there, except the cost savings actually always ended up to be on the University Library end, because she filled a position that was a vacant position up there. We've adjusted to that, although it was painful—very painful—at times to do. We had some help from a consultant when we merged the business offices, an outside consultant who knew about change management and could help us through the difficulties of how to deal with staff who really didn't get it. They didn't see the benefit of it, and they didn't want to do it, and they were being told they had to do it. It took a lot of emotional support and just talking people through it and making sure they knew that the world wasn't going to come to an end, that things would be all right, and they were.

I've talked to lots of colleagues around the country who've had similar experiences. Some of them are much more complicated than this one was. For instance, we don't have any unions here, and when the unions get into those conversations about what happens to

individuals' positions, what their classification level is and so on... I'm sure they are advocating for the interests of their members, the staff, but it can make that kind of transition a lot more challenging. So it was probably good for us that we didn't have to do that.

But, as I said, I felt that I didn't want people to remember me as the person who was there before the libraries merged, and so I really wanted to make that joint strategic planning something that we all engaged in, and that was a more positive legacy. It's a really good plan, I think, and it gave us a forum that was a little bit less confrontational to talk about these issues of different mission, different vision.

When we did that joint strategic planning, we had some really tough decisions about this library's commitment to serving health professionals and the public, and voices coming from the other libraries that would say, "Well, you're doing the same thing we're doing, just in a different setting," and we would say, "No, that's not what it is. It's similar, but it's not exactly what you're doing. What you're doing is important with your clientele." And it's not just that we're saving lives; it wasn't quite like that either. It was just understanding how the library interacts with the health care process and the health care consumer as well. I think that those conversations went a long way toward expanding horizons all the way around, but probably they'll need to continue for some time to come.

Z: Yes, because, really, you're working on changing a culture, which takes time.

J: Exactly. The whole idea of outreach—we debated that too—their view of outreach is that they have a lot of programs in the special collections area. That is outreach. I understand why they think that. Those programs are popular. Lots of people from the public come and attend them, and it helps promote the special collections of the library, and it's a really good thing that they're doing. But our view of outreach is not a separate thing; it's integrated into our mission. It relates to the educational mission, because our students... I don't know how many times we said, over 50% of the health affairs students, over 50% of their education, is off-campus. They go all over the state to practice, to do clinical work—and to support their training, that's outreach. It's part of the core mission of the library and the schools. There isn't anything really analogous to that on the academic side of the campus. So how could it be part of their mission? It really just doesn't seem that way.

So, I guess, I hope, in the long run, that things don't become so homogenized that we fail to recognize that there are—we don't make allowances for those differences. But it is what it is.

Z: It is what it is. Well, if you're willing to go on just a little bit longer, maybe we can do the next two things, and that is reflecting on the differences, similarities, and challenges of the institutional cultures—if there's anything else you want to say about the four different libraries [where you worked].

J: Well, they're all public institutions. I've never worked in a private institution. I think that there is a difference in the cultures of public and private institutions, but I can't elucidate exactly what that is. But I think I've been attracted to public institutions from the beginning, because I really do value that public service mission. Even though it was an important part of the —it was the role of the—RML and an important part of the culture there, I think this is the place where it has been the strongest and had the most impact on me.

Z: So one other thing we haven't touched on, but I think is very important—you served on a number of academic committees while here at UNC. Would you like to comment on the importance of the role of academic or institutional service for librarians?

J: I will, but I have one other thing to say, first, about the differences among the four institutions where I worked. The University of Oregon, where I worked, was just health sciences. University of Virginia was an integrated campus—the medical and academic were on the same campus. Maryland was separate also. But I think that, again, UNC was the most tightly integrated campus, despite all that I just said about combining the libraries and our different missions and cultures.

It's something that I heard people talk about a lot here—campus-wide, not just in the libraries—how important they thought it was to have the whole institution be in one physical place, not just under one organizational executive but in one physical place. And it's a pretty small campus for that to be a factor as well. You can walk from one end of the campus, where all the hospital and medical stuff is, to the other in about fifteen minutes, and you couldn't actually drive it in any less time than that.

I think it really was a major factor here in shaping the path for this library and how we viewed our role. That we were part of such a tightly integrated campus enabled the—and this sort of goes into your next question maybe—but it enabled the library professionals to be seen as part of the faculty and to really be part of that larger, institution-wide mission that extended beyond the health sciences side of things.

I think I thought at one point in my career that I was going to switch back and forth between being active in MLA and being active on campus, but life doesn't really work out that way. It was usually both. But I did recognize very early on that it was important to get involved in the campus governance and that it was my role as a leader to demonstrate that, but that it wasn't just my role. It was my role to model it for other people on the staff to see that this is something we all could be doing.

I got involved, I think, initially with the Committee on the Status of Women. I just answered a call for committee volunteers, and I knew that was something I knew. And it turned out to be a really important and valuable committee. I ended up being chair of the committee. It was at a time when there was a lot of interest in the role of women, getting more women faculty across the board. There were these policy issues that kept rising, like stopping the tenure clock for women who took time off to have children and then came back to work and how it affected their ability to gain tenure, and day care and

things like that. They were faculty issues that broadened later on to become issues for women students as well. There was what they called a Women's Concerns Coalition that was all the groups on campus that had anything to do with women. That was kind of an interesting group. I met some interesting people that way that I'm sure I wouldn't have met otherwise. But my first venue into it was on this committee, and then things went on from there. Now there's a [Carolina] Women's Center that directly came out of some of that early work that was done.

And a kind of interesting thing that I did about that time—but it was totally outside the formal structure of the university—is that we became aware of how few women administrators there were in any executive position on campus. Some of us counted them up one time, and there were fewer than a dozen. So we formed our own group, and we called it the Ladies Knitting and Terrorist Society, LKTS, after Charles Dickens, the lady who knitted [editor's note: Madame Defarge in *A Tale of Two Cities*]. LKTS had meetings. We moved around from different people's homes, but we basically just started meeting as a support group for one another and to kind of foster each others' careers and to share experiences. We did a few serious things. We had a woman, who is still a friend of mine, who was teaching in the business school at the time and was familiar with some of these leadership instruments. We did some of that just for fun and talked among ourselves about what our leadership profiles were and what we could do to change things, and supported people along the way. One of the people who was in our group back then was Mary Sue Coleman, who went on to become the president of the University of Michigan and just retired. I think about that often—that she got her start in administration here. There have been some other really great success stories.

On the more formal side of things, I went from being involved in the Committee on the Status of Women to being elected to the Executive Committee of the Faculty Council, which was a small group of about a dozen or fewer people who advised the chancellor and his cabinet. That was a brand-new group. I was on the very first one. This was during the time the university was getting more organized. It was probably about the time they realized they needed a real strategic plan, and all that was happening at about the same time. I loved being able to be on that and to have a librarian have that voice. Lolly Gasaway, whom you know, who was the law librarian, had also been on it. She was in the LKTS group also and has been one of my lifelong friends here. We had an impact, I think, on the Executive Committee. As I said, it was the very first one, and they still have an Executive Committee that's elected. I think that now there have been other librarians who have served on it, so I'm really proud that Lolly and I paved the way for that to happen. One of the things we did on the Executive Committee was, we insisted that the chancellor's office have a budget committee. The budget processes were beginning to become a little bit more codified, and the whole idea that the Faculty Council should have some say in how the university spends its money was a new idea. So I think that was definitely a worthwhile endeavor.

Z: And you probably learned a lot about campus politics.

J: Oh, I sure did. I also learned an awful lot about how the budget decisions were made. It came in very handy. So I think there's no downside to investing time in those kinds of campus governance for a library leader, and even for other library staff, it's definitely worthwhile.

Z: My experience is an institutional perspective is like gold.

J: Right, and also the networking. You make friends that you will need. You can count on it.

Z: Absolutely. Well, we'll probably take a break, but is there anything else you want to talk about in your professional things here on campus?

J: I think that probably covers it. I was also on committees in the schools—particularly in the medical school. I had the same idea that it was important to be visible. I wasn't officially part of their faculty but to be on planning task forces and LCME [Liaison Committee on Medical Education] committees and things like that was really important.

I also was very tied into the AHEC governance, which I didn't talk about very much. Of course, the AHEC is a statewide outreach and training organization, and the library component of it has been there from the very beginning, which is pretty unique among national AHECs, and has always been strong. There's always been an AHEC office in this library. But it also meant that the AHEC librarian and I both had access to the AHEC governance structure, so I got to know AHEC people all over the state, as well the head of the statewide AHEC is an associate dean in the medical school, so that was an inroad into the medical school's governance.

Z: So you just built your networking even wider and deeper.

J: Wider and deeper, right.

[Wave sound recording 003]

Z: Well, we're back from our lunch break and ready to move on from the interview with Carol G. Jenkins. We finished her time at University of North Carolina, Chapel Hill, and we're now moving into things about professional organizations. Carol, you were involved in several professional organizations throughout your career: AAMC [Association of American Medical Colleges] Group on Information Resources [GIR], AAHSL [Association of Academic Health Sciences Libraries], and MLA, plus regional and local organizations. So let's talk first about MLA. When did you join?

J: I joined MLA when I got out of library school—1972 or '3. My first meeting that I attended was in 1973. I didn't check on this, but I think it was Kansas City. [Editor's note: Jenkins is correct that the 1973 MLA Annual Meeting was in Kansas City, MO.]

Z: I wasn't there, so... I was in Alaska at that time.

J: I could have looked it up but I didn't. But anyway, I think it was Kansas City. I was a total ingénue at that point in time. I didn't have other librarian colleagues, really. I didn't know very many people. And I was pretty awestruck, I think. It was a more formal organization than today, probably not too surprisingly. There was a banquet that people attended, and it was a more formal affair. There were lots of long dresses and suits.

Z: It probably was a smaller organization then, too.

J: Oh, I'm sure it was. I don't really know what the total membership was. But in the early '70s, I think we were still going through a period where our libraries were growing and expanding, so it was probably a decade of growth for MLA, and coming in at the beginning of that. I was a dental librarian, of course. So the way I got involved in MLA was to join the Dental Section. [Editor's note: The name at the time was Dental Libraries Group.] I was lucky that there were some great supporters, friends and champions there, people like Minnie Orfanos.

Z: Oh, yes, I remember that name.

J: Minnie was at Northwestern's dental library. Don Washburn was at the ADA—American Dental Association—library. And Harriett Steuernagel was at Washington University's dental library. I think that they were then—and probably are even now—considered the champions—the beacons—of dental librarianship. I really admired what they had done for their dental libraries and learned a lot from them. I was glad to see that there was a cohort—small though it might have been—of dental librarians, but some really notable ones, because all three of them are really among the leaders of MLA.

Z: So that was how you first became involved in MLA?

