

MEDICAL LIBRARY ASSOCIATION

ORAL HISTORY COMMITTEE

INTERVIEW

WITH

RACHAEL K. ANDERSON

Interview conducted by Diane McKenzie

April 3, 2003

Edited by

Joan S. Zenan

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PUBLICATION NOTE

A joint interview of Rachael K. Anderson and Alison Bunting (conducted April 4, 2003) is also available as part of the Medical Library Association Oral History Project.

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Name of Interviewee

Rachael Anderson
Signature

Date 4/4/03

Accepted by: Carla Funk
MLA Executive Director

DIANE MCKENZIE
Name of MLA Interviewer(s)

Diane McKenzie
Signature

Date 4/4/03

Date 12/21/04

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RACHAEL KELLER GOLDSTEIN ANDERSON

Brief Biographical Statement

After receiving a master's in library service at Columbia University in 1960, Rachael Anderson took her first library position at the City University of New York as cataloger and later a reference librarian. In 1964, she moved to the Mount Sinai School of Medicine and Medical Center Library, serving as cataloger, acquisitions librarian, head of cataloging, associate librarian and finally as director from 1974-1979. She then became the director of the Health Sciences Library at Columbia for eleven years (1979-1991); while at Columbia she also served as acting vice president and university librarian for 7 months in 1982-1983. In 1991 she became director of the Arizona Health Sciences Library for ten years (1991-2001), where she was also an associate director of the state's Telemedicine Program (1996-2001). Rachael has held teaching appointments at the University of Arizona in the School of Information Resources and Library Science and the College of Pharmacy; Columbia University Center for Medical Informatics; Queens College Department of Library Science; and Mount Sinai Department of Medical Education. She retired in 2001.

MLA has benefited from Rachael's support for many years. In addition to serving on a multitude of committees, she chaired the Janet Doe Lectureship Jury (1991-1992), the Brodman Award Jury (1988-1989), the National Program Committee (1982-1985), the Nominating Committee (1999), the Recruitment Committee (1975-1976), and the Committee on the Status and Economic Interests of Health Sciences Library Personnel (1980-1981). She was a member of the task forces that developed "Challenge to Action" and "Platform for Change." She served on the MLA Board of Directors in 1983-1986 and as president in 1997-1998. Rachael was also active in the New York- New Jersey Chapter, chairing numerous committees and serving as chapter chair in 1978-1979. She

was president of the Association of Health Sciences Library Directors in 1991-1992 and chaired its Committee to Review Accreditation Program for Medical School Libraries in 1987-1989. She was also active in the American Medical Informatics Association, American Library Association, and the Southern California/Arizona Chapter of MLA.

Rachael has worked with the National Library of Medicine in several capacities, She was a member of the Board of Regents 1990-1994, board chair from 1993-1994, and chair of the board's Subcommittee on Extramural Programs from 1991-1993. She was also chair of the Biomedical Library Review Committee (1987-1988), chair of the Special Review Committee for Health Sciences Education and Training (1995), and a participant on over 15 other NLM committees and panels. She has made presentations at local, regional, national, and international conferences on topics such as the status of women in library administration, consumer health, telemedicine, health sciences education, IAIMS, digital libraries, and strategic planning. Her publications are equally wide ranging.

Rachael has been honored with election as a fellow of the Medical Library Association in 1995, and also as a fellow of the American College of Medical Informatics in 1993 and the New York Academy of Medicine in 1990. She presented the MLA Janet Doe Lecture in 1989, and in 2000, received the Noyes Award, the association's highest honor.

Medical Library Association Interview with Rachael K. Anderson

Diane McKenzie: This is an MLA Oral History Interview with Rachael Anderson. It is April 3, 2003, and we are looking north at the Santa Catalina Mountains from Rachael's kitchen, and if we look the other direction we can look out the dining room window at the Santa Rita Mountains to the south and at the city of Tucson, Arizona. The interviewer is Diane McKenzie. I like always to start by saying why did you go into librarianship? This can be as elaborate or as specific as you'd like.

Rachael K. Anderson: Well, it's a long story and it involves some personal biography as to why I am in librarianship. While I was in college I knew, or I decided, I really needed to prepare myself to earn a living. Part of it was my experience with my mother who had been widowed at an early age. She was an immigrant, did not have any advanced education, and had a very hard time supporting me. I was almost four years old when my father died. I planned to get married, and in the 1950s, as all good girls did, we were primed to be full-time wives and mothers, cook well, read *Good Housekeeping*, follow the *Betty Crocker Cookbook* and so on. Hopefully, I would never need to work, but, with my mother's experience in mind, I said I wanted to be prepared just in case. It was a just-in-case preparation. I wanted to have something to fall back on to earn a living. At that time I figured there were only a few options for women, teaching, nursing, social work, and librarianship. I knew I did not like teaching. I could not see myself as a nurse, not by any stretch. Social work did not appeal to me, and what I had learned by having a job working in the Barnard College Library, and also because my mother worked in clerical positions in libraries for many years, was that there really was more to librarianship than just stamping books at the circulation desk. So I decided to go into librarianship. Columbia had a Graduate School of Library Service and that was what I was going to do, but I really had no intention of working. I was not career minded, not at all. And it is funny, because over the years when potential librarians or young medical librarians would come to me and say, "What did you do, and how did you prepare, and what should I do for my career, and how did you do it?" I said, "Do as I say and not as I did."

M: So you have people doing as you say and not as you did?

A: I hope so. In the 1950s it was the Eisenhower generation and I was not encouraged to pursue a career. Certainly, in my family it was not encouraged. Many of us were getting married when we were very young. I was married when I was nineteen and a half. Even though I was attending a very strong women's college, Barnard College, by the time I graduated probably about half my graduating class were married and a few already had children. That was the era.

M: But you went to Columbia?

A: I then stayed on at Columbia, because Barnard was the women's college of Columbia. I stayed on for almost a year and a half to get my MS in Library Service. I was one of a handful of full-time students in the library school at that time and that surprised me very much. Most of the students were working, primarily in libraries, at the time they were

going to library school, and I was going full-time, planning to finish it in that 1-plus year period. I was at a distinct disadvantage because I wasn't working. Well, I had had a job working in the Barnard College Library during my freshman year that was pretty much just working the reserves desk or working at some other circulation desk and doing shelving. I didn't get a real feel for, or real experience as to, what really went on in a library. I still remember hearing talk in various classes about a shelflist. There was this shelflist and you go back to the shelflist. I was too embarrassed to ask. Everybody seemed to know what a shelflist was and I didn't know what a shelflist was. Somewhere in the course "Introduction to Technical Services," they took us on a tour of the technical services departments at the main university library at Columbia and they pointed out the shelflist. I said to myself, "Ah ha! So this is what a shelflist is!"

M: And what years were you at Columbia?

A: I was at Columbia from 1959 to 1960. I started in middle 1959 and I graduated actually, officially in October of 1960.

M: And what was library school like in the late '50s?

A: Well, there were a couple of well-known people who were teaching at Columbia at the time. "Introduction to Technical Services" was taught by Maurice Tauber. I was interested in cataloging and took advanced cataloging with Bertha Frick. One of the things I still remember we did in those days, we had to make our own catalog cards and the emphasis was on first indentation and second indentation. I guess that is no longer taught in library school. The courses I liked most were the references classes, which I regarded as detective work, and that was great fun. While Columbia may have been famous and known for its medical librarianship course, I didn't take medical librarianship.

M: I wondered about that.

A: I had no idea that I would ever work in medical libraries because I did not come with a science background. I majored in European history in college and took a lot of English literature courses. The science courses I took were required, and I took primarily math to satisfy the science requirement, math and introduction to botany. In those days there were three bibliography courses and you had to take two out of the three. There was science, social science and humanities. So I took the humanities and social science classes. The humanities one was actually taught by an English professor from Columbia and it was more like a literature class than it was the bibliography of the field, which is what it was purported to be. It was a survey literature class. We read Richard Feverel, [The Ordeal of Richard Feverel by George Meredith, 1859], Silas, oh what was it, I can't...

M: Marner?

A: No, that we read in high school. I can't remember [It was actually Tristram Shandy]. But anyway it was more like a survey of English literature, and compared to the English

lit courses I had taken at Barnard, it was a rather poor man's version. That was a real disappointment, so I felt I had never learned about the bibliographic sources the way we had in the social sciences course. In order to take the medical course I would have had to take the science lit course as the prerequisite and I wasn't interested in either. Tom Fleming was teaching, but I didn't know anything about medical librarianship, nobody counseled me. One of the classes I took was storytelling with Augusta Baker. She was a renowned storyteller for the New York Public Library system and then I think in her later years she moved to South Carolina and even taught in Fred Roper's school for a while before she died. So I took storytelling with her and took kiddie lit. Columbia's library school library had a wonderful collection of children's literature as did the library at Teachers College, which was also part of Columbia University and wasn't far away. Sometimes for recreation I would go in and read all of the wonderful children's books that I had missed reading in my childhood and caught up with the field. A perfect prerequisite for a medical librarian!

M: Absolutely!

A: And I did not take the administration class. The reason I did not take the administration class, again in my mind and in my mindset at the time, was who needs an administration class? That is something that the men do.

M: This is coming out of your mouth?

A: It is coming out of my mouth! I wasn't aware of how deeply ingrained those attitudes were. It was just natural. I didn't think about it at all. Keeping in mind we are looking at late 1950s-1960. It is several years pre-Betty Friedan, and I had no intention of making a career. This was just, in effect, an insurance policy in case I married a bum. In case it didn't work out and I had to support myself and maybe a child too, that I would have a way to earn a living. But otherwise I was going to be a full-time wife and mother. I was baking up a storm. I was cooking and entertaining. That is what I focused on. I am not ashamed to say that it was very much "of the time" and I was not encouraged otherwise by my family. Just get married right away, and I was not counseled otherwise. Even though in college Millicent McIntosh (who was then the president of Barnard College and married to the famous Dr. Rustin McIntosh who wrote the basic pediatrics textbook and was then chair of the Department of Pediatrics at Columbia's College of Physicians and Surgeons) had a career and would lecture the student body every year about how women can combine families and careers and how she had done so very successfully, including having five children that she managed to have during summer vacations. Here in Tucson I am involved with a Barnard alumnae group, and when Dr. McIntosh died just a few years ago (she lived to be over 100 years old), we were sharing memories of her speeches. But nevertheless that was then and it was kind of a dichotomy between the intellectual and school part and the basic assumptions of how my life would go. So let's see, anything else about Columbia? That was the main part.

M: Estelle Brodman wasn't teaching there?

A: No, she wasn't teaching there then. I think she was elsewhere at that time. I found records later, when I came to Columbia, of her days at the Columbia Medical Library. She was there, I think but wouldn't swear to it, in the 1940s.

M: Well, you did get a job. You didn't apparently put this totally out of your system.

A: Well, the first job I took, I was married, my husband was still in school at the time and so I...

M: So you got married when you were in Barnard?

A: I got married between my sophomore and junior years of college. Many of us did at that time. Yes, it rings a bell with you too doesn't it? My first job out of college was at City College in New York (CCNY) as I was graduating from library school and wanted to stay in New York. Of course, my husband was in school. I had three job offers. One was to stay at Columbia, and Dick [Richard Henry] Logsdon was then the University Librarian at Columbia. He had what he thought was a brilliant idea of a job offer for me in Butler Library, which was the main library building on the Columbia campus. There was a "College Library" which was primarily for the Columbia undergraduates, and Columbia at that time was a completely male college. Barnard was the women's college. So it was the undergraduates' library. Well, he thought it would be a great idea to put a reasonably attractive young woman, who was close in age to the college boys, as librarian in the college library. So while I would be close in age, and I looked younger than I was, I still looked college age even though I was out of graduate school and was married. So I would not be "available" to any of them socially. He thought that was really a clever notion. I didn't buy it. I knew I did not want to play big sister or mother to a bunch of college boys at that point. I said I was interested in cataloging, and then he offered me a job in the cataloging department at Columbia. That would have been a real opportunity to work with Donald Cook, but I had spent over five years at Columbia and I thought, "Well, it's time to go and go beyond Columbia." I had a job offer from the New York Public Library also. They took new library school graduates and trained them throughout the library system. Then I had a job offer from CCNY, and that was before it became City University, before City University was formed, so it was a separate college. All three positions offered starting salaries of \$4800 a year. But one of the most attractive aspects of the City College position was that within a few months their salaries were going up to \$6000 a year. So that was one of the reasons that I took the job at City College. It was kind of fortuitous, because when I got to City College, the college librarian had just passed away and the associate director of the library became the acting director. She was a fascinating woman. Her name was Yurchanik Iskenderian. She was Armenian, had a strong technical services background and she took me under her wing. She insisted on training me herself. She didn't want me to get "ruined" by the others in the cataloging department.

M: It was a cataloging job?

A: It was a cataloging job at City College. They had gotten a gift of a large science collection from Waldemar Kampffert (who had been managing editor of Scientific American and chief of the New York Times science section). That was my first assignment, to process and catalog that collection. But as I said, Miss Iskendarian took me under her wing for my training. She was a very interesting woman. Her father had been a Lutheran minister and they had escaped from Turkey. She knew that I was Jewish and felt that Armenians had a shared bond with Jewish history. Some years earlier, when she was just a cataloger or senior cataloger at City College, they had received a major gift of a very large Yiddish collection. She didn't know Yiddish, but she taught herself the basics and she would catalog the materials and then would check her work on weekends against the catalogs of Columbia University and the New York Public Library. I sometimes wonder what happened to her. She has surely passed away by now, because at that point (1960) she must have been in her 60s. That was my start. I learned cataloging there, which proved very helpful to me later on. But CCNY then used the Bliss classification system.

M: I remember reading about Bliss.

A: We actually used Bliss on the books and used the LC classification as a tool to figure out where to find it in Bliss, and we used LC subject headings. It was an interesting experience. But that was where I really learned about shelflists and electric erasers.

M: How long were you at City College?

A: I was at City College just about two years.

M: And you did more than just cataloging didn't you?

A: No, I just did cataloging there, and that cataloging experience proved very useful to me. I left City College when I was about seven or eight months pregnant. We were getting ready to move out of town because my husband was taking a job in the Boston area, and I was going to devote myself to full-time motherhood, leaving everything else behind. It didn't work out quite that way. While I was in the Boston area for a little over a year, my husband and I got divorced, and I moved back to New York when my daughter was 17 months old. I needed to put that "just-in-case" scenario into action and I needed to find a way to support us. I went to the Columbia Library School placement office looking for part-time work or work I could do at home. I remember the first job I got was for some guy working on his master's thesis (I forget the topic) and he needed help with the footnotes and bibliography. That was work I was able to do at home, putting his references into proper format. That was awful. It wasn't so much the typing (in those pre-computer days) it was just putting it into the right citation format. He had been a pretty sloppy researcher. Then I got, through the Columbia placement office, a short-term, part-time job working at the Hunter College library doing some general reference work. It was a summer relief job. While I was there I ran into a woman who had been in library school with me, one of the part-time students, and the job that she had had while she was going to library school was doing part-time work at the Mount Sinai Hospital

library. She and I got to talking. She had kept in touch with Claire Hirschfeld, who was the librarian at Mount Sinai at the time, and told me, “Oh, Claire is always talking about how much she needs a cataloger.” It was at her suggestion that I went to see Claire Hirschfeld at Mount Sinai, because the job at Hunter College was just for the summer. At the time Claire didn’t have any positions available. It was a two-librarian library, she and June Burroughs, who was the assistant librarian. She had a position open for a clerk, and I said I would do that. I was eager to do anything in a library to earn some money. I really needed to find some work and I wanted to work part-time. I was a single mother, and I was looking for work, mainly evenings and weekends, because I wanted to spend as much time as possible with my daughter while she was growing up. My mother then worked full-time and she would be able to help me out babysitting evenings and weekends. On the kind of salary that libraries and other jobs that I could get paid, I really couldn’t afford to spend most of it on childcare.

After I went to see Claire, she called me back a while later and said, no, she didn’t want to hire me for the clerical job. She knew I was overqualified. I had thought that, looking to work evenings and weekends, a hospital would be a good place to work. So I visited several of the hospitals in New York. I went to Cornell, to the employment office. I went up to Columbia-Presbyterian Hospital, and applied for work. I said I was a trained librarian. Nobody was even interested in interviewing me. Years later, when I learned what the organizational arrangement was up at Columbia-Presbyterian, I realized that the hospital didn’t have any responsibility for the library. It was the Columbia University Library that served Presbyterian Hospital. I didn’t know it at the time.

Claire Hirschfeld got in touch with me again and said that after I had come in to see her she met with the hospital administrator, to whom she reported, and she told him, “You know for years I have been talking about how much I need a cataloger and here is an experienced cataloger who has shown up on my doorstep. Can’t we do something? I need it.” It was very fortunate for me that in those days, we are talking 1964; the financial situation of educational and health care institutions was very, very different than it has been in more recent decades. That hospital administrator, I still remember, Milton Sisselman (years later I worked with him extensively) supported her request and they created a part-time cataloger position for what was then the Mount Sinai Hospital library. I would come in two days a week and work from one in the afternoon until nine at night and also work on Saturday. That way I had to pay a babysitter for only two afternoons a week from one o’clock until my mother got back from work.

M: That was 1964 right?

A: That was the summer of 1964 that I started to work at Mount Sinai. A few years later I had a call from Miss Iskenderian (she and I had kept in touch and she knew that I was working in a medical library). The job as head of the science libraries at CCNY opened up. I think the person who had been the science librarian retired and she wanted to know whether I would be interested in that position. But by that time I had become addicted to medical libraries and I really couldn’t see going back to college libraries. I had found working in a medical library to be much more exciting and it seemed more relevant to

work with people who were actually accomplishing something. I thought going back to work with undergraduates in college would be boring. I had a similar reaction many years later. I guess the excitement of medical libraries kept me in the field in 1988 when I had been working at Columbia for quite a few years, at the Health Sciences Library, and the job of university librarian opened up. The chair of the search committee for a new university librarian asked if I would be a candidate and I told him, I would stay at the Health Sciences Library. I thought I had the best job in the Columbia university libraries system and so I turned down the invitation to be a candidate for vice president and director of the University Libraries.

M: Could you talk a bit about what the hospital library was like in the mid-1960s? And this was a big hospital library?