J: Through the Dental Section. I think the first committee that I got on might have been the Governmental Relations Committee, whatever year that was. But I did have some committee service during those early years. I think that it was the Governmental Relations Committee. I had been involved in government relations at the chapter level, although they weren't called chapters then; they were called [regional] groups. It was the Pacific Northwest [Regional] Group. They had a government relations committee that was part of their group, and so I think I had served on that committee and felt that maybe I could parlay that into a contribution at the national level.

Z: Yes, and a good way to get involved with something you had had experience in. Well, let's talk about you being on the MLA Board [of Directors] from 1989 to 1992. Who were the persons you worked with who played significant roles?

J: Well, that's fast-forwarding about a dozen or more years. At the time that I joined the board—and I still was pretty much of a newcomer to MLA, although by that time I had gone through all those library moves and was at the University of North Carolina—the

people who were on the board at that time included... I think the year I went onto the board, the president was Holly Buchanan [1987/88]. She was big into strategic planning, so that was a big issue that I recall from getting involved in the board. [Editor's note: The president when Jenkins' term on the board started was Frances Groen.] Eloise Foster [1988/89] took over from her, and then she was followed by Fran Groen [1989/90].

I do remember how good I felt about being welcomed onto the board at that time. Eloise and Fran—I actually had the opportunity to share this recollection with Eloise just recently at the last MLA meeting. The MLA board was much more formal back then, too, and so you might remember this. When you went onto the board, before you were officially on, you could just sit in the background and listen in, but you weren't allowed to make a comment until you were officially on the board through the business meeting. They made that very clear to me and my fellows who went onto the board at the same time that I did. I was welcome to sit there and listen, but I couldn't raise my hand or speak. That was a little intimidating. But then afterwards, Eloise and Fran took me out to the neighborhood oyster bar, and they were so hospitable. They just said, "You're going to be great on the board. Don't worry about it if you don't know anything," and "It's not as bad as it might seem to you now." There's all this talk about things you may not know that much about and wonder what you might have to contribute. But they were just so welcoming that I felt a lot better after they did that. They didn't have to reach out to me, but I really did appreciate it. And that was the president and the president-elect, so I felt even more honored that they did that.

Jo Anne Boorkman and Gail Yokote were on the board then, and they also had taken me out to dinner. This was like the unofficial welcome to the board. Here are the issues, but then here's the kind of behavior you can expect from this person or that person, and it was a great opportunity to ask them questions informally about how decisions get made, what are the below-the-surface issues going on here, what are the things I really need to be paying attention to, what is it that you've done, and those kinds of things. That was really good.

Z: Do you remember any important issues—well, I shouldn't say 'important' issues—

J: They're all important.

Z: They're all important, yes.

J: When I was on the board, that was a time when the association was going through some pretty significant organizational changes, and as a board member I was involved in various ways trying to help implement those changes. One of the things that I was asked to do was chair a task force that was expected to write a transition plan that would turn the International Cooperation Committee into a section. If ever there was a politically charged issue, that was one. The people who were on the International Cooperation Committee were staunch advocates of international cooperation—and doing excellent work. But at one and the same time they wanted to be recognized as more important by

the association and integrated more closely into the governance, and at the same time, to be allowed to make all the decisions. And so it was a sensitive issue.

Mary Ryan was on the board as the Section Council chair, I believe. Well, she and I, because we were creating a section to replace the committee, were charged with writing this transition plan that would move all the committee business and people into the section and work out what the decision making process would look like—how work would get done, what work would get done, and were there things that wouldn't get done, and how the goal would be that the process would work more smoothly, that it would really help bring international cooperation more into the mainstream of things that were important to the association by having a different process that included support at the board and executive levels. Somehow we worked our way through that. And the way we wrote the transition plan, that I recall, is that I went up to Mary Ryan's apartment in Washington, DC, and spent the night with her, and we probably drank a lot of wine.

Z: And wrote the plan.

J: And we wrote the plan [laughter]. One version or another of that plan actually did get put in place. I don't know what some of the heroes of international cooperation would say today, but it still works that way. And the [International Cooperation] Section has a good, robust membership now. I really learned a lot from it, because it wasn't an area that I had been involved in or really knew much about, and I gained a lot of respect for the people who had put so much effort into creating those ties between MLA and medical libraries in other countries.

Thinking about it today, that's a very important element of MLA. It's become more of a global association, and the things that were put in place back then—the bilateral agreements and the Cunningham Fellowship, which had already been in place... Those programs are still robust and even more, I think, has been built on that.

There probably were some other things like that that I did that were part of the change in the governance structure. But it seemed like most of the task forces and committee roles that I had were in support of this move to streamline and improve the governance structure.

Z: And the other thing you did was, 1991 to 1992, you served in the capacity as chair of the search committee for a new executive director. And that was quite a transition, so let's hear a little more about that.

J: It's timely, since we've just had a process to select a new executive director [again]. Dick Lyders was the president at that time [1991/92] and he had just become the president, so it was Dick who appointed the search committee and asked me to chair it. That, I think, was my first experience working with an executive search committee [firm], so that was a real learning experience as well. I think it was really beneficial to us that the search firm actually had library clients. So they knew the library marketplace, in other words. I don't remember exactly what the job description said, but I doubt that it

said you had to be a librarian. But they knew to look for someone who understood the library culture and library associations as well as the executive management aspects of being the executive director—how you run an association, regardless of what it is. I don't remember a lot of the particulars about that. I just think that we had a list of possible candidates that the search firm came up with. We had a number of different interviews. I don't think we did anything like grassroots information gathering about what's on your list of important characteristics of executive directors or anything like that, but we had some way of gathering input about what were the things that people thought were important in the role. I think that Carla [Funk] was a standout candidate, although there were other people we interviewed in addition to her. But really, she had the strongest background, having come from the AMA [American Medical Association]. She had a background in public libraries, but then she had association management background with the AMA.

Z: Now, was headquarters staff at all involved in the search, or was it strictly the search committee and the executive search firm?

J: I think there was at least one staff member on the search committee.

Z: They weren't kept in the dark.

J: No, I don't think they were kept in the dark at all. I think there was at least one staff member, maybe more, on the search committee. Our purpose was to make them part of the conversation as well. I'm sure they interviewed all the candidates and had a large voice in the final decision. The final decision was not ours as the search committee. We recommended that to the board.

Z: Was that your most memorable aspect, do you think, of being on the board?

J: Probably. In addition to working on international cooperation, I think I was the liaison to the Bylaws Committee. That was something else I knew nothing about, and I felt, in a way, like maybe I was being punished [laughter] by having to be the liaison to the Bylaws Committee, because it happened to come at a time when there was a big rewrite of the bylaws going on that was related to all the restructuring and reorganization. But, again, I think it was a great learning experience. There were great people involved, people like Lucretia McClure, who's been involved in bylaws throughout her career, and others. I think that my role as the board liaison wasn't quite the same as with international cooperation. It was really just to guide that process and let the people who really knew about how to do bylaws handle that. And the staff, like Mary Langman, had a role in bylaws even back then. So it was a great learning experience for me. All the things that I did, were a great opportunity to get to know more about the workings of the organization, and a lot of the people that I wouldn't have gotten to know as well otherwise.

Z: It seems to me that's a lot of being on any kind of committee. You get to know people you otherwise wouldn't, and that makes your network even better.

J: Absolutely.

Z: Can you think of any major strengths or weaknesses of MLA at that time in its structure?

J: Well, hopefully, the reorganization was addressing those weaknesses. I think that my view of MLA, particularly in the Carla Funk era [1991-2015] that started about then, is that there's kind of an almost positive tension between how the staff and the office view the work of the association, and then the view of the membership. I don't mean to say that they have different views about it, but MLA is a member-driven organization, and so there's a lot of attention—and this was true then and it's true now—there's a lot of attention being paid to getting members' input and making members feel involved and engaged in the work of the association. And sometimes that takes you down a different path than the people who are looking at the budget and the bottom line, and even who are trying to figure out what kind of headquarter staff you need to support the work of the organization, what kind of background experience, and even what their jobs should be. There's a kind of positive tension at times between that. But I mean that only in a positive way.

I think that Carla really understood that, and maybe it was that great combination of being a librarian and also having that executive association management experience behind her, and her personality. I'm sure there were times when she disagreed with the board—I know there were—and with others, but she just had a great way of navigating through that in a way that everyone felt at the end was putting them in a good place. Some of her predecessors, people didn't feel that way about [them], so there were tensions about that. Clearly, when the search committee that I chaired was to replace Ray Palmer, who was not regarded in that way... was somebody who had done a good job for MLA for a while, but things kind of got away from him.

Z: I'm thinking it was a time of tremendous change for libraries. And so the MLA headquarters had to take in some of that change, too, and change with it.

J: Yes, so it was a good time for a new leader.

Z: Yes. Well, let's move on to your MLA presidency, then. [Nine] years later, in 2001...

J: At least I'm off the three-year cycle.

Z: Well, I don't know. You were president-elect, president, and past president, so you still had a three-year. But you were president in 2001 to 2002, so who did you work with then who may have played significant roles?

J: Well, I followed Michael Homan [president 2000/01]. That's a tall order. Michael was a great president. Linda Watson [2002/03] came after me, so I think the three of us were a harmonious team also. By the time I was back on the board in the presidential

role, I think a lot of things had changed at MLA. One of the things that comes to mind is that there was really a big emphasis on marketing. I can't remember what happened in between my first board and my second board experiences, but by the time I came back, they were working with a marketing firm, and a lot of attention was being paid to shaping the message of what it is that medical and health sciences librarians do and how do we get that word out. There was a role, a part of that function, that was coming out of the headquarters office through these consultants, and part of it was how to get all the members engaged in that. One of the things I had to do as incoming president, as did all the members of the board, was take media training. And that was really instructional, educational. PCI [Public Communications Inc.] was the consulting firm who conducted the media training, the company they were working with then. They put all of us through media training, which included some little bit of didactic instruction, but some time spent in front of a camera, where we would get a chance to speak. We'd give brief little speeches about an issue important to MLA and then get some critique on how to do it better.

I was really glad for that, because there were issues that came up during my presidency. I wasn't ever on the national news or anything like that, although I think there have been members of MLA who have made it that far. One thing that happened was there was an incident at Johns Hopkins in a research [study], and there was a fatality as a result of something that went wrong in the research study, a drug that was given that had unexpected side effects. As a result of that news coming out, the comment was made that, if only they had done a decent literature search, they would have known about the adverse effects of this drug under those conditions.

This was an opportunity for MLA to put its message out there, saying librarians can help with those searches. There's no excuse for not doing that kind of search. It's not an excuse to say, "I don't know how to do it," because medical librarians are your partners in that endeavor and it's very important. I gave interviews to *The Wall Street Journal* and to a number of other [media]—brief interviews. That was an opportunity to really be on that bigger stage, to advocate for the role of medical librarians. And other members of MLA did similar things to that. I think that that one incident probably did more than anything else I can think of to get librarians onto IRB [institutional review board] committees. There were a number of other things like that that happened that really helped put medical librarians into a more prominent role.