A: It was a big hospital. At that time Mount Sinai was a teaching hospital and it would get some of the students from Columbia and I think also from NYU. Some of the medical students would come to do clinical rotations in their third and fourth years. After I started working at the hospital library we had a total of two and a half librarians. I was the half librarian. But it was not too long thereafter that Mount Sinai began to gear up to start its own medical school in 1967. Claire was increasingly involved in planning and applying for money under Hill-Burton [The Hill-Burton Act of 1960] to expand the collection. I worked most of my time in off hours, evenings and weekends, and for me it was a great educational opportunity. It was a small library, more than half the collection was in storage in various old buildings around the Mount Sinai campus, and my desk was right in the front, really the first thing people saw when they came in. And it was right across from the telephone that physicians used.

M: For pages.

A: For pages or even calling outside. I got a real education on the culture of doctors while I cataloged the collection, especially listening to their telephone calls, whether they were talking to their patients, other doctors, their wives or their girlfriends. But it was an education for me also in terms of medical libraries. What I brought to the job was the cataloging experience, but I did not have any knowledge of medical subjects. The library was then using some sort of homemade classification scheme. Not too long after I got there we decided to re-catalog and reclassify the whole library using NLM and MeSH. So at some point during those years I touched just about every book in the collection. Just by default I ended up doing reference when I was alone in the library. People would come in asking about a book and I would be able to assist them. I could provide an effective level of reference service because of my detailed familiarity with everything that was in the collection from cataloging it. And I learned something that I used years later in recruiting.

[End of Tape I, Side A]

M: [Beginning of Tape I, Side B] An interview with Rachael Anderson on April 3, 2003. I am waiting to hear about you getting somebody.

A: When recruiting somebody for technical services, especially for cataloging, and it has held true in more recent years when looking for systems people, if you get somebody who has the technical expertise, that is more important than somebody who has the medical. That was partly based on my own experience. I found that it is easier to take somebody who is an experienced cataloger and have them learn medical terminology than it is to take somebody who has worked in a medical library and teach them cataloging. Over the years at Mount Sinai, I held a lot of different jobs. It was a small library so I got to do a lot of different things. When Claire was on a leave of absence for her health, I was responsible for the acquisitions as well as the cataloging. I learned the operations completely from the inside out because it was a small place and it was growing as it was gearing up for the medical school while I was there. I learned all aspects of the work that way. Later, after Al Brandon came as director and the medical school was operational, the whole circulation operation needed to be revised. I was associate director at the time, and I absolutely turned around and set up the whole circulation and reserves operation, revised it and developed it from scratch, because I knew every part of the library operation from the inside out.

M: And that must have been very, very useful as you have gone on as a director, to know all the insides...

A: Well, it helped. It had its advantages and its disadvantages. The disadvantage was that the other staff were aware that I was so familiar with the details. They knew that when I walked into the cataloging room, I could see at a glance what was going on, what the backlog was, what the problems were. I could see what the problems were at circulation and I think that was a little bit intimidating for them. It made it harder, I think, to delegate to staff and let them feel, really feel, that they had the full responsibility and the authority and that I was relying on them completely. I think that was important to the kind of style of leadership I had in my later positions in terms of helping staff develop and encouraging that kind of independence and responsibility. But one advantage of working inside is that I got the job of director of Mount Sinai as an insider, and I don't think I would ever have been seriously considered for that position unless I had been there and had been proving that I could do the work. I really would not have been a viable candidate. I was still quite young at the time, 35 or so when I became director. And, although I was the associate director; I had not been groomed to be the director. Al had not mentored me in that way, but when he left to go to the New York Academy of Medicine I became the acting director and, fortunately, I think for me ultimately, I didn't have the luxury of avoiding making major decisions. The common wisdom is that if you are the acting director you don't make any life-altering decisions for the library because you don't know what the future leadership will be and what their priorities will be. Well, I didn't have a choice because we were moving into the new building. We needed to merge several libraries into one. Three libraries plus a storage collection had to become a single unit in a newly constructed building. That planning had to be done and those decisions had to be made during the period that I was the acting director. When the medical school was opened in 1967, one major library addition was a satellite facility including collection and services. This was the Basic Sciences Library with a collection

developed almost from scratch during the couple of years prior to the founding of the medical school and it was about a block or two away in a building set up to teach students in the first two years of the medical school. We had to merge that library and the nursing school's library with the Jacobi Library, the main Mount Sinai Hospital library, which had a strong clinical collection supporting the teaching hospital and significant research programs. Mount Sinai started its school in 1967 with both a first year class and a third year class because they had the clinical facilities and they had been teaching the third year students from other medical schools. In those years you had several two-year medical schools.

M: Oh, okay.

A: That was the era when there were several schools that were two-year medical schools. So there was a pool of students, transfer students, to move in to the third year of the medical school during its first year of operation. I became acting director in 1973 and the move to the new building was scheduled for 1974. At that time we had to merge the basic science collection and staff in with the clinical collection and staff and it was called the Jacobi Library named for Abraham Jacobi, who had been an early physician at Mount Sinai in the early 1900s. A couple of years earlier we had taken over management of the nursing school library which was in another building, so we had some staff over there, plus a good part of the collection in storage at the Medical Library Center of New York, which was just a couple of blocks away. That was, in fact, right down the block from where the Basic Sciences collection was. All those collections had to be merged into the new library. I had to make those decisions and I had to make the staffing decisions too, taking people who had been in three separate libraries and assigning responsibilities in a new organization in a single, merged library. The upcoming move forced me to make those decisions, dealing with human resources and library resources and budgeting and so on. The search committee for a new director interviewed several other people and at first I wasn't a candidate for the job. I thought I was too young and I thought I had a lot to learn. I wanted them to bring in a director who would mentor me and who would teach me, and I thought I had a lot to learn. But when candidates were brought in by the search committee, I met with them for an hour or so before they met with the search committee. I was expected to brief them on the building plans and on what was happening with the library. What became clear to me after talking to a couple of the candidates was that they would all have been perfectly happy to have me continue managing the library operations, however, they were going to get the higher salary and the title, and so after a while I said, "Well, if that is what is going to happen I may as well throw my hat into the ring as well." And that is what I did.

M: Now, Claire must not have been there...

A: No, she left, she retired. I can't remember exactly which year it was she retired, 1968 or 1969, but Al Brandon came in 1969. He had come from Johns Hopkins. He had been the director of the Welch Library. He had been working with us as a building consultant for some time before, while we were working on the new building plans. Then after Claire retired there was a search committee and they brought him in as director.

M: He was also there only a short while?

A: Yes, and then he went on to the New York Academy of Medicine. I guess it was in 1973 that he left. So he was there probably about four years, three or four years.

M: So both under Claire and under Al they weren't there very long?

A: No, Claire had been there a long, long time. I don't remember when she started. She had been the hospital librarian there for a long time and she was an old stalwart in MLA also.

M: So I just wondered if you could see style differences or if you had learned different things?

A: Claire was an interesting person. She was a lovely woman. She was somewhat scatter-brained and disorganized. We had various storage locations in some of the old buildings around the Mount Sinai campus that I had mentioned earlier. When various accreditation visits were scheduled she would clean up journals and other materials lying around the workroom and "temporarily" put them into one of the storage facilities. Then years later, after Al came, we were trying to complete broken journal runs. Those old buildings were being torn down to make way for the new building, the Annenberg Building, which was the building in which the new library was to be located. Many of those journal gaps got filled in with what was found in the various old storage rooms. Claire was a lovely person, and totally dedicated, totally service oriented, and the epitome of a hospital librarian. But probably all of the organizational work, the planning and the budgeting, for what became the larger medical school and medical library was, I think, a little bit out of her league.

M: That is why she needed a cataloger.

A: And her health started to fail a number of years before so she was out on leave for long periods of time as well.

M: And you were, by this time, working full-time I take it?

A: What happened was as my daughter got older and started spending more time in school, when she was old enough to go to nursery school, I guess she was three years old at the time, I switched to working days and I worked part-time, more of a normal day, but part-time until she got out of nursery school in the mid-afternoon. Then when she got old enough to go to kindergarten and old enough to be in some after-school programs, I was able to work full-time because I had made those arrangements for her, ice skating, music lessons and so on. By that time I lived nearby, just a few blocks from the hospital, and her school was just a couple of blocks away, so when I got those usual calls one gets when you have a young child, "Come pick up your child, she is running a fever of 101," I was able to pop right over and handle it and that made it a lot easier or made it doable, not easier.

M: So you became the head then, well before, I guess not technically.

A: Well, after Al came he appointed me associate director. I was not his first choice. He tried to get some other people...

M: In the library?

A: No, from outside. Then when he asked me to become associate director I still remember I asked for a certain higher salary. I don't remember what it was. It may have been something like 23,000 or 24,000 dollars and he said, "Well, if I were going to pay you this much I could have gotten X, I will not mention Mr. X's name. If I could afford to pay that much I could have gotten him." So I took the associate director job and subsequently became the acting director. It was an interesting time to be there. I was in the right place at the right time because it was a growing institution, and I was able to work longer hours. It was a time when Mount Sinai was moving from being a teaching hospital to a medical school. With the move to the new building, I got a lot of experience in building planning because, as it turned out, I got to do most of the work with the architects. I would take those blueprints home. I got to place everything. I knew where every phone plug was, where every electrical outlet was in the new library because I had drawn it on the plans myself. I wrote the building program and worked with the architects. It was a real education for me. It was also a time when there were not too many women involved. I learned a lot in many ways.

M: So you consider the new building and building planning one of your major accomplishments at Mount Sinai?