Z: Other issues you worked on?

J: I think that the topic of my inaugural address was interesting. That was the MLA meeting that was in Orlando, Florida, which many of us remember as being smoke-filled because of forest fires. But I remember it because of my inaugural address, which was built on the Disney theme—since we were at Disney World—of practical magic. That was a term that I was really taken with at the time that came from Michael Eisner, the Disney guru, who used that phrase to connote having a vision of something really future-oriented, a future goal that you want to attain, but having a practical way of thinking about how to get there, that it's a combination of not being afraid to think too far out to

something that may seem unattainable, but then bringing that practical side of it to bear—which, of course, in Disney meant making millions of dollars.

But in MLA, it had to mean something like making really good choices about how you use the limited resources that you have. Making good choices, not just saying, “Let’s go for it,” whatever ‘it’ is, but really marrying together that future vision and the practical side of it. And I tried to keep that theme in mind during my presidency to help steer us in some new directions.

One of the things that came out of my presidency was this Task Force on Expert Searching [appointed 2001]. That really came out of the Hopkins experience and promoting the role of the librarian. Another one was the role of the informationist that was just becoming talked about. We were still struggling over that word, and did it really resonate with us or not. There was a lot of attention being paid to how do we describe and elaborate on that concept, and how do we prepare for it. NLM had a conference during that time, where people came and shared more information about what would the role of the librarian really look like, and how would we prepare people to work effectively in those roles. [Editor’s note: The Informationist Conference, funded by NLM and hosted by MLA, was held at NLM April 4-5, 2002.] So that was the early 2000s, and here we are fifteen years later, and I think it has caught on to a greater extent than some people thought might happen. But it has stood the test of time, I’d say, and it was probably a good thing that we explored it at the time and really thought about what it would take to do that.

The thing that I also made a presidential priority was to really focus on the lifelong learning aspects of things that MLA had always been good at—its educational role—but to sort of propel us into this practical magic future world, where we might need to think differently about what are the knowledge and skills that you need to succeed in this new world that is increasingly technology-driven and -enabled. Out of that priority came this idea that we now call CORE, which was the Center for Research and Education. I remember saying to Carla once during that time that it would be like—my view of that was that it should be like MLA’s institutional repository, because we were also starting to talk then about institutional repositories and being that accumulated knowledge base. But it seemed like MLA should have an institutional repository. There’s so much expertise there in all of the MLA instructors and speakers throughout the whole membership—that some of that could be collected and reused by others, if we had a better way to do it.

The concept still seems valid to me. I don’t think that MLA really had the technology platform—as many of our institutions and libraries didn’t either—but [MLA] didn’t really have the technology platform to implement that in an easy way. So we started with what could be pulled together, and CORE got its start during my MLA presidency. It still exists, and hopefully has been morphed into bigger and better things since that time. But I think the idea still has validity, and it seems to me like a good example of that practical magic piece, which is, capture that information, make it more readily available and reusable, and own it.

Z: Right, and own it. Yes. Well, while you were president, did the structure of MLA change at all, or was it pretty much the same, and did it work?

J: I can't think of any big changes. I'm sure there was fine-tuning that went on. We may have been in a period of using more task forces. I'm sure that didn't really start with me, but it seems like we had a variety of task forces as a flexible tool for moving a change agenda forward, but then going away and not having to be cemented into a governance structure that then became hard to get rid of or change. The sections and councils and committees were in place at that time, and I think working pretty much like they do today.

Z: Also, over your time with MLA, you chaired or been a member of many MLA committees, and you certainly have talked about some of the task forces. Are there any others that you want to mention?

J: As I think I said, I think I started out my committee work at MLA with Governmental Relations. At one point, I also was on the Joint Legislative Task Force, MLA and AAHSL. During my presidency I was, for sure. I think I may have the distinction of being one of the longest serving members of the Legislative Task Force—

Z: I think I'm right behind you.

J: —maybe there are a bunch of us now, but I went back and forth from the MLA side and the AAHSL side, and I lose track of which hat I was wearing. But I do think the Legislative Task Force is a remarkable unit of both organizations. It's been very effective as a way to get librarians involved in advocacy and to get entrée to the people in Washington who are key decision-makers, or at least their staff members. Through my various efforts with the Legislative Task Force, I think I learned how to be an advocate, no matter what the issue was. I learned that my congressman wants to hear from me. I learned that if I went into somebody's office, a congressman's office, I didn't have to be an expert on a subject; I just had to have an opinion and some facts to back it up. And that most of the time, the message that we were carrying had important grassroots elements to it, so I learned that if I wanted to go talk about NLM funding or outreach, that I could throw in some examples of how that had benefited constituents in my community, and that's what made it interesting and worthwhile. That's nothing unique to me. That was true for all of us who had the opportunity to be part of that effort. And I'm not sure I would have done it otherwise.

Z: No, because you didn't have the experience. You had to learn it.

J: I wouldn't have felt that I could do it.

Z: I'm trying to remember—did you chair the task force?

J: More than once.

Z: That's what I thought.

J: I chaired it more than once, yes. I remember one year when MLA was meeting in Washington, and the Governmental Relations Committee organized trips for people to go meet their congressman or congresswoman. I don't remember if I was a Legislative Task Force member or a Governmental Relations Committee member then, but I organized the delegation from North Carolina that went to the Hill. Several people here have told me in the years since that they still remember being totally blown away by that visit—for the same reasons that I just said. They just wouldn't have ever done it on their own. They didn't have any idea how to talk to a legislator or a legislative aide. And they benefited so much. I know that MLA has done that lots of times. Whenever they meet in Washington, probably, they do it now. I think it's always beneficial just for people to realize that you aren't just a meaningless voter; you're somebody who can get face time with your congressman, and it really helps. My congressman [David Price]—it's still the same congressman, oddly enough—I see him at the symphony about once a month, and we know each other now. I really give MLA some credit for that, and I hope that I've done MLA some good as a result of all those years being spent on that endeavor.

Z: Yes, that's good experience.

J: Let's see, what else did I do? I was chair of the NPC. Is that a different...?

Z: Yes. No, that's our next one. Memorable MLA meetings or events, especially the 1987 Annual Meeting National Program Committee [NPC], which you chaired.

J: And you co-chaired.

Z: Yes, I did.

J: So if I don't remember something, maybe you do.

Z: Maybe.

J: Well, that was a fun meeting to co-chair, because I wasn't living in Portland then, but I had lived in Portland, and I was excited that the meeting was going to be held there—for the first time, I think.

Z: Yes.

J: One of the things I remember is how we struggled over the theme of the meeting, because the things that were important to us seemed to be these major forces changing the profession—the technology and the changing roles. So we came up with the theme of confluence, which was symbolized by the confluence of the Willamette and Columbia Rivers that come together in Portland, and elaborating on that theme. It doesn't just mean that you're merging; it means that you're coming together in a way that makes something bigger and better. And I think that that theme really carried through the

programming of the conference in some fun ways. What do you remember that I might not?

Z: Who was the guy, the speaker, that we both were so interested in? Do you remember his name? I'm blanking. He did a sort of town hall meeting.

J: Oh, Fred Friendly.

Z: That was it, yes.

J: Well, Fred Friendly was a newsman who had been on CBS. And, yes, he did these town hall things [Fred Friendly Seminars on PBS]. His plenary speech was held like a town hall. There were people on the panel who came representing certain points of view, and they were our members, and we role-played it. He was a really interesting person.

I actually came across his picture, and somebody sent me something the other day where they said it was Carol Jenkins and George Clooney, like six degrees of separation. So it started out with this picture of me next to Fred Friendly, that took place at that meeting, and then there was another picture of Fred Friendly and Rosemary Clooney, and then Rosemary Clooney and George Clooney, and then the last picture was me and George Clooney. I said, I wish. [Laughter] I wish.

Z: Well, I think one thing I remember about it is the fact that we had to take the street cars or something.

J: Oh, it was a light rail.

Z: The light rail—to get to the convention center.

J: And we were so worried that it would rain that we gave everybody umbrellas in their meeting bags, but it didn't rain. Turned out pretty well.

Z: It was a good meeting. Any other memorable meetings that you remember, or events at [any of] the meetings?

J: When I was president, I was involved in the NPC again. That was 2002. I've already talked about some of my presidential priorities. But I think the standout for me at that meeting was Bill Strauss, who was the plenary speaker who wrote a book about millennials. He showed a video, and we had lots of discussions during the meeting about how you provide good library services to people who are in a different generation than you. Not that this was a new idea, but there really was a lot of talk about the millennial generation that had grown up with computers, and how different they were from some of us who hadn't grown up with computers. I think that speaker really made a big impact on me. It's something I've thought about a lot over the years in my director role, looking at today's students and realizing how different they are from my student days.

Z: Not to mention your staff members, your younger ones.

J: Not to mention my staff members—that all we can learn about the perspectives that different generations bring is valuable.

Z: Yes. Well, the other thing we need to talk about briefly is your Marcia C. Noyes Award, which is a very important award, from the MLA. Were you surprised? And what were your feelings about receiving the award?

J: Well, I was very surprised. I bet most people are surprised to get the Noyes award, because it certainly isn't anything you campaign for or expect, I don't think. It's sort of a recognition of a professional lifetime. So, yes, I can remember getting the letter and saying something like, "What??"

Z: Me? Are you sure I didn't get the wrong letter?

J: I was just blown away. And probably not long after that, if not immediately, I started going through my head who were all the previous Noyes award winners.

Z: Oh, yeah. You were in rarified atmosphere.

J: There were people who really are the heroes and heroines of the profession. So it was a humbling experience.

Z: And the thing is, twenty years from now someone could have the same feeling about you and your colleagues at that time, so, yeah.

J: That would be great, I guess, because we all can learn so much, from not just our contemporaries but from people that... There are plenty of people—I don't know if they've all been Noyes award winners—but there have been plenty of people in MLA who I really do consider my heroes. Actually, a lot of them were Doe lecturers, which is interesting, because some people, both Doe lecturers and Noyes award winners... But even going back to my earliest days attending MLA meetings, I have been impressed—with one or two exceptions—with the Janet Doe lecturers. I think that those are the people who have the benefit of a long view of the profession and how far we've come, not just from our own early career days, but certainly from the beginnings of medical librarianship. So I hope that there are younger people today who still can take that long view. I know that there are people on my staff who aren't even familiar with some of the people that I consider the great names of medical librarianship.

Z: Partially because you lived it.

J: Right.

Z: Or you looked into it.

J: Right. And I hope that they will—at some time do the same thing.

Z: Learn something from it. Well, you also were named a Fellow of MLA. What significance was that to you?