A: Doing it and getting the move done, and reorganizing the library in there when I didn't have any training. I had never done it before.

M: I don't think we get training in that.

A: No. What sort of classes should you have in a library school? Space planning and organization. Space utilization is something that I always took a great interest in. Also, later at Mount Sinai, once we were in the new building, we added media and became active. I was very pleased I was able to recruit Jane Port, who had been at the [University] of Medicine and Dentistry of New Jersey and had been one of the leaders in medical audiovisual librarianship. She had also been an associate at NLM as a member of a wonderful class. She was a contemporary and a good friend of Dan Richards and Dan Tonkery, and when Betsy Humphreys did her Janet Doe Lecture a few years ago one of the pictures she showed was of a class of [NLM] Associates. It was the one that included Jane Port with Dan [Richards] and Dan [Tonkery] and one other person whom I didn't know. We developed very good collaborations with the continuing medical education program. We got a grant from NLM to develop the media collection to support continuing education, and then we worked closely with the continuing education program and the Post Graduate School at Mount Sinai. I didn't really appreciate how important

and how much foresight there was at that time. We were a test site for NLM's hepatitis database and the reason we got it was because the then-president and dean at Mount Sinai was Tom [Thomas C.] Chalmers, who was a well-known liver disease expert. He had been director of the NIH Clinical Center before coming to Mount Sinai and was a good friend and colleague of Marty [Martin M.] Cummings and Hack [Harold M.] Schoolman. Since he was one of the experts working on the hepatitis database, it was natural for the database to be at the Mount Sinai Library. It was only later that I appreciated what they were trying to do with that database as an early model of a filtered knowledge database where you were getting more than bibliographic citations. It was actually the knowledge as evaluated by experts in the field.

M: Now what we are calling evidence-based medicine?

A: Yes. This was in the 1970s. I don't remember the exact year. It may have been around 1977 because I remember talking about it in a presentation at MLA. It was right around the time of the founding of AAHSLD. There were some interesting connections later on. Nancy Roderer and I subsequently worked closely together at Columbia. I didn't know her at the time, but she was working for King Research doing some of the evaluations of the database. We talked about that years later.

M: Okay, do you have anything else you want to talk about?

A: Well, let's see, some of the other things that happened at Mount Sinai in terms of contributions and influences that I can be proud of?

M: You can talk about any ones.

A: Ones that I am not proud of? That I hang my head in shame about? That I enabled the women to wear pants. Al Brandon was a Seventh Day Adventist and this was just the period, late '60s, early '70s, when women started to wear pants and pants started to be widely accepted. Even the nurses started wearing pant uniforms there too. Al was not in favor of that. He did not approve of that. So as the associate director of the library, I showed up one day in a matching pants suit. I cringe at the thought of it now with the bell bottoms and long vest. It was a suit. It was a matching long vest with the pants and whatever, a turtleneck or something underneath. It was very professional looking. Al made a few snide comments about it, but that broke the ice. From that point on other women working in the library could wear pants as well. I showed that it was okay to do that.

M: Don't you feel like you are talking about a time that you can't...

A: We are history. I mean were dinosaurs walking on the earth at the time? Also, I take the credit or the opprobrium, whatever, of getting Dorothy Hill's name onto the Brandon List, so that it is now recognized as the Brandon/Hill list. Dorothy had worked with Al for many, many years. I think they had met back at Loma Linda University when she was his secretary. She was studying at the institution and he was the head of the

library of the new medical school there. When he went to Kentucky to start the medical library at University of Kentucky, he recruited her to go there too. When he went to Johns Hopkins, he recruited Dorothy to work there. Then after he came to Mount Sinai he recruited Dorothy to become head of acquisitions not too long after he got there. I remember because he asked me to go help her look for an apartment, and I went apartment hunting with her before she came when he was trying to recruit her. She had been working all through those years on what was then just the Brandon List.

M: 1948?

A: Whenever the first one started. She would be working, doing evaluations of the books and recommending which ones to include, writing the introductions for the lists. When I found out the extent of Dorothy's role I advised her that her name should also be on it. She wasn't even thanked in the publications while other people whose contributions were not as significant were thanked. Dorothy is not the kind of person who would refuse to do the work. She is a very hard worker with a very good mind who also did an excellent job writing and editing, and I thought she should get appropriate credit for what she was doing. But she was not willing to push the issue and just continued to do it. She wanted the work to get done and continue to do the good work. When I became the acting director of the library in 1973, she put in enormous amounts of time, as you can imagine, on that list. I said, "Listen, Mt. Sinai is paying you to do this work. Don't you think Mt. Sinai deserves the credit to be on there?" By this time Al was over at the Academy of Medicine. He tried to recruit her to the academy, but she decided to stay at Mt. Sinai. I said, "I am the director and Mt. Sinai needs to be getting the credit."

M: Acknowledged.

A: Exactly, acknowledged. That was the point at which she started to appear as co-author, co-editor, and get some credit. I think now she has gotten the recognition she deserves. She has received the Louise Darling Award in recognition of the work that she did because, by and large, it was her judgment all those years that was determining which books got onto the list, and it was her intelligence and her thought processes that made the points that needed to be made in the various introductions. Some of those are really quite thoughtful pieces, if you look through those introductions through the years, and I thought she deserved the credit for it. I am glad that now it is known as the Brandon/Hill list. So that is something I either take the credit or the blame for, whatever, sowing discontent, I don't know. But she deserved that credit. Dorothy worked on our first survey of women in the administration of biomedical libraries. She and I co-authored it. It was a joint project that arose from discussions we had had through the years, and I guess a lot of other people talked about too – how few women there were in the directorships of libraries. We did that first survey, gathering the data for 1972 and did the follow-up study five years later. We regarded that as a time of significant change because of the equal opportunity legislation. Many things had changed during that period, and we wanted to see whether or not there were any changes in the administrative situation in large biomedical libraries that were affected by it. We tried to ascertain, if you look at those publications, not just what the numbers were, but what the change was.

How many opportunities there were. How many directorial appointments had been made during a period, to try to get a handle on the turnover and whether, as there was turnover, there was any change. If you look back at the earlier years, during the war, pre-war, immediately post-war, a lot of those libraries were directed by women. Then when the money started coming in and the positions started to get more prestigious, there was a rapid change and a lot of men came in.

M: Well that is typical of '40s, '50s, in almost all things...

A: Yes. I talked earlier about my own psyche or approach and it wasn't anything that was unique to me, it was just sort of generally accepted. I was no exception. I just followed along with what were the accepted social norms around me. There were a few people who broke out of them for one reason or another, who were career minded, who did push. Not everybody is an Estelle Brodman. But, people like Estelle were held back, she wanted to be a physician.

M: That's right.

A: She didn't have that opportunity because she was a woman, but she was career minded. We talked about it then. There was this undercurrent and grumbling, where all the men, and then during that period of rapid growth in the medical libraries in the late '50s and '60s, during Hill-Burton, the rapid expansion of medical schools and medical libraries, it seemed as if there were a lot of men who didn't have that much experience, who didn't have that many years under their belt, who were coming in and taking over and their associate directors and department heads seemed to have much more experience and be more knowledgeable than they were. That is what prompted us to do the initial work. The comments and the feedback I got from those publications, after I started speaking and doing some of the CE courses for MLA on that issue, was so supportive. It became evident that this was an issue that really had been stewed over by a lot of people who were not willing to come out and say anything, but they really showed and voiced their appreciation for our having done the research and for articulating it and bringing the issue out of the shadows and into the open.

M: Well, as the director you were able to do that probably, whereas if you had been an associate director it would have been more difficult.

A: Well, when we started the work, I guess I was...

M: Or were you an associate director?

A: I was associate director in 1972 and it was in 1973 that I was an acting director, so we actually started the work then. There were other things that I saw then, because of the people being recommended and letters that I saw in the files after I inherited them, from certain kind of inquiries...you know as a director one receives these letters from search committees that they send to all the directors. "Can you recommend somebody?" I saw what was going on there, I was seeing the old correspondence with only men being

recommended, and women were not being put forward and were not being solicited. That was disconcerting.

M: It is so interesting the way you have been speaking, how you, why you went into libraries and that this happened.

A: It really wasn't...I didn't get active in MLA and I couldn't really do much until the mid-1970s, until my daughter was somewhat older. I didn't do much traveling or anything, and I was really focused on earning a living and raising her and that was more than full-time. I was not getting any great salary at the time and so I didn't have the luxury of doing that and I wasn't married at the time. I didn't get married again until later in the 1970s, and by then she was a teenager. So I really did most of the raising as a single mother and those were my priorities. I didn't start off as active in the women's movement. When I got divorced, I hesitated. I should have gotten divorced years before I did.

[End of Tape I, Side B]

Diane McKenzie: [Beginning of Tape II, Side A] An interview with Rachael Anderson, April 3, 2003. And are we on a new topic?

Rachael Anderson: Well, I'll just finish up the thought. I really had not been active or involved in women's issues, in what was going on in society at large, although no doubt it emboldened me, to some extent, to start thinking about it. Dorothy and I were talking to one another, looking around. I just sort of got, well, incensed is probably too strong a word, but disturbed. It was a disturbing trend and looking around the profession we saw that quality leadership was needed and it was a strange bunch of numbers that we seemed to be looking at. We decided we needed to ascertain the real numbers. Were our impressions correct, borne out? In preparing the data for publication we did a little more research on the topic and saw what was happening in other libraries and what was appearing in the library literature. We put together that first publication, and then the second one. I am very glad that I did that and, in a way, it kind of surprised me because up until that point I really had not been a terribly outspoken person. Back in elementary school I would have been labeled as one of the "goodie goodies" who didn't speak up and out and didn't raise hell about anything.

M: But you did this with facts right?

A: I did it because it was something that interested me. It just seemed like a disconnect between what was going on, and we just wanted to check it out and see if it was true. And then the more we looked at the numbers the more...

M: Disturbing?

A: Yes, it turned out to be. I mean the basic fact was that 75% of the librarian workforce in medical school libraries were women and 75% of the directors were men. It could not

have been more blatant than that. We could talk about this a little bit more when we talk about my presentations. Do you want me to talk about that now?

M: Sure.

A: When I was invited, after that first publication, I think it was by Jan Egeland of BCN, the online MEDLINE that started at SUNY with Irwin Pizer and then formed a separate company. [Jan Egeland was one of the founders of BRS (Bibliographic Retrieval Services), a commercial system that grew out of the Biomedical Communication Network, an early consortium of New York medical libraries.]

M: Am I getting the (inaudible)?

A: It was for the Minneapolis meeting in 1976. She and a member, Gertrude Foreman, were on the program committee. Jan Egeland, I think, may have been program chairman for that Minneapolis meeting, and Gertrude Foreman, who was also involved in planning the program, had invited me to give a presentation at a general session, a plenary session of the Minneapolis meeting on some of the issues that were raised in that survey that Dorothy and I did. To prepare I did a lot of research. If you look at what I later published, I cleaned it up a little bit and published it in the BMLA. I delved into other disciplines and talked about women's issues, comparing what was happening and raising it as an issue. I cleaned it up a bit in the editing because I opened up my first presentation that I made in Minneapolis saying something like..., (I could probably go get the text if I have it in the file in there, but I will see if I can trust my memory about this.) "The issue of women in administration is not a women's issue only but is a problem for everybody who gives a damn about the future of medical libraries." For the published version, one of the things that I edited out was "giving a damn". It became sanitized and I turned it into a more socially acceptable version, and then went through and dealt with the other issues. But, I had never spoken at a general session at MLA. I may have given a little paper on a small topic at a previous meeting at MLA, but I had never made a major speech before, and here I was going to talk about what I thought was going to be a controversial subject and refer to all the men who had top jobs and all these women with many years of experience who didn't get the leading jobs. I knew that most of those men would be sitting in the audience and I had no idea what their reaction would be. I have to admit I did a lot of work on that presentation for Minneapolis, and I think I made a rather impassioned case, because the more I read, the more disturbed I got and got carried away with some of the larger societal issues as well. I had a great deal of trepidation before I spoke to that group, especially looking down at some of the men who were in the front rows, people who have subsequently become my good friends and colleagues. But I went and did it. I was absolutely amazed when I got a standing ovation when I finished and at the various people who came up afterward and congratulated me on it. It was a heady experience and it got me known in MLA. I had brought my daughter to Minneapolis. She was staying with family there, and I still remember, she was about 13 years old at the time, and when we took a car service from the hotel to the airport there were several other MLA people in the car. We were sitting in the backseat, and when someone said, "Oh,

you are Rachael. You are the one who gave that speech!” My daughter was so embarrassed she started to hide her head. But that is what made my name in MLA.

M: And that was 1970?

A: That was in 1976. And as I said, we later published a five year follow-up study.

M: Was that after you left Mount Sinai?

A: We had been working on it while I was at Mount Sinai because we did the follow-up on data from 1972 to 1977. Not just noting how many women were now the directors compared to percentage of staff, but what the turnover had been and how many opportunities there had been. There was not that much change. There really was not much change. That was the last study that I did. Audrey Newcomer and somebody else [Bob Pisciotto] did a follow-up study some years later and, by that time, there were some significant changes.

M: And you can feel that?

A: Oh, you can see that now, and you can see that in the search processes. I have worked as a consultant with several search committees at different places and I can see it is altogether different now.

M: Do you want to add anything else about your Mount Sinai years or shall we..?

A: We can leave it at that unless something else triggers a memory later on.

M: Now then you had been there a good while at Mount Sinai.

A: I started working part-time in 1964 and I don't remember exactly at what point I became full-time. I left in 1979, so I was there 15 years altogether.

M: And how did it happen that you went to Columbia?

A: The move to Columbia was a lateral move for me and I still remember I did not get an increase in salary. I got the same salary I was earning at Mount Sinai, 45,000, but I had been at Mount Sinai all those years. Lee Jones, my immediate predecessor, had left Columbia at that point. He had been the director of Columbia Health Sciences Library. I had gotten to know Lee mainly through our work at the Medical Library Center of New York.

I was invited to become a candidate and be interviewed by the search committee. Pat [Patricia M.] Battin was the university librarian at that time, the person in charge of the recruiting. What was attractive to me was to be part of a large, academic institution. Mt. Sinai was different in that way. While it was officially affiliated with the City University of New York, it really was not an integral part, functionally, of a large university.

Columbia, obviously, was and Pat Battin was a major attraction. She was a very impressive person. It was the opportunity to work with her and be a part of the senior management of a university library that attracted me. Again, the organizational arrangement was different. In Mount Sinai, I reported to the medical dean or whatever the title exactly was then. At Columbia, the Health Sciences Library was an integral part of the university library system, and I reported to the university librarian, who also had the title of vice president in the university, and I was a member of the senior management for the entire university library system.

It was interesting, because even though the Columbia Health Sciences campus was three miles away, and in New York City three miles is a half an hour cab ride, that worked for me. By this time I was more career minded. I realized that this was going to be my career. I was not going to be a full-time wife and mother and this was a chance that I saw to grow, to be in a very different kind of environment. As it turned out, it gave me an opportunity just a couple of years later to be an interim vice president and the university librarian when Pat Battin took a leave from Columbia for seven months to become the acting president of the Research Libraries Group in Palo Alto. It was a tremendous learning experience.

M: And you were asked to apply?

A: Yes, I was asked to apply. I was interviewed as a candidate and then I was offered the job. I started there in the fall of 1979.

M: And you said Lee Jones had been there before.

A: Yes, C. Lee Jones had been there.

M: So what was it like?

A: It was a period of change because Tom Fleming had been the director for many, many, many years of the Columbia Medical Library, later the Health Sciences Library at Columbia, and then Lee Jones succeeded him. Lee had come from Galveston from the University of Texas in Galveston. He had been the director of the library there. The Columbia Health Sciences collection was one of the largest and most prestigious in the country including an excellent rare book collection. It was fairly new and a very good space, because a new building had been opened there in 1976, if I am not mistaken. There were also some very long-time staff who had been there 30-40 years, some of whom still thought of doing things the same way they had been doing it all along despite the advent of new systems.

One of the things that surprised me, and is an interesting parallel to what I found when I came to Arizona, was that there was no collection development policy. Here was this huge collection and they had acquired a lot, but there was no real collection development policy. What I found also is what I sometimes refer to as an accretion of procedures and methods. As new systems and new methods had come in they were sort of grafted on top

of the old ones without having emptied the library of old procedures, and a lot of that needed to be reviewed. The special collections were large and included some really valuable items, especially with the plastic surgery special collections, probably the most notable in the country, maybe in the world. They were not used much and a lot of items had been backlogged and not yet processed. So one of the first things I did was invigorate the staffing. I brought in Dan Richards, and he wrote a collection development policy. He spearheaded the organization of the long-neglected special collections, and we recruited a special collections librarian. I increased the library's staffing and the funding.

We added new special collections. The Lena and Louis Hyman Collection in the History of Anesthesia is interesting because for many, many years, Helen Kovacs [former director of the SUNY Downstate Medical Library] had been developing a collection on the history of anesthesia as her own hobby. Allen Hyman, the associate chair of the Department of Anesthesiology, bought the collection from her and donated it to the Columbia Health Sciences Library to establish a collection in honor of his parents. That spearheaded a relationship that the library developed with the Department of Anesthesiology. To celebrate the establishment of that collection we had a special lecture and dinner and then held them annually thereafter, in co-sponsorship with the Department of Anesthesiology. Anesthesiology provided the financial backing, and we provided the publicity and the venue. We brought in a rather notable lecturer every year and had a wonderful dinner together with the department, thus developing a great support group for the library. Some really important people were in that department, including Henrik Bendixen, who was then the chair of Anesthesiology. He became the vice president for health sciences and dean of the Columbia medical school. Subsequently, we worked very closely with him on IAIMS. When Dr. Bendixen became vice president, the next chair of anesthesia was Ed [Edward] Miller, who is now the dean of Johns Hopkins Medical School. We developed a real library friend in Ed Miller and that was a long-term relationship. The Anesthesiology Department continued to donate more books to the collection as well.

Another collection that we added was the Samuel Orton Collection. It dealt primarily with dyslexia and included patient records that we arranged to have microfilmed and privatized by blocking out the names, but developing a coding system so that researchers could trace family histories. There were some rather notable families that he had treated. There is an Orton Society and the woman [Lucia Karnes] who led it in the 1980s lived in Winston-Salem, NC, and was an old friend of June Lyday Orton. She arranged for this material to be deposited at Columbia and provided some support.