J: Before I was named a Fellow, I was on the Fellows committee one year with Nina Matheson. She was the chair. And it was while I was on the committee, at her urging, I think we were successful in changing the criteria for Fellow. I thought that was really significant, because before that time it was kind of the gold watch of—

Z: Oh, when you retire.

J: —when you retired, you were named a Fellow, and you were thanked for your years of good service to MLA and the profession, and then nobody expected to ever hear from you again. But what changed as a result of Nina's leadership was that we added some positions—there's a finite number of Fellows that MLA wants at any given time. But it was increased, so that there could be room to add people who weren't retired or who were still active in the profession. And that was a deliberate goal—to make the Fellows as a group, and as individuals, still making strong contributions to the work of the association. I give her the credit for that. But I think when I became Fellow, that was why—because I wasn't ready to retire. I felt like being a Fellow gave me a different kind of pulpit in a way, certainly a little more prominence in the association as an association leader and a professional leader, but also the opportunity to get involved, to use my expertise to the benefit of the members in a way that might not have been possible otherwise.

Z: Well, I see it as sort of even a responsibility to share your—

J: Yes. Not everybody sees that, but yes.

Z: —I know, but to share your knowledge. But at least we're in agreement.

J: Yes. And a good example is that later on in my career, I chaired the Emerging Leaders Task Force, and now that program is called Rising Stars. It was during Connie Schardt's presidency, and it was something that she asked me to do. She wanted a way to get new leaders identified and engaged in the work of the association. She asked me to chair that task force, which I did for a few years. It involved creating a program. She said the charge was something like, just come up with something and we'll try it.

Z: Very good. Practical magic.

J: Yeah, practical magic. We had a task force that considered some various approaches, and we came up with the approach of identifying, through a competitive application process, a small number—four or five or six, I guess—people who were not brand new to the profession—but were not on the way to retirement, either—but were at the point where they were ready to get involved in MLA. The goal of the Emerging Leaders Task

Force was to get people involved in MLA who would take on leadership roles within the association, as opposed to in their own libraries or somewhere else.

And one of the things that we did was we said the Rising Stars should talk to the Fellows. So it's one way that the Fellows have now—and I'm going to do this in a few days myself as a Fellow—have a conversation with this year's Rising Stars. And it's been done several times already by others, just a chance in an informal conversation on the phone to talk about some of the same things that we've been talking about—what were the important influences in my career, what has MLA meant to me in various ways—and hopefully pass on some of that wisdom to the up-and-comers who will say, "I should do this too. It's worthwhile." So the Fellows have done that, I think. The Fellows have had a voice in other key MLA decisions. They've done some fundraising. So I think it really has been a good thing. And you know this as well. Didn't we become Fellows the same year?

Z: Yes, we did.

J: I think we did, yes. So we share the same experiences as Fellows so far. I think it's been an important role for us—to have that chance to contribute.

Z: Anything else you would like to say about MLA issues, comments? Any other honors that you received? Otherwise we'll move on.

J: Well, I think we've hit the high points about MLA. Apart from MLA official roles that I've held, I think that it may be worth mentioning that I've been involved, like so many others, in the [annual meeting] program. I mean, almost every year I had a paper, a poster, something. I mention that as a kind of testament to MLA—that it's not that hard to do and it's a great way to share your experience and your knowledge. And the fact that the program has so many different kinds of opportunities for people to get involved and share their experiences, as well as to contribute their work on the committees and task forces and all that stuff... Sometimes the driver is something from your institution—that you needed to get promoted or tenure or something like that. But the personal gratification that comes from being able to share that experience with an audience and get their endorsement or challenge or whatever is really a good benefit of MLA for those of us. And I have always encouraged my staff to get involved at that level, even before they decide if they want to join a committee or get involved in the work of the association—that they really need to use it as a way to share their voice and their experience. Also, I've taught CE courses, but that's kind of from the AAHSL side of my role. But that's another way that people can get involved.

Z: Well, let's talk about your involvement in AAHSL—the Association of Academic Health Sciences Libraries. What do you think was the importance of that organization to you personally and to academic library directors in general?

J: I probably wouldn't say anything different than any other AAHSL colleague you asked that question of. I joined AAHSL in 1986 when I came here, so I had already been

an MLA member for quite a while before I joined AAHSL, although I had been aware of it, certainly, before then. AAHSL has kind of an interesting history, too, in terms of how and why it was formed, and I think I knew all of that history before—or some of it—before I actually became a member. Because even in 1986, when I joined, I think there still were people who were saying, “Why do we need this organization? It’s undermining MLA.” But I think that we got over that. I think I realized right away that AAHSL serves a different purpose than MLA at a variety of levels. At one level, what AAHSL brought me was instant colleagues, and that is absolutely invaluable. Even though MLA is not that large—it’s not anywhere near as big as ALA [American Library Association] for instance—but MLA is still big enough that it isn’t an instant network in the same way of people who’ve got the same issues and perspectives that you do. AAHSL is all library directors, so essentially, they’re all facing the same issues, or very much the same issues.

Z: Yes, it’s all your peers.

J: It’s your peers, right. So it was an instant network, and you just can’t put a higher value on that. So people would say, “Well, we have the [MLA] Medical School Libraries Section,” but that’s not just the directors, it’s everybody. So that didn’t go away—although it’s got a new name now—but there still are opportunities for academic librarians in MLA, for sure.

So that’s one thing that AAHSL did. But the other thing it did was the connection to the rest of the medical school institution. And that’s equally valuable, because it isn’t always that easy, depending on what your situation is, to actually create colleagues, let alone peers, among the medical school administration and faculty. So for them to hear from me that I had been to the AAMC meeting, that I had heard people talk about the same issues that they’re facing, that I understand those issues, makes them think the library is going to be of some assistance in helping them meet those challenges and that we’re partners in those endeavors, rather than we’re off just meeting with other librarians and doing our own thing, and what would we know about medical school issues. I think that that was one of the key reasons that AAHSL was formed, and I think it was a very valid reason. So AAHSL is a small enough—still is a small enough—organization that you can get involved and be noticed and develop those colleagues. But it really has all those other payoffs as well.

I did various things in AAHSL. As you mentioned, I did the Legislative Task Force for quite a while.

Z: But then you became president.

J: Then I became president [1999/2000]. I became AAHSL president the year before I became MLA president [laughter]. That was another interesting juxtaposition.

Z: You had quite a run.

J: I just got it all done at once. But I think that I really did come along in AAHSL at an important, critical juncture. The roles and issues were changing, and funding was changing. I think IAIMS and all that was really sort of helping us think about our roles in a much more expansive way. And the president of AAHSL right before me was Pat Mickelson, whose legacy was leadership development. Driven by our other colleague Faith Meakin's periodic surveys that she had done about people's retirement plans—"When do you plan on retiring?"—it was beginning to be on our horizon that the baby boomer generation of library directors was approaching the decade of retirement, and were we doing enough to feed that pipeline of developing future leaders and our successors. So I give Faith the credit for being the first one to raise that issue to the association level through a bunch of surveys that she did. Pat Mickelson went on to say, during her presidency, that she wanted AAHSL to come up with a plan for how we were going to address that challenge and how were we going to prepare our future leaders. I bought into that idea as a member of the AAHSL board right then, and then following her, I had the challenge of implementing the plan.

Z: Right in your lap.

J: And I was pleased to do that. I just thought that, at that point, I agreed with her that there was hardly a more important issue than that. And so a task force was appointed, with Pat as the chair, to craft this plan and put it into place.

Then we also realized that as AAHSL's interests were expanding, its coffers needed to expand along with it. The board and I came to the realization that if we were going to present an ambitious plan to the membership, that we needed to ask for a dues increase. I don't think it was the first time there'd ever been one, but I think there had been incremental dues increases. This one was a big one, and so it was my job, with assistance from Elaine Martin—Elaine was the treasurer at the time—and others on the board to excite the AAHSL membership enough that they would agree to a really significant dues increase. And when I say significant, we tripled the dues.

Z: Yes, I remember all too well.

J: It worked, surprisingly. I think that people got revved up at the business meeting. Then we had a year to let people think about it and ask their questions and provide more rationale. But in the long run, I think people realized that AAHSL needed to be more than just an association of people who got together once a year and had a speaker and did the statistics—in the beginning, really the only program was the statistics [*Annual Statistics of Medical School Libraries in the United States and Canada*—and be ready to step up and say we're going to take an interest in things like leadership development and other issues that are important to us. AAHSL needed to have its own strategic planning process—and it has had several—and that there needed to be resources there to back it up. The other thing that I think the directors realized was that, unlike MLA, AAHSL didn't have such a big cadre of people who could actually carry out work on behalf of the association, so they needed to find other solutions for that. The directors were too busy

to serve on four or five different committees and get really, really involved in things. So they needed to put money on the table to find other ways of getting that work done.

They still struggle with some of those same issues, but at least in the case of leadership development, we were very fortunate to be able to hire Carolyn Lipscomb. If we hadn't had a dues increase, that probably wouldn't have happened. There wouldn't have been any money for it. Carolyn was the program coordinator of the leadership program for the first ten or twelve years of its existence, and I think its success is due largely to the continuity of support that she provided and the level of knowledge that she brought to that job.

Z: And now you are the current program director for the NLM/AAHSL [Leadership Fellows Program]. How did NLM get involved?

J: NLM got involved from the very beginning. This happened, actually, under the tenure—well, I guess it happened during my presidency. Ada Seltzer was the AAHSL president who followed me, and she was the one, I think, who went to NLM and asked them if they would be interested in helping to fund the Leadership Fellows Program. [Editor's note: NLM funded and lent its name to the NLM/AAHSL Leadership Fellows Program when it began in 2002. Rick Forsman, AAHSL president in 2001/02, David Ginn, president-elect, Mickelson, and Lipscomb met in 2002 with Betsy Humphreys of NLM.] So it was in its earliest days that NLM agreed that it was important. They read the plan. They thought it was well crafted. They thought that all of us were trustworthy people—all of us whose names were on it somewhere—and they agreed to fund it at the level of 50% of the cost of the fellowship part of the program. [AAHSL's future leadership program] has other elements. And they still do.

Z: Yes. It sort of follows that when the CLR/NLM [Health Sciences Library Management Intern Program] thing ended, there was still a gap. Something needed to fill that in.

J: Right. The CLR/NLM program only lasted three years, and not all of us became library directors who were in that original group.

Z: And I think that was one of the reasons they didn't renew it [was] because they didn't yet have a long look at what it takes to build a director.

J: Right. But that program had its pitfalls, and I think that this is a better program now in terms of its ability to attract serious candidates who have a strong, serious interest and are qualified to become directors. And Donald Lindberg has said that to me several times. He says something to the effect of, "We finally got it right."

Z: I'm glad he agrees. That's good.

J: He does, and so do the others—NLM leadership—agree that the amount of money that they put into it has more than paid off.

Z: That's good. Anything else you want to say about the program or its significance for health science libraries or librarians?