With the reconfiguration of the National Library of Medicine's Regional Medical Library (RML) Program in the early 1980s, Columbia became a Resource Library. What was interesting is that second only to the New York Academy of Medicine's collection, Columbia had the largest collection in the New York region, but yet it had not been a Resource Library within the RML. After the reconfiguration, Columbia became a Resource Library.

The Health Sciences Library was very active in the Medical Library Center of New York. I personally was very committed to supporting the Medical Library Center, appreciating what it meant in my years at Mount Sinai, and, even at Columbia, being a large library, the kind of interlibrary loan service we could provide through the Medical Library Center of New York. I was an active participant as well as a member of the board at the Medical Library Center through those years.

M: No one has ever talked about the Medical Center Library of New York.

A: Bob Braude didn't talk about it?

M: No.

A: When he came to New York, to Cornell in 1985, he and I and Joyce Stichman, who was a vice president at Memorial Sloan-Kettering not a librarian, worked together on a strategic plan for the Medical Library Center of New York. Of course, if you could ever get Erich Meyerhoff to do an oral history interview, he was the founder. He could tell you the whole history. [Erich Meyerhoff's oral history on the Medical Library Center of New York was published in 2007.]

M: Just that one piece.

A: Just to talk about the history of the Medical Library Center of New York. Now it is being dissolved. It has all changed. I just heard about it. The RML in the New York region was very different and I think it was very frustrating for Joe [Joseph] Leiter and a lot of the people at NLM because through the Medical Library Center of New York we had already been doing a lot of those cooperative activities, cooperative collections, union lists, certainly interlibrary loans and systems among ourselves, that the RMLs introduced to other regions.

M: And it was an actual collection?

A: The Medical Library Center's collection policy was that libraries could deposit collections as well as use its premises for storage. The Medical Library Center was headquartered in an old garage building and so the floors could support the weight of these huge stacks with collections that libraries had either transferred or stored temporarily. I mentioned earlier that Mount Sinai had, before the new building was built, a collection in storage. Well, we kept the older journals there and we would send the courier back and forth once or twice a day, as you are doing at University of North Carolina now during the construction, to pick up the older volumes that people asked for. We had the union list of medical periodicals to provide accurate holdings information.

Somebody else who could talk about the Medical Library Center (MLC) is Wayne Peay. He worked there when he was going to Columbia's library school, when MLC was automating the union list. It was an idea ahead of its time and Erich was in the forefront. The MLC was already in existence when I started working at Mount Sinai, but was still

in its early years. It was established not by libraries, but by the medical schools in the area and each of the medical schools, plus the New York Academy of Medicine, had a representative on the board, the dean or the associate dean. As the years went by, it tended to become the directors of the libraries who served on the board. When I was director at Mount Sinai and sat on the board of the MLC, there still were several deans and associate deans who attended meetings. That is how I got to know Don [Donald F.] Tapley, who was then the associate dean at Columbia's medical school. He later became the dean who interviewed me when I was a candidate for the job at Columbia. When I left New York there were still a few non-librarians, like Joyce Stichman and somebody from the University of Medicine and Dentistry of New Jersey who was more of a financial person, but it was predominantly the directors of the medical libraries. It was a real benefit to have daily delivery service of interlibrary loans where you could promise an interlibrary loan receipt within a day or two. This was way before electronic delivery.

M: But you said...

A: I am surprised that Bob [Braude] didn't talk about it because he was involved. Some day do an interview with Lynn Morgan, she could talk about it too, or Brett Kirkpatrick.

M: I shouldn't say he didn't talk about it, but I don't remember. Right now it is very interesting because of our situation. [University of North Carolina Health Sciences Library was undergoing a major remodel at the time of this interview.]

A: Yes, but the Medical Library Center was more than just a collection. It was service, with a union list of medical periodicals that was the foundation for our interlibrary loans. We knew the holdings of all the member libraries, ultimately, I think, 70-some libraries. The large medical schools had one level of membership and there was another level of membership for the hospitals. The region extended beyond New York City, it covered the entire metropolitan region.

At Columbia, I was member of the University Libraries senior administration, and the Health Sciences Library reported in every way to the university librarian. Our budget came from there too. But Pat Battin was really a wonderful leader. She was stimulating and her ideas for all of librarianship were tremendous. She had really great insight and was very supportive of the Health Sciences Library, encouraging me to be entrepreneurial too. She made it very clear from the beginning that money that we raised would not be subtracted from our university-supported budget. So money we brought in from interlibrary loans, from photocopies, from grants, from other ways that we were able to raise our own funding was available to us in addition to our university library budget. I still admire her tremendously because I have not seen many others work this way. When we had financial exigencies in the university and there had to be budget cutbacks, what most administrators did was take the easy road and say, "Well, we have had a 10% cut, so everybody has to take a 10% cut in your budget." That is not the way we did it under Pat's leadership. What we did in the senior administration, and I really admired this, was each one of us had to bring to the table suggested cuts from our areas. Then as a senior administration for the whole library, we had to talk about what the effects of each of

these cuts would be for the entire university and university library system. We then cut those areas that we felt would be the least damaging for the entire university library system and for the university as a whole. Some areas got large cuts and some got almost no cuts. The Health Sciences Library fared well because of the serious impact cuts would have had on the population we served and the heavy level of use as compared to other libraries on campus. That was a hard way to do it, but Pat got us to think and work as a group.

M: And you agreed?

A: Well...

M: Not you, but the group.

A: The whole group agreed that we saw ourselves as being responsible for the university library and the management of the whole library system, rather than being a federation, each one fighting for our own unit. We were there in that role as responsible for the entire system. We accepted that role and Pat was able to get us to think system-wide and to behave system-wide and not just be quibbling by thinking, "Well I have to fight for my area and if I lose you get..." We thought system-wide, so one area could get an increase and another one a decrease, and I admire her for that. I have not seen that in other institutions, either in hospital management or university management.

Pat left Columbia in 1987 to become the first president of the Commission on Preservation and Access. Deanna Marcum now heads it up; it was co-sponsored by the Council on Library Resources. Pat moved to Washington to lead this national effort because she had gotten very involved in the issues of conservation and preservation.

Some of my ideas about recruiting of staff and the kind of people we need to recruit to librarianship emanated from discussions I had with Pat and with some other members of the senior staff at the university. It was, by and large, a congenial group and a very stimulating group to work with. Several members are now university librarians elsewhere. I remember when I wrote my Janet Doe Lecture I bounced a lot of the ideas off Pat because I knew she was very responsive and these were some of the ideas we had talked about over the years. A new university library administration came in in 1988 or 1989 and new administration came into the Health Sciences Center as well. Herbert Pardes was recruited as vice president for health sciences and dean of the medical school though he still remained as chair of the Department of Psychiatry. He is now president of the combined New York Hospital-Presbyterian Hospital system, and is a very dynamic person. As part of his negotiations with the university administration he arranged a revisiting the "each-ship-on-its-own-bottom" or "each-tub-on-its-own-bottom" financial model. Columbia is an old medical school, it started in the 1700s, as did the university and, just like the Health Sciences Library, many other units were integrated within the whole university. The computer center, human resources, student affairs, the legal office; all were university departments that had a branch up at the Health Sciences Center. While the Health Sciences Center then contributed funding to the university as a whole,

what came back to support the service at the Health Sciences campus did not necessarily correlate with the amount of money that the Health Sciences Center had contributed to the university as a whole. Harvard is more the model of “each-tub-on-its-own-bottom” that each unit supports itself.

[End of Tape II, Side A]

M: [Beginning of Tape II, Side B] An interview with Rachael Anderson, April 3, 2003.

A: A task force was named and included consultants to look at the financial aspects of each of these services that supported a different aspect of the Health Sciences Center. It was made clear that there would be different options – that it didn’t necessarily mean that each service would then be taken back by the Health Sciences or that the Health Sciences would not send money to the university, but would just pay for its own service. Each service was to be studied separately and there would be a set of options for each one of them that ranged from continue as is – the Health Sciences would send a lump of money down to the university and the university would provide the service for the Health Sciences – all the way to the other extreme that the Health Sciences would directly support the service with its own money. Plus there was a continuum of options in between. Library service was to be analyzed by one of these subcommittees or sub-taskforces. This was taking place during my last year at Columbia. We looked at all the financials, how much money went to the main campus and what it was used for and how much money was coming back for the library for the service provided, and then a recommendation went to the university’s provost.

M: The Health Sciences Library was studied separately or the whole university?

A: No, each service at the Health Sciences was studied.

M: I see.

A: The Health Sciences Library as a service was studied, so were human resources, legal services, computer services, etc. They were to determine whether the Health Sciences, to put it bluntly, was getting its money’s worth for what it was sending over to the main campus, whether the service was adequate, and whether the Health Sciences Center could do better if it just provided that service for itself directly.

Getting back to the way I was reporting administratively and financially, I always thought that programmatically I reported to the vice president for health sciences and to the deans of each of the schools at the Health Sciences Center, even though they did not provide any direct funding. Pat and I worked together. We made very clear that the library had to meet the programmatic needs of these schools even though they did not provide the budget directly. The task force recommended that the Health Sciences Library be pulled out of the University Libraries system, that for what the Health Sciences Center was contributing, it would do better this way. The Health Sciences Library was very much involved in IAIMS at that time, and IAIMS was a major focus of activity at the Health

Sciences Center. When the recommendation came through, I had already accepted the position at Arizona.

I had an interesting experience that fall, shortly after I had accepted the job at Arizona. At Columbia every year there were a couple of formal events down at the main university campus, award dinners. There was a major award dinner in the fall right at that time. At the reception before the dinner, I was talking to the university provost, Jonathan Cole. Jonathan had been provost for just a couple of years at that point. He told me he had just gotten this recommendation from the task force and he wanted to talk to me about it, that I should call and make an appointment to meet with him. So I called and made an appointment and he asked what I thought, since I would not be affected by any changes.

M: Since you were leaving?

A: I told him what I thought the pros and the cons were and I related them to IAIMS. The university then went ahead subsequently and separated the Health Sciences Library from the university library system. Nancy Roderer was acting health sciences librarian after I left, and it fell to her to deal with the initial transition. There were several things that couldn't be separated out: the computer system, the integrated library system, was a single one for the whole university.

M: Do you want to talk about those pros and cons or are they going to stay in the meetings?

A: What I said to Jonathan should remain private. I related what I thought would be beneficial for the university library and what would be beneficial for the Health Sciences Center campus, relating it to IAIMS in terms of the model that IAIMS could provide for the whole university. Since Jonathan had taken a great interest in IAIMS, and Paul Clayton and I had been invited to make a presentation to the Columbia Board of Trustees on IAIMS I spoke in terms of how it could be a model for the rest of the university, but how it would probably slow down what was happening at the Health Sciences by limiting its freedom to move with where IAIMS was going at the time. He asked what I would do if I were sitting in a chair at the university rather than at the Health Sciences, "would I feel the same way?" That was an interesting question. Paul Clayton later said to me, "You are probably the only person who, when leaving the university, had an exit interview with the provost." I really appreciated Cole's asking my opinion and showing that he was giving the recommendations serious thought, that it was a difficult decision and that he was deliberating over it.

M: Should we take a break now before we move to Arizona?

A: I think we still have a little bit more to talk about at Columbia because you asked me what are the contributions and influences at Columbia of which I am most proud. One is IAIMS. I have said in many speeches and written in many publications, I think we succeeded in getting as far as we did because of the commitment by the top university administrators. With IAIMS it is really important to align the library and the librarians with major institutional goals. This is something I was always trying to do with the

Health Sciences Library staff. I don't know that I really succeeded in convincing all of them that IAIMS is not a separate entity. I would always say, "IAIMS is us" as this was what the provost was saying. This is the way of the library of the future and this is the way we should do business because I have often been concerned and spoken about the problem of libraries as organizational islands within their institutions. I tried to get staff to really integrate that into their thinking.

A couple of years ago I was called in as a consultant at another university. The library director had left and before they started a search for a new library director they asked me to meet with the staff. There was a dichotomy. They had merged the computer and library staff into one unit, but they thought of themselves as "traditional library" and "information technology". There was a "we" and "them" sense among the staff.

Columbia's IAIMS succeeded in part, and it was fortuitous, because of the stint I did as acting university librarian, when I reported to the executive vice president [Norman Mintz] of the university, the person to whom the university librarian reported. That was when Nina [Matheson] was finishing up her study, shortly before it was published. (The idea of integrating computing and libraries was one that Pat Battin had also promoted. When Pat came back from RLG, Columbia actually merged academic computing into the university library and she forged it into a single unit, not just two units that she administered but really forged them into one.) I apprised him of what was happening and he and I discussed it at length.

When the Request For Proposal came out from NLM, it came to the university, and the executive vice president was well apprised of what it was. He took a great interest in it and was the one who brought several of us together to plan a response for Health Sciences. We would meet in his office, and the top university administration was behind our IAIMS proposal. IAIMS became a top priority at Health Sciences because they were recruiting a new health sciences administration at the time, and the top administration was very interested. I think that is why we were able to move forward and it really did meld very well with what they envisioned for the future of the university.

Our success included the collaboration with Presbyterian Hospital, which as I mentioned earlier was a totally separate organizational institution. Even though they referred to the Columbia-Presbyterian Medical Center, there was a lot of animosity between those two institutions that went back 50 years. It had to do with land - what each one said the other one was owed. We brought together computer people from the hospital and the university health sciences. They worked across the street from one another and until that time they had absolutely no idea what the other one was doing. The library received funding from the Health Sciences Center to establish a microcomputer center in the library. As part of the IAIMS planning we said that the Health Sciences Library needed a computer lab. The computer center for the university had established labs on the main campus, but that is one of the things they didn't do for the Health Sciences and we had a desperate need. For IAIMS, we really needed such a lab and I had a nice building with extra space. That came in handy. So I volunteered, offered space in the library, and the Health Sciences Center provided the funding. That is how we got a very nice

microcomputer lab and the library then became the center for that kind of IAIMS activity. One of our great successes was recruiting Paul Clayton to head up the IAIMS effort. He established a medical informatics department at Columbia which Ted [Edward] Shortliffe now chairs.

This involvement with IAIMS also led to a role for the library in strategic planning for the whole Health Sciences Center, again, helping to get us out of that institutional island. IAIMS really helped, even though it was hard because we did not have a formal reporting relationship, administrative or financial reporting, with the Health Sciences Center. Through IAIMS the Health Sciences Center recognized our role and started to realize the importance of the library and information management and involved us in strategic planning for the whole Health Sciences Center. That was when I started all this preaching and proselytizing about the library's role in an institution. In preparation for this interview I went back to look at the only files I kept, my old speeches and presentations. I noted that that was when I started preaching within the institution and to some other groups not to think of the library just as a place with books, but to think of the library more as a function. It is more than a warehouse. I've tried to encourage librarians to expand their roles, especially in information management, and apply library skills, cataloging skills, organizational skills, etc., to databases and other information resources.

It is interesting, that this was brought home to me by a non-librarian at Columbia when we were finishing our planning phase of IAIMS and we were starting to plan the next phase and suggesting what projects should be included. We were sitting in a room, probably with Dan [Richards] and John Zenelis, who was the other associate health sciences librarian, and a lot of other people from around the Health Sciences Center. We were talking about accumulating a database, and I can't remember what the database was for. Was it a database of other databases in the institution or an educational database? I don't remember. We were talking about how it would be done and one of the other people said, "Oh that should be the library's responsibility. They have the skill in organizing it." And I was like, what? A light bulb went off in my head about how these skills of cataloging and organizing are applicable outside library catalogs and library materials. That is also the period when I began railing and ranting for years about having to buy our research back, by way of exorbitant journal pricing and proliferation. That is an issue we dealt with on a university-wide basis and I, especially, would rant and rave to all the vendors who came to see me. (laughter)

M: We have just gotten back from a lunch break so we are going to start over now with moving to Arizona I believe, in 1991 was when that..?

A: That is right, I came here in early 1991.

M: What prompted this move?

A: What prompted the move? A variety of things. It is usually something in personal life. For the first time in my life I was free and able to go wherever I wanted. There was nothing to keep me in New York and I had never had the opportunity to do that because I

had always had family obligations. And out of college I could never say, “Well, I will take a job and work in Chicago for a few years.” And here I could take the job and I had a couple of opportunities. I had been asked to be a candidate for some jobs. I could have stayed at Columbia, but I was offered a position to be director at University of California, San Francisco, and at the same time I was offered the position at University of Arizona. I chose Arizona because it was about as different a position from Columbia as I could have without changing professions. And it was the first time I had an opportunity to work in a non-private institution.

M: Oh, that’s right.

A: I had never tried working in a state institution before. And while Arizona did have a strong research program certainly at the medical school, there was a focus on the educational process in terms of valuing teaching that was much stronger than at the other institutions. And also I said, “Well maybe now I will sort of put my money where my mouth has been.” I had been doing quite a bit of lobbying. I had been involved with the [MLA] legislative task force and had been lobbying in Washington especially for money for outreach.

M: Oh, yes.

A: For NLM. I really was trying to make good cases why outreach should be supported and Arizona was a place where I could actually do something in terms of implementing outreach, as the only medical school in the state, and within an institution that had a very, very different mission than a place like Columbia or San Francisco had. I have to say that Arizona was certainly a very attractive place to live. As we look out the windows here we can see just how attractive it is.

M: And so you said you came in 1991?

A: Yes, I came in early 1991. I left Columbia in January of 1991.

M: And you have talked about some of the things that were attractive. What was it like here when you first came and what were your ideas about changing?

A: Well, a new library was just going to be built.

M: Going to be built?

A: Just about to be built. The first year or year and a half that I was here was still in the old library. They had already awarded the contract for the building and, as a matter of fact, after I had accepted the job, the medical school brought me here in November both to look for a house and buy a car, and also they wanted me to be here for the groundbreaking. And so I came for that. That was the stage in terms of the building. They had just broken ground and were actually starting to build the building. Of course, the old physical facility was really very, very inadequate and it was a problem before.

M: So you didn't get input on the design?