J: I've taken over from Carolyn, and I suppose you could say it's my last act. Or maybe it's not; I don't know. But it feels like the right way to wrap up my career, because, when I think back on it, the leadership issues have always been there. My first job was as a library director, and so these issues have always been at the forefront for me. And I think that this program, not just the part that I'm doing right now, but the program itself, has really been a cornerstone of my contributions to AAHSL and the profession.

Z: We should talk a little bit about the Group on Information Resources, which is a group within the Association of American Medical Colleges, the AAMC, which you mentioned earlier. What do you think is the importance of that organization, both to you personally and to academic health science library directors?

J: I don't recall the exact year when the GIR—the Group on Information Resources—was founded, but it was about the time that I was AAHSL president—a little before then, so we'll say in the '90s... late '80s, maybe early '90s [1998]. As it turned out, I was good friends with Chuck Friedman, who was involved in the formation of the GIR. Chuck Friedman was on the faculty here at UNC in the medical school, and he and I had become friends. In fact, we had collaborated on some research projects and worked together. We worked on an IAIMS proposal that we put forth for UNC that was never funded. But we had worked collaboratively on a lot of things. So I think that by the time I became AAHSL president, he was involved in the GIR. He was one of the people who started it or was instrumental early on. I think that that helped convince me that there really was a lot of value to AAHSL and the GIR working closely together—my own experience with him being one example of that—and, plus, just our conversations about the things that we wanted to accomplish and how much we had in common.

Not surprisingly, there were people in AAHSL who felt both ways about that—that GIR would compete with AAHSL. In part, they had very different places in the AAMC organization, so that might have been behind some people's concern about how they would interoperate. The GIR always was an official group of the AAMC, which meant they went through the AAMC organizational structure, had access to resources of various kinds. And AAHSL never had, and still doesn't have, that relationship with AAMC. So it was in that way perceived by some people as a threat and by other people, if we broached the topic of "Why don't we work together?" they would say, "Well, we'll just be subsumed, and as librarians we won't have a strong voice, because there will be all these other people," with the idea being these are the medical education people and the IT people—information resource people—including CIOs from the hospital setting and others. So all of those were different points of view that had been expressed by various people.

But when I was president, the AAHSL board decided that we should try to get a librarian on the GIR Steering Committee, and we decided that it should be the president [laughter].

And so I was drafted by the AAHSL board to run as a candidate for the GIR Steering Committee. The good thing about that was that the librarians had already by that time been made voting members of GIR, but there had never been a librarian to vote for. This time there was, so I was elected. There have been many AAHSL members since then who have been elected, probably under other circumstances. But it's always good to have that representation. Once I was elected, I recall that we had a certain number of meetings, joint meetings of the GIR Steering Committee and the AAHSL leadership, to explore that question of what is our common agenda. What is it that we want to do together, and how can we preserve the identities of both organizations but find that common ground. There were a number of important conversations about that. And I think that those conversations still continue, although probably not in that formal a setting. Over the years, the GIR has developed a stronger IT identity, so it has in that sense a different purpose and perspective than AAHSL. And it may vary somewhat from one leader's tenure to another just how adamantly they pursue that, or what the opportunities are. I think, from the beginning, they have jointly sponsored the Matheson Lecture, and, until recently, jointly funded a reception, which wasn't done this past year.

Z: Evolution.

J: The GIR still exists, and AAHSL still exists. We're just equally strong in pursuing our own objectives. And I think that it works to the benefit of both organizations. They don't have to have the same mission. And they never did and they probably never will, but there is a recognition that there is some common ground there. When it's in both groups' best interests to pursue it, they do.

Somewhere along the line—I think it was for AAHSL's twenty-fifth anniversary—Shelly Bader and I were asked to write an article. It joined a set of other articles about AAHSL's twenty-five-year history, but the article that Shelly and I wrote was about collaboration and how AAHSL had built relationships [with AAMC, MLA, and other organizations] within the [AAMC] Council of Academic Societies and with the GIR and with the Legislative Task Force. All of these different things where we had brought our own expertise into a different forum, basically, and joined with others to try to pursue some common objectives. Although that article was written at least ten years ago [2003] now—

Z: More than that because I was still working.

J: —it still is true, and it's still used. I use it, or Carolyn used it with the leadership fellows always when we would have our Capstone meeting and talk with the other representatives of AAMC and other groups. So people are still reading it and have still told me that it really helped them understand the perspectives and relationships of these different groups, so I think it was a good thing to do.

Z: Well, let's move on now to your connections with the National Library of Medicine. We know you had many over the years, so tell us about your significant activities with

NLM and the importance of them, as well as the various relationships you had with NLM.

J: Well, NLM figured in my life and in my career from the very beginning. If you go all the way back to the first job I had in a library, which was before I got my library degree, I was working in that medical library in Dallas where they had just gotten an NLM grant. Maybe that was the first time I was aware of NLM and how it related to medical libraries around the world and the US, but that was at the very beginning of my career.

Then, when I did the NLM Council on Library Resources internship, after having become a library director, I had that opportunity to benefit from their financial support, but also that internship year included two weeks spent at the National Library of Medicine, which is eye-opening for anyone the first time you go there. That's such a big library and so many people and there are so many things going on there, and also, you're a little awestruck at this is where the databases come from and this is where the cataloging is done.

Z: The mother ship.

J: Right. It's the mother ship. So I think that NLM has always been an important figure in my life. And of course, when I went to the Hill working with the Governmental Relations and Legislative Task Force groups, we were advocating for NLM funding. By that time, I realized that NLM just wasn't a bottomless pit of funding, that it really took help from the medical library community to help them expand some of their roles and support the work that they do.

When I went to the RML, I was in a sense an NLM employee. I was officially a University of Maryland employee but working under contract to the NLM. By that time, I knew some of the people there. But that time that I was at the RML was when Don Lindberg was hired as director [1984], and that's the first time I met him, when he was going around and introducing himself around the RMLs and came to Maryland early on.

I think that my knowledge of NLM and the important things that it's done grew over all of those experiences; they just built on one another. Now, I had a couple of NLM grants along the way. I learned how to write an NLM grant. One of the best NLM grants that I had was working in collaboration with the library school [and the Program in Medical Informatics] here at UNC [*Preparing Tomorrow's Health Sciences Librarians* that evaluated five curricular models at UNC], and this related to my library education and leadership interests also. We wrote a grant to articulate and better define what were the educational and leadership opportunities out there for medical librarians, depending on what your goals were—so the role of the associations and the library schools and the different ways that you could get advanced knowledge of medical librarianship. That was an early grant that we had.

And then, eventually, I was asked to be on the BLIRC [Biomedical Library and Informatics Review Committee]. I think that way back when I was an intern, I had the

opportunity to sit in on a BLRC [Biomedical Library Review Committee] meeting. Did you do that?

Z: I don't think so. I think we went at a different time [of year].

J: It was even more imposing than having to be quiet at the MLA board meeting. It was definitely: sit along the back of the room and don't open your mouth. But it was a fascinating experience to see how that group operated. When I was asked to join the BLIRC was in 2002, and I really did feel like it was a great honor to be asked. I hadn't a very good understanding of how much work it would be. It was a lot of work.

Z: I don't think anyone does until they get on it.

J: And like other librarians, I was way out of my comfort zone, because the grants that we were asked to review were often about things that I knew nothing about. But I did learn from being in that role that my opinion counted. We were scoring according to very regimented guidelines; we were scoring the proposals and then had to defend our scores in conversation among the group. But we weren't the final arbiters. The grant proposals go through several layers of review, and we were just one of the first.

Z: The first level or second level.

J: I suppose maybe there was a level of general eligibility that came before us, but we were the first ones to seriously and carefully read the proposals.

Z: Did the committee change from BLRC to...?

J: BLIRC. Somewhere along the line it became—

Z: That's what I thought. They put in 'Information' [Informatics].

J: —Biomedical Library and [Informatics Review]. That may have been roughly coincident with a big shift away from proposals that came from libraries and librarians to other informatics. There was a big change in the early part of Don Lindberg's tenure and lasting for a long time, moving toward greater support for informatics and the applied research aspects of that.

Z: More evolution.

J: I was the chair of the BLIRC before I left that role. It took four years to learn how to do it, but I really do appreciate having had that opportunity. It gave me credentials back here with faculty who were applying for other NIH grants. To have said that I was on a Study Section committee really bought points with some people. And even more important than that to me, it helped me really understand that process. Because if, from the library standpoint, you're trying to help people be successful in getting NIH funding,

if you know how that process works because you've really been on the inside looking at how it works, it really did help a lot.

Then after the BLIRC—I'm not done with NLM yet—we continued to be involved with NLM here in this library. One of the key things that we did with their help was they provided contract support for our development of the Go Local consumer health system. That didn't have any relationship to my BLIRC experience, but it certainly... probably helped that I was as well known. I was known and trusted at NLM, as well as Joanne Marshall at the library school [who] was partnered with us on the early Go Local funding.

We knew through our informal channels that they were interested in finding a way to bring MedlinePlus, to connect MedlinePlus with local resources. The question they were asking was, can we find a way to connect MedlinePlus with local resources so that it will be more useful to people in communities, helping them find not only health [services] but the information resources that go along with them. And we did it. With contract funding from NLM, we hired some people who helped us come up with a system for us that provided a prototype. I should back up and say that the very first grant we had, I think, was a feasibility study through the RML, and then we went to the contract funding with NLM. So we were their contractees for a couple of years. It was amazingly helpful to get that system underway and move it from beyond that initial phase—that phase of, this works for us—to how do we make it work for other people, and how do we solve some sticky problems about keeping the vocabulary up to date and things like that. They provided funding for three or four years.

But in that period of time, Google was basically taking over that role in a different way. And I think that eventually NLM acknowledged that it wasn't worth it for them to keep it up on behalf of—there were somewhere between thirty and forty libraries around the country, including yours, that had gotten some funding from NLM to come up with [their] own implementation of Go Local. We still have it, but it's been simplified. Certainly it's become a system that we can manage on our own now.

Z: Yeah. It's very labor intensive.

J: And it's morphed into something quite a bit different than it was, but it still accomplishes that goal of linking local resources. It definitely got us into the consumer health conversation in a very big way. I give NLM the credit for recognizing the need for something like that early on. So I think that, and their continued support for the leadership programs, I've had some significant dealings with NLM, and I've really appreciated all of them.

Z: Any final comments on being involved in all of these organizations, and how it might have influenced your career that you haven't already mentioned?

J: Well, I think I'm really lucky to have had all the opportunities that I've had, and not just from the standpoint of helping my career, but I think that there have been results of that that have been good for the profession and good for society. So it's great—

Z: So it works both ways.

J: It works both ways. And it's just great to have had those opportunities.

[Wave sound recording 004]

Z: We're back after another break, and I like to end each oral history interview with some general reflections on a few topics, starting with, who are the people that you feel most influenced your life and career, and who are the people you feel you most influenced?

J: That's a weighty question.

Z: Well, you can be as brief as you want.

J: I think a lot of the people who have influenced me I've already mentioned. There have been tons of them. I think I've been exposed to some great people in MLA, in AAHSL, and in my various positions, and a lot of them have had influence on me in some really important ways. I think one librarian that I haven't said much about, but I think has been very influential was Nina Matheson. I didn't work with her, but I just have always admired her as a library leader, and I think that she was active in MLA at a very impressionable time for me in my career.

I remember—I think this might have been her MLA presidential speech, which I always call the Clouded Crystal Ball speech, just because—it was quite a while ago—it's made a great impression on me. [Editor's note: Matheson spoke on a panel on trends and directions shaping the future of health sciences libraries at the 1976 MLA Annual Meeting in Minneapolis, MN. Her paper "The Clouded Crystal Ball and the Library Profession" was published in the *Bulletin of the Medical Library Association* in 1977. Matheson was MLA president in 1983/84.] And she gave other speeches that were similarly profound. I think that she was really able to articulate the things that a lot of us felt about how dramatically and profoundly our profession was changing because of technology and other influences.

She also expressed a very strong optimism for the future of the profession. She wasn't saying, "This is the end of medical librarianship as we know it," but quite the contrary, she was the architect of IAIMS and the concepts behind IAIMS. Should I say what that is? Integrated Academic Information Management Systems. I talked about that when I interviewed for the job here. That's how important it was to me at that point in my career. It was at the point where it was taking off in a lot of institutions. Although we never actually had an IAIMS here, I just have always had those comments and concepts that she expressed so well in the back of my mind.

We gave her an honorary degree here at UNC that was largely because of Diane McKenzie's efforts to actually put together the proposal to the UNC committee to award

her an honorary degree, I think the first time that a librarian had received the degree. She didn't have any connection to the institution, but she came down to receive and accept the degree, and she spoke with the staff here. She's just been somebody whose ideas have always been in my mind and probably have been reworded in my words at different points in time and come out like my ideas. It's sad to think that there might be younger librarians today who don't know the value of all that she did for medical librarianship, if they even know who she is. She said, I think, in one of her speeches [editor's note: in her inaugural address as president at the 1983 MLA Annual Meeting in Houston, TX] that I read recently—I wrote this down because I thought it was so appropriate—she said that what she was predicting for us is that we should make our value to society a self-fulfilling prophecy.

Z: Excellent.

J: And I couldn't say it any better than that myself. I just have always felt that she was one of my heroes.

And there have been some other people. I think another one, in a totally different way, has been Lucretia McClure, who is the mother of medical librarians at this point. I applied for a job with Lucretia once, and she didn't hire me [laughter]. I think it was probably a good thing she didn't, because I don't think I was ready to go work for Lucretia. But it's something that she and I have chuckled over in the years since. I think she has been such a stalwart influence on our association, and somebody that I have been glad to know and to get to know better and work with in many ways over the years.

And there have been some people here at UNC who I think have influenced me a lot, people who were in leadership roles that I watched how they operated. So these are people who influenced me in a good way. I suppose you can learn a lot from people who are bad influences.

Stuart Bondurant was the dean of the medical school for a long time [1979-1994]. He was the dean when I was hired, I guess, and then for a considerable time after that, and was always a great library supporter, and joined our fundraising board, and always had great things to say about the library. He was really helpful to us in so many ways that it was great to have him on our side.

And Ned Brooks, the one who was in the provost's office, who helped us get our building approved and has also been on our fundraising board and has been a staunch advocate for the library, and spoke at my retirement event.

I could probably come up with a really long list, but those are some. And then there are people like you and Carolyn and others who have just been friends for as long as I've been a medical librarian—almost; since 1976 in your case, anyway, which is almost at the very beginning. And I've learned a lot from you.

Z: I think we all have from each other, which is good. Any thoughts on how you'd like to be remembered by the library community? Not that you're leaving it. And I think we've probably hit your most important contributions, but if you can think of anything else or reemphasize.

J: Gosh, I can't imagine I left anything out.

Z: I don't think you did.

J: Well, I'd like to be remembered as a good leader—short and sweet—really dedicated to the medical library profession and to this institution, in particular, and to the future leaders of our profession.

Z: Which leads me to the next thing. What do you see librarianship and medical librarianship headed for in the future?

J: Well, I think we're in pretty good shape. I don't know why. I don't know what my evidence is to support that, but I feel like I have a lot of confidence in the people I see coming along, at least in this library and in others that I know something about, and the people that I work with now in the future leadership program.

I think that health sciences librarianship in particular does well at attracting people who are in the profession because they are service-oriented, because they want to do something that is a public good, not just a job. They want to have a positive impact. And they're smart, really smart. And they're flexible. Those are things that matter.

And another quote—if I can come up with another quote—that I have used a lot in the various leadership programs that I've been involved in, somebody I started to read way back when I was an intern with Nancy Lorenzi, was Warren Bennis, who [wrote] on leadership. He's a classic in the field, and I come back often to some of his writings. One of the things that he said about the qualities of a leader is—he said that an organization's success is due to the quality of its leadership and that that consists of various things, including technical competence and people skills and judgment and character. And he said character is the most important of those. Character is vision and trustworthiness and optimism. So that's what I'd like to be remembered for.

Z: What advice would you give to people in the field today, both new librarians and those who are well along in their careers?

J: Advice about what?

Z: How they could do better or how they can get their career path the way they want it. It's basically what you're doing in the leadership area.

J: Well, I think the advice might come from that same Bennis quote, to think about—to understand if your goal is to be a leader at any level, it's important to understand a little

bit about what those qualities of leadership are that really matter, and that a lot of it comes from within. It's not just being given the title and the authority. It's really understanding how to influence people and get the job done that you want done. So I'm not sure that I have the magic ingredients for how you make that happen, but realizing that that is what is needed for success, and then having a commitment to the ultimate goal, whatever it is. If it's making it the best library that you possibly can, or whatever the goal is, be committed to that goal.

Z: You mentioned in the past, too, about networking and understanding your milieu that you're working in—all of those things make a difference.

J: Absolutely. I haven't ever had a job that I didn't like. I guess I'm fortunate in that respect.

Z: You are. But I think many medical librarians feel that way. We're very fortunate.

J: Either it means that you have to be really good at choosing the jobs that you want or that you're flexible enough to make it a job that you like.

Z: That's a very important thing, right. And last, who else do you think should be interviewed that hasn't been, if you know anyone? And who do you think might be good interviewers? Any thoughts on either of those?

J: I guess I don't know for sure what protocols are followed—if it's all MLA leaders or—

...That's what I was asking—what the protocols are, if it's going through presidents and board members and other—

Z: I don't think it's particularly linear, but it's to make sure that we get the history. Anything else you can think of that we haven't touched on that you want to say?

J: I don't know. I don't think so. This has been fun, more fun than I thought it was going to be.

Z: Well, I'm glad you enjoyed it. This, then, is the conclusion of the oral history interview for MLA of Carol G. Jenkins on April 13, 2015, at Chapel Hill, North Carolina, in the UNC Health Sciences Library.

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1978-1979	Sabbatical leave spent in management program at Medical Center Libraries, University of Cincinnati
1974-1979	Co-Director, Division of Educational Resources, University of Oregon School of Dentistry
1972-1979	Director, Dental Library, University of Oregon Health Sciences Center (Assistant Professor)

PROFESSIONAL MEMBERSHIPS

American Medical Informatics Association (through 6-13)
Association of American Medical Colleges Group on Information Resources (instit. rep. through 6-13)
Association of Academic Health Sciences Libraries (instit. rep. through 6-13)

Medical Library Association (instit. rep. through 6-13 and personal member)
Mid-Atlantic Chapter Medical Library Association
Association of North Carolina Health and Sciences Libraries
Librarians Association at UNC-CH

PROFESSIONAL SERVICE (Selected)

Association of Academic Health Sciences Libraries (AAHSL)

Program Director, NLM/AAHSL Future Leadership Program, 2013-
Nominating Committee, 2012, member
New Directors' Symposium, 2010 and 2012, instructor
Future Leadership Committee, 2008 and 2003, mentor to a potential future director
Blue Ribbon Panel [to propose an association financial strategy] 2005
Future Leadership Committee, co-chair, 2003-2009
Task Force on Charting the Future, 2001-03
[Better health@here.now](#) Information Management Subcommittee, 2000-2001
President 1999-2000; Past-President, 2000-01
Nominating Committee, 1998, chair
Board of Directors and President-Elect, 1998-99 [elected]
Nominating Committee, 1991, member.
Joint AAHSL/MLA Legislative Task Force, 1989-1996, member; 1991-92 and 1994-96, Chair;
member, 2000.
Committee on Library Information Management Technology, 1986-89, member.

Association of American Medical Colleges (AAMC)

Group on Information Resources, 1999-2001, Board of Directors [elected]
Group on Information Resources, 2005-2006, Program Committee

Medical Library Association (MLA)

Emerging Leaders Task Force, 2009-2013, Chair
CE "Do You Want to be a Library Director?" 2009-2012, Instructor
Nominating Committee, 2004, member [elected]
Nominating Committee, 2003, Chair
Center for Research and Education (CORE) Planning Task Force, 2002-05, member.
President, 2001-02; Past-President, 2002-03 [elected]
Board of Directors, 2000-03, President-Elect, 2000-01[elected]
Joint AAHSL/MLA Legislative Task Force, 2001, MLA rep.; see also above
MLA Executive Committee, 2000-03; Chair, 2001-02.
Informationist Task Force, 2001-02, member.
Janet Doe Lectureship, 1997-98, member; 1998-99, Chair.
Task Force on Professional Development, 1997-99, Chair.
Fellowship and Honorary Membership Jury, 1993-95; 1994-95, Chair.
Nominating Committee, 1993, member.
Search Committee for the Executive Director, 1991-92, Chair.
Board of Directors, 1989-92 [elected]
Task Force to Evaluate Annual Meetings, 1989-92, Chair.

1986 National Program Committee, 1984-86, member.
1987 National Program Committee, 1984-87, Chair.
Governmental Relations Committee, 1983-86, member.

Other Regional/National Activities

North Carolina AHEC Task Force on the Future of AHEC Libraries, 2007-08
North Carolina Consumer Health Information Statewide Advisory Committee, 2006-2012
National Library of Medicine, Biomedical Library and Informatics Review Committee (NIH study section) 2002-06, member; 2005-06, Chair; member of several ad hoc review panels 2006-present
Advisory Board Member, "Envisioning the Information Specialist in Context: Contract to Articulate Roles and Training Models." Awarded by Medical Library Association to Nunzia Guise, Eskind Biomedical Library, Vanderbilt University, 2005-06.
Southern Association of Colleges and Schools, reaccreditation site visit consultant to University of Texas Southwestern Medical Center, Dallas, 1998; Medical College of Georgia, Augusta, GA, 2000; Morehouse School of Medicine, Atlanta, GA, 2001.
North Carolina AHEC Library Information Services Network: Statewide Library Electronic Network Planning Committee, 1997; AHEC Digital Library Steering Committee, 1998- .
National Network of Libraries of Medicine, PNW Region, 1997-98, consultant (outreach evaluation project)
Southeastern/Atlantic Region, National Network of Libraries of Medicine, Regional Advisory Council, 1991-94; Chair, 1992-94.
Mid-Atlantic Chapter, MLA, Honors and Awards Committee, 1991-93.
North Carolina State Library LSCA Advisory Committee, 1989-92.
Triangle Research Libraries Network Advisory Council, 2012-2013; Governing Board and Executive Committee, 1986-90 and 1997-99; Council of Directors, 1994-2012; Chair, Council of Directors, 1997-99.
Long Range Planning Panel, National Library of Medicine, 1985-86, consultant.
Individual consultations 2000-2010, including Univ. Texas Health Sciences Center San Antonio and Univ. California San Francisco.

PRESENTATIONS (Selected)

2013-

Building Capacity to Support Global Health Research. Mellanye Lackey, Carol Jenkins, et al. Paper presented at Medical Library Association annual meeting, Boston, May 2013.

Scholarly Communications and Open Access. Margaret Moore, Susan Swogger, and Carol Jenkins. Paper presented at Medical Library Association annual meeting, Boston, May 2013.

Emerging Roles for Health Sciences Libraries. Webinar presented by Carol Jenkins and Elaine Martin for AAHSL New Directors Seminar, Feb. 12, 2013.

2012-

"Do You Want to be a Library Director?" Class taught with MJ Tooley and James Shedlock at annual meeting, Medical Library Association, Seattle, WA, May 19, 2012.

2011-

Open Forum on MLA's Emerging Leaders Program. Led panel discussion at annual meeting, Medical Library Association, Minneapolis, MN, May 16, 2011.

2010-

"Growing Our Own: How Can MLA Support Emerging Leaders?" Paper presented at annual meeting, Medical Library Association, Washington, DC, May 25, 2010.

"Do You Want to be a Library Director?" Class taught with MJ Tooley and James Shedlock at MLA Annual Meeting, Washington, DC, May 22, 2010.

"New Roles for Library Directors", webinar presented by Carol Jenkins and Elaine Martin to AAHSL New Directors Seminar, April 2010.

Vardell, E., Jenkins, C., Lackey, M., and Crowell, K. (2009). [Surveying the Global Health Efforts of Health Sciences Libraries](#). Poster presented at the 2010 Medical Library Association Meeting, May 2010, Washington, D.C. and at the 2009 Mid-Atlantic chapter MLA annual meeting, Atlantic City, NJ, October 2009.

2009-

"Fundraising Concepts for Library Directors," April 15, 2009, with Francesca Allegri and Virginia Bunch. Online presentation to 2009 Class of NLM/AAHSL Leadership Fellows.

"So You Want to be a Library Director." Class taught with MJ Tooley and James Shedlock at MLA Annual Meeting, Honolulu, May 16, 2009.

2008-

"Connecting and Captivating with First-year Medical Students." Carol G. Jenkins and Lara Handler. Poster presented at annual meeting, Assoc. of American Medical Colleges, San Antonio, Oct.30-Nov.5, 2008

"Fundraising Concepts for Library Directors", April 2008, with Francesca Allegri. Online presentation to 2008 Class of NLM/AAHSL Leadership Fellows.

2007-

"Scholarly Publishing and Open Access: Straight Talk," November 20, 2007. Presenter on Medical Library Association continuing education web seminar.

"The Open Access Revolution: Patterns in Faculty Free Full Text Publications." Poster presented with KTL Vaughan, Virginia M. Carden, Patricia L. Thibodeau and Stefanie E. Warlick, Medical Library Association Annual Meeting, Philadelphia, PA, May 2007.

"Fundraising Concepts for Library Directors", April 2007, with Elizabeth Eaton; and
"Technology Trends for Library Directors", June 2007, with Wayne Peay". Online presentations to 2007 Class of NLM/AAHSL Leadership Fellows.

2006-

“Creating Collaborative Environments in an Academic Health Sciences Center.” Poster presented with Margaret E. Moore, Barrie Hayes, and Wallace McLendon, Group on Information Resources, Assoc. of American Medical Colleges Spring Conference, Charlotte, NC, March 20, 2006.

“Transformations in Open Access Publishing at Two Universities”. Poster presented with Virginia M. Carden, KTL Vaughan, Stefanie E. Warlick, and Patricia L. Thibodeau, Medical Library Association Annual Meeting, Phoenix, AZ, May 2006.

2005-

“Open Access Publishing Patterns: Snapshots of Two Academic Medical Centers”. Poster presented with KTL Vaughan, Stefanie E. Warlick, Virginia M. Carden, and Patricia Thibodeau, Mid-Atlantic Chapter, MLA Annual Conference, Charlottesville, VA, October, 2005.

“CORE: Center for Research and Education.” Poster presented with Connie Schardt, Mid-Atlantic Chapter, MLA Annual Conference, Charlottesville, VA, October, 2005.

“Charting New Territory Together: Brainstorming Innovative Solutions in Support of New Librarians.” Panel participant at Mid-Atlantic Chapter, MLA Annual Conference, Charlottesville, VA, October 5, 2005.

“Same Spaces, New Uses: Renovation at the HSL” Poster presented at annual meeting, Medical Library Association, San Antonio, May 2005.

“Renovation for Innovation: The Library as a Place for Discovery, Learning and Education.” Invited presentation at U. California San Francisco, April 18, 2005.

2003-

“Renovation for Innovation: the Library as a Place for Discovery, Learning and Education.” Invited presentation at “The Library as Place: Symposium on Building and Revitalizing Health Sciences Libraries in the Digital Age”. Washington, DC, National Library of Medicine and Association of Academic Health Sciences Libraries, Nov. 5-6, 2003.

“Improving E-Health Care: Information Management Roles for Libraries.” Keynote speaker, 20th anniversary meeting of Georgia Interactive Network (GAIN), Macon, Georgia, October 31, 2003.

“MEDLINEplus Goes Local”. With Christie Silbajoris and Diana McDuffee, QuintEssential Conference, Philadelphia, October 27, 2003.

“MEDLINEplus Goes Local with NC Health Info”. Presentation to Regional Advisory Committee Se/A RMLS, Washington, DC, Feb. 28, 2003.

“NC Health Info”. Presentation to National Library of Medicine Board of Regents, with C Silbajoris and J Backus, Washington, DC, Feb. 12, 2003.

“Medical Librarian Panelists”. Presentation discussing health sciences librarianship as a career to UNC-Chapel Hill Student Chapter of Special Libraries Association, Jan. 21, 2003; and in Jan., 2004

“Ribbon Cutting Announcing NC HealthInfo”. Presentation at the Pittsboro Memorial Library, Pittsboro, NC, January 14, 2003.

2002-

“Wired for Health: Finding Health Answers on the Internet” with C Silbajoris. Presentation at the Person County Public Library, Roxboro, NC, June 24, 2002 (Carolina Speakers).

“Wired for Health: Finding Health Answers on the Internet” with P Hull. Presentation at the Wake County Regional Library, Knightdale, NC, June 20, 2002 (Carolina Speakers).

“Investing in Our Future”. Presidential Address presented at the 102nd Annual Meeting of the Medical Library Association, Dallas, TX, May 20, 2002.

“The Informationist”. Remarks at the invitational Informationist Symposium, National Library of Medicine, April 2002.

“MLA Update”. Presented at chapter meetings: Southern California-Arizona and Northern California-Nevada Chapters Joint MLA Meeting, February 1, 2002; Philadelphia Chapter, MLA, April 16, 2002; Pacific NW Chapter, MLA, October 2002.

2001-

“MLA Update”. Presented at chapter meetings: Pacific Northwest Chapter, MLA, September 12, 2001; Mid-Atlantic Chapter, MLA, October 18, 2001; Tri-Chapter Meeting, MLA, October 26, 2001.

“Practical Magic”. Inaugural Address presented at the 101st Annual Meeting of the Medical Library Association, Orlando, FL, May 2001.

“Changing Places: New Librarians, New Libraries”. Presented at Duke Librarians Assembly, Duke University, Durham, NC, September 27, 2001.

2000-

“The Health Sciences Library of the Future”. Consultant to University of Texas-San Antonio Health Sciences Center, December 11, 2000.

“Using the Internet as a Health Knowledge Tool”. Presentation at the Carolina Living Legends Fall Meeting, October 16, 2000.

“University Libraries” with J Hewitt and L Gasaway. Budget Hearings Presentation, April 19, 2000.

"Role of Information in the 21st Century AHEC". Presentation at the AHEC 2000 Statewide Meeting, January 12, 2000.

1999-

“Wired for Health: Using the Internet as a Health Knowledge Tool”. Presentation to Golden Kiwanis, July 8, 1999.

"Managing Health Knowledge in the 21st Century - Are We Ready for the Challenge?" Symposium held in honor of Nina Woo Matheson, Honorary Doctor of Sciences recipient, UNC-CH, May 14, 1999 (organizer).

"Preparing Tomorrow's Health Sciences Librarians: Two Model Internship Programs" with BA Epstein, A Lawrence, NH Tannery. Paper presented at Medical Library Association Annual Meeting, Chicago, IL, May, 1999.

"Getting from Outreach to Outcomes: The Library Perspective". Paper presented at Medical Library Association Annual Meeting, Chicago, IL, May, 1999.

1998-

“The Public Health Information Connection: From Needs Assessment to Virtual Library” with JA Curtis and DM McDuffee. Paper presented at Medical Library Association Annual Meeting, Philadelphia, PA, May, 1998.

1997-

“Responding to the Challenge: Professional Development for Library Directors and Future Directors”. Paper presented at Medical Library Association Annual Meeting, Seattle, Washington, May, 1997.

1996-

“Information Needs in Community-Based Practice and Educational Settings”; paper presented with CP Friedman et al. at Medical Library Association Annual Meeting, Kansas City, MO, June, 1996 and at American Medical Informatics Association Spring Meeting, Kansas City, MO, June, 1996.

“Questions Asked and Answered in Community-Based Practice and Educational Settings: Preliminary Results” with CP Friedman et al. Poster presented at the Medical Library Association Annual Meeting, Kansas City, MO, June, 1996. (Received Honorable Mention for Best Research Poster)

1994-

“The Impact of Information Technology on Primary Care Teaching and Practice,” a panel presentation at the AMIA 18th Annual Symposium on Computer Applications in Medical Care, Washington, DC, November 6-9, 1994.

"A Framework for Electronic Rights and Responsibilities," with WH Graves and AS Parker. Paper presented at CAUSE, Orlando, FL, 1994.

1993-

"Reorganization and the New Library: Efforts Underway at University of North Carolina - Chapel Hill Health Sciences Library." Paper presented at annual meeting, Medical Library Association, Chicago, IL, 1993.

"Health Care Reform and the Health Sciences Librarian", Presentation at annual meeting, Mid-Atlantic Chapter, Medical Library Association, Morgantown, West Virginia, 1993.

"Document Delivery Options - a Health Sciences Library Perspective." Invited paper presented at Widener Library, Harvard University, Cambridge, MA, 1993.

"The Information Connection; a Prototype for Delivery of Information Services in Off-campus Clinical Teaching Sites". Paper presented at National AHEC Meeting, Las Vegas, NV, 1993.

1992-

National Library of Medicine. "Information Stat: Rx for Hospital Quality." Appeared in the teleconference broadcast on Hospital Satellite Network, October 22, 1992.

1979-89-

"Success Factors for Providing Collaborative Microcomputer Information Support Services" with AS Parker. Paper presented at annual meeting, Medical Library Association, Boston, MA, 1989.

"NLM/CLR Health Sciences Library Management Internship Program." Panel presented at annual meeting, Medical Library Association, Honolulu, Hawaii, 1979.

UNIVERSITY AND COMMUNITY SERVICE

UNC Libraries Joint Strategic Planning Committee, Co-Chair, 2012-2013

UNC School of Medicine LCME Accreditation Steering Committee, 2010-2012.

UNC Information Technology Strategic Planning Committee, campuswide Chair, 2006 - 2007

UNC Administrative Board of the Library, 2006-2010

UNC Scholarly Communications Committee, 2005-2007

UNC Scholarly Communications Convocation, invited participant and group leader, Jan. 2005.

UNC Committee on Government, 2004-2007

Chapel Hill Public Library Foundation, Board of Directors, member and Treasurer, 2003-2008.

Provosts Academic Planning Task Force, 2002-03

Carolina Speakers Bureau, 2001 – 2010.

Carolina Women's Center Advisory Board, 2001-2002

UNC Distance Education Steering Committee, 1999-2000.

UNC Deans Council, 1998-2010.

Ad Hoc Campus Email Policy Committee, 1998-2000.

University Priorities and Budget Committee, 1997-2000.

Copyright Committee, 1997-98.
 UNC Women's Center Advisory Board, 1997-98.
 Chancellor's Task Force on Information Technology, 1996-98.
 Community Information Systems Committee, School of Medicine, 1995-97.
 Search Committee, Director, North Carolina Area Health Education Center, School of Medicine, 1995.
 Executive Committee UNC Faculty Council (ECFC), 1994-97.
 Search Committee, Director, Office of Information Systems, School of Medicine, 1994.
 Southern Assoc. of Colleges and Schools, UNC Accreditation Self-Study, Educational Support Services Task Force, 1994.
 BRIDGES Advisory Board, 1993-95, and instructor (Women's Leadership Program).
 Cornelia Phillips Spencer Day Planning Committee and Awards Committee, 1992-94 (UNC Bicentennial Event).
 Advisory Committee on Information Technology; Information Policies Task Force, 1992-93, Chair.
 Women's Concerns Coalition, 1991-94, Chair.
 Search Committee for Provost, Vice Chancellor for Academic Affairs, 1991-92.
 University Development Committee, 1990-present.
 Committee on the Status of Women, 1989-91; 1991-94, Chair.
 Search Committee for Dean, School of Information and Library Science, 1989-90.
 Symposium on Leadership in an Information Society, Chapel Hill, NC, 1987, Chair.
 Health Sciences Library Advisory Committee, 1986 – 2013.
 Health Sciences Library Board of Visitors

HONORS AND AWARDS (Selected)

2011-present – Professor of Practice, School of Information and Library Science, University of North Carolina at Chapel Hill (Honorary)

2011 – Received Marcia C. Noyes Award from Medical Library Association for outstanding contributions to the profession of health sciences librarianship

2010 – Received Cornerstone Award from Association of Academic Health Sciences Libraries for outstanding contributions to academic health sciences libraries

2007 and 2002 - "AAHSL/ARL Leadership Fellows", chosen in national competition to mentor an aspiring academic health sciences library director during 2002-03; and again in 2007-08.

2001-2011 - Adjunct Associate Professor, School of Information and Library Science, University of North Carolina at Chapel Hill (Honorary)

2001 - Named lifetime Fellow of the Medical Library Association.

1999 - Named "Librarian of the Year" by Mid-Atlantic Chapter, Medical Library Association.

1997 - Selected by UNC-CH and funded to attend Summer Institute for Women in Higher Education Administration, Bryn Mawr College.

1991 – present - Distinguished Member, Academy of Health Information Professionals, Medical Library Association

1978-79 - Health Sciences Library Management Fellowship Award, National Library of Medicine. (Competitive award supporting one year on site fellowship at University of Cincinnati)

1976–82; 1982–88; 1988–91; Medical Library Association Certification.

GRANTS

“North Carolina Consumer Health Information Portal”. LSTA implementation grant awarded by State Library of North Carolina to Diana McDuffee, Carol Jenkins, and others, 2006-10.

“North Carolina Consumer Health Information Planning Initiative”, LSTA grant awarded by State Library of North Carolina to Diana McDuffee, Carol Jenkins, and others, 2005-06.

“North Carolina Health Information”; co-principal investigator with JG Marshall for a \$358,829 contract awarded by National Library of Medicine, 2002; 2003 renewed for \$350,585; 2004 renewed for \$266,300.

"Public Access to North Carolina Health Information Online"; co-principal investigator with JG Marshall for a \$38,045 feasibility grant awarded by National Library of Medicine, 1999-2001.

"NLM Associate Fellows, 2nd Year Program"; principal investigator; proposal submitted to National Library of Medicine, 1999-2000, funded for two Fellows; 2001-2002, funded for one Fellow; 2006-07, funded for one Fellow.

“Information Needs in Primary Care Practice and Education”; co-principal investigator with CP Friedman; proposal submitted to National Library of Medicine, 1998-2000, unfunded.

“Educating Tomorrow’s Health Sciences Librarians: Feasibility and Marketing Studies”; co-principal investigator with BB Moran of \$65,000 grant awarded by National Library of Medicine, 1995-97.

“Health Information Connection”; principal investigator of grant awarded by Kate B. Reynolds Charitable Trust, \$302,000, 1994-96.

“Multi-Platform, Multimedia Teaching Laboratory for the Health Sciences Library”; principal investigator for a \$125,000 grant awarded by the UNC Medical Alumni Association, 1993-94.

"Duke/UNC Training Program in Medical Informatics"; participant as Medical Informatics adjunct faculty, approved and funded by National Library of Medicine, 1992-97; 1997-02. Funded for 3 Library Informatics Fellows, 1999-2002.

"HPCCT Technology for Realtime Medical Decision Support"; participant in proposal approved and funded by National Library of Medicine, 1992-95.

"Information Connection to Off-Campus Clinical Training Sites"; principal investigator of subcontract awarded by University of Maryland (Regional Medical Library, National Network of Libraries of Medicine), \$110,000, 1992-94.

"IAIMS Planning at UNC-CH"; co-principal investigator with CP Friedman of proposal submitted to National Library of Medicine, \$258,251; 1990; approved, unfunded.

"Project to Improve Efficiency of Clinical Instruction in Periodontics", Oregon Educational Coordinating Commission grant, 1974-76.

PUBLICATIONS (Selected)

2007-

Strategic Planning Committee for Information Technology, UNC-Chapel Hill. Final Report. Chapel Hill, 2007. (http://its.unc.edu/strategic/docs/2007_ITstrategic_plan.pdf)

2004-

"MEDLINEplus Goes Local in North Carolina: Context and Concept." With JG Marshall and D McDuffee. Journal of Consumer Health Information 8(4): 1-8, Dec 2004.

2003-

"Presidential Address". In Proceedings of the 102nd Annual Meeting of the Medical Library Association, Journal of the Medical Library Association 91(1): 106-112, Jan 2003.

"The Association of Academic Health Sciences Libraries' Collaboration with the Association of American Medical Colleges, Medical Library Association, and Other Organizations." With SA Bader. Journal of the Medical Library Association 91(2): 161-167, April 2003.

2002-

"Practical Magic". Inaugural Address. In Proceedings of the 101st Annual Meeting of the Medical Library Association, Journal of the Medical Library Association 90(1): 149-153, Jan 2002.

"Myrl Lua-Frances Ebert, October 20, 1913-May 5, 2001". Obituary. Journal of the Medical Library Association 90(1):123-124, Jan 2002.

2001-

"Human Resources Management in Health Sciences Libraries". Chapter in Current Practice in Health Sciences Librarianship, Vol. 5: Administration and Management of Health Sciences Libraries. Chicago: Medical Library Association, 2001.

“Designing a Library: Everyone on the Same Page?” With Logan Ludwig et al. Bulletin of the Medical Library Association 89 (2), April 2001: 204-211.

2000-

“The Internet and Health Care”. Ed. by L Nicholson (book review). Bulletin of the Medical Library Association, 8(1): 89-90, 2000.

"Information Needs and Information Seeking in Community Medical Education" with KW Cogdill, CP Friedman, BE Mays, MC Sharp. Academic Medicine 75(5): 484-6, 2000.

1999-

“Feasibility and Marketing Studies of Health Sciences Librarianship Education Programs” with C Lipscomb, BB Moran, K Cogdill, CP Friedman, CJ Gollop, ME Moore, ML Morrison, HR Tibbo, BM Wildemuth. Bulletin of the Medical Library Association 87(1): 50-7, 1999.

1996-

“Preparing Tomorrow’s Health Sciences Librarians: Feasibility and Marketing Studies” with BB Moran et al. Bulletin of the Medical Library Association 84(4): 541-48, October, 1996.

1995-

“Information Connection Provides Linkages to Community Health Centers.” With D McDuffee and J Mayer. SEA Currents, National Network of Libraries of Medicine 13(3), May/June, 1995.

“Development of an Electronic Information Policy Framework.” With WH Graves and AS Parker. CAUSE/EFFECT 18(2):15, 1995.

1994-

“Health Care Reform: Get Involved Now.” With L Watson. MLA News 265:7-8, 1994.

1988-

"Handbook of Medical Library Practice, 4th ed". Ed. by L Darling (book review). Bulletin of the Medical Library Association 76(3):281-83, July, 1988.

1983-86-

Editor and contributor, SEA Currents, bimonthly newsletter of Southeastern Atlantic Regional Medical Library Services.

1980-

"CLR/NLM Academic Health Sciences Library Management Internship Program: the First Year." With WE Maina and FA Meakin. Bulletin of the Medical Library Association 68:16-24, 1980.

CONTINUING EDUCATION

Multiple continuing education programs, both on site and online, annually since 1972.