A: No, I didn't give input on the design, but after I came here and I really looked at the plans carefully and saw what was needed, there were a couple of aspects of the building plan that I thought would be very problematic if they weren't changed. Even though, not too long before, one of the university's vice presidents in charge of facilities had said, "There will be no changes once a contract is awarded." Evidently they had gotten burned on some previous building. When changes were made late, it obviously costs much more. I worked with Jim [James] Dalen, Dr. Dalen was my boss, the dean at the medical school, and vice president for health sciences. I explained these issues to him. He really went to bat. He understood what the issues were. He fought for it and we got them. I limited the changes we needed made. I didn't say, "Oh I need an office that has a better view than out into a dead little courtyard behind a stairway. That is fine, I will live with that." But some of the changes I insisted on and really worked to get would have very seriously impeded our programs in the future in terms of computers, in terms of the education program, in terms of what was happening in technical services. For instance, when I got here the staff was heavily overloaded in technical services. There were five or six librarians in technical services, two and a half in cataloging, and one in acquisitions. It was just too many people in technical services and there was a division from cataloging. It was separate from acquisitions. It was separate from serials and that was built into the new space. There was a large space that then had two walls to divide it into three sections. With what had already started happening some years before with the development of integrated library systems, I had always felt and what I had started to do at Columbia, was to say technical services is just one continuous operation. Whereas years ago it had been perfectly valid; what catalogers did was very different from what acquisitions people did, from what serials people did. There were different records they had to learn, they managed different files. With automated systems that was no longer the case. You had to have the flexibility and you did not need as many professional staff to deal with it. So one change was to take those walls down, because never would you be able to get organizational integration if you had literal walls to back up the figurative walls between the departments.

Another thing was the space for a computer lab. It was divided up between computers and audiovisuals. The two different areas didn't even have a common area; you couldn't walk from one to the other. It was inadequate and divided into lots of separate small spaces. I knew that the whole area of providing access to computers was one that was going to grow and we needed the flexibility, in terms of space for teaching and education. On the other hand they had given the history of medicine collection, special collections, some prime space and the collection here was trivial and was certainly not going to be an area that was going to grow. So those were some of the changes that were made. Also there had been no dollars provided for computers. While I had asked, "is there a network?" "Oh yes," I had been told, "and the library's networked." Well the whole library was not on a single network. It was like one part went one way and one part was connected somewhere else, and we had to bring in people to develop a network plan to

get the library onto a single network. In terms of the physical plan, that was what needed to be done.

There were some good people, some very good people I inherited here and some people who needed to be challenged in different ways. There was also a real opportunity to do something statewide and it was not being done. A few months after I got here, while we had a librarian on staff who was responsible for outreach who knew the hospital librarians around the state, I asked her to take me around. I wanted to look and see and meet with the people in the various hospital libraries. There are some medium-sized or larger hospital libraries with very dynamic librarians, Jacque [Jacqueline Donaldson] Doyle, Kay Wellick, some other people who were doing good things, but there was no real collaboration among them. So I started talking and exploring those possibilities, and then I had a phone call and a visit from people from the Flinn Foundation. The Flinn Foundation is an Arizona foundation based in Phoenix that was evidently very interested in what I was talking about. The executive director and his associate director came down to meet with me, and they said they had heard about this vision I was talking about of everybody having access to information and what technology now would enable us to do. They asked me to write up a brief statement of what this vision could be, and I shared that with them.

The upshot was I called a meeting of the education directors and librarians of the teaching hospitals in the state and we met up in Phoenix. At this point the medical school in Tucson had appointed somebody to be associate dean for the medical school in Phoenix because it was important for the medical school to branch out in Phoenix. That Health Sciences Center has really developed a lot over the last ten years or so. That associate dean and I co-hosted this meeting in Phoenix. The idea we had put on the table, originally, was to see whether we could mount MEDLINE to make it accessible statewide at all the institutions because, again, we are talking about early 1992 at this point. In the course of the discussion one of the education people said “well, why are you looking just at this, why don’t we look at the larger context of education?”

What came out of the meeting was the assignment that the associate dean, Jackie [Jacqueline] Chadwick, and I would put together a proposal to the Flinn Foundation to start doing some planning for what was needed in Arizona. She and I did that. Right after that meeting we sat down and, I guess, in half an hour we drafted a letter. We asked for something like \$25,000 basically to hire somebody to work with us as a project director to put together a full-fledged proposal to study what was happening in the state, what the needs were, and we went to the Flinn Foundation with that request. Flinn funded it, we recruited somebody, Alice Haddix, who was a local person who had done planning for other departments in the university and in the hospital. She worked with us for several months to start to develop the plan for what ultimately became the Arizona Health Information Network, or AZHIN. We put in a full-blown proposal to the Flinn Foundation and we started the organization with 11 members. Flinn provided us with around three hundred and some thousand dollars to get us off the ground and we came up with a plan to show how, within a couple of years, the organization would be self-supporting. I am very pleased that by the time I retired, AZHIN had grown to about 30 or

so members and had become self-supporting within two years. AZHIN, I think, was successful because it very much fit in with the goals of the Health Sciences Center and the medical school's need to reach out to the state, reach out to small communities.

Here in Arizona there are a few decent-sized hospitals but you very quickly get down to 50-bed hospitals and 60-bed hospitals. Here a larger hospital was about 200 beds and was very different from what I was accustomed to in New York. I am really proud of how AZHIN worked and became self-supporting and that we got participation by a lot of the smaller institutions too. We got the Indian Health Service hospitals and eventually, when the Telemedicine Program was developed in the mid-1990s, we got all the telemedicine sites access to the AZHIN resources. We had some interesting comments. We had to do a lot of negotiating with vendors like OVID and others to get access to the online files and what they told us is that this was a very different model than they had seen in other places. There were quite a few places around the country where you had, say the medical school library, and other teaching hospitals or other smaller institutions could somehow gain access or buy access to the electronic information that the larger libraries mounted. But AZHIN worked differently. While it ended up being housed at the university's Health Sciences Library, which also provided a lot of the expertise (we did some of it under contract), the leadership, presidents, officers and the board and the decision making were shared equally. The medical school library was one of the members of AZHIN. It was not the one, the institution that was driving it. We did a lot of the work but it was a very different model according to the vendors.

M: You did mention that you had to convince them that going to a little tiny hospital was not going to be a threat?

A: Oh, well, vendors – the negotiating was really difficult at times to try and make it affordable because these were institutions that did not have libraries and often did not subscribe to any journals and we are talking about a place...

[End of Tape II, Side B]

Diane McKenzie: [Beginning of Tape III, Side A] An interview with Rachael Anderson. April 3, 2003. And you were just talking about your negotiations.

Rachael K. Anderson: On behalf of AZHIN, the Arizona Health Information Network. Sometimes the vendors, in order to add access by another institution, they just had a flat price and they wanted to charge for each additional institution, be it a teeny tiny hospital, the same that they would charge for an additional campus at a university, and it took a lot of work. I have to say that Jeanette McCray at the Arizona Health Sciences Library really did a tremendous amount of work and was very, very adept at working out deals on behalf of AZHIN.

M: So the university was part of this, so your access is also through AZHIN?

A: Yes, the Health Sciences Library's access to a lot of these databases was by virtue of being a part of AZHIN and the contract or the license was really with AZHIN rather than with the Health Sciences Library. Although as time went on, and all the various electronic resources for which we wanted to get access by the Health Sciences Center, Health Sciences Library community, we had access through other ways as well; we cooperated with the university library at the University of Arizona, or all three state universities negotiated a contract for certain online journals that was in addition to whatever we did with AZHIN. We focused most of our medical things with AZHIN, especially if clinical medicine people would be interested too. But we needed much broader access. So those resources that we had for the library came by virtue of many, many different and large collaborative contracts.

M: What was the relationship, or is the relationship between your AHEC program and AZHIN; are they....

A: The AHEC is a member.

M: Okay.

A: And became a member of AZHIN and, I can't remember her name, Pat, I can see her. I just saw her the other day. (laughs) It'll come to me. [Pat Auflick] had been responsible for AHEC and had worked for the Rural Health Office and she became very, very active in AZHIN and got access for the AHEC sites through AZHIN.

M: Okay.

A: Some other things that changed while I was the director at the Arizona Health Sciences Library; we really grew the education program. That was something that I said when I was negotiating to take the job, I had said to Jim Dalen, "That is something where we need to expand." As a matter of fact, in terms of my dowry, when I took the job I got one extra position. I said, "I need to hire somebody to be a coordinator for the education programs." And those expanded very extensively once we got somebody on board. I think we had a very active education program and he always enjoyed seeing the statistics from AAHSL. I would show how our institution, an average-size medical school library compared to the other AAHSL institutions, of how much we did and how many sessions and how many participants we had in our educational program, which was very, very high, especially for a library of our size. I think the library got more visibility within the institution because of what we were doing – more centrality. The AHSL was really held in high regard by the administration and around the state. We changed the automation system, the integrated library system. We went to Sirsi and we probably brought in wireless access in the library quite early. We were very much involved, from the start, with the statewide telemedicine program and I provided the space in the library to house the telemedicine program, which was a good way to get us involved, and so I became associate director of the Telemedicine Program for information services.

Before I left we had started using the telemedicine facilities to teach people how to use the AZHIN resources, because this is a large state and you have to travel quite long distances to do things in person. And AZHIN, for quite a few of its meetings, we would use the video services and have teleconferences for many of our board meetings, or else we would meet halfway between Phoenix and Tucson in Casa Grande, using a hospital conference room there or the public library's meeting room. People from Phoenix only had to travel an hour and we would only have to travel an hour to get to those meetings. The library got very involved with evidence-based medicine; working with the medical faculty who also were teaching evidence-based medicine, we were all co-teaching. When I got there, I found the staffing was really very heavily reliant on student FTEs. Because again, we had a 24/7 operation, and as far as I know, they still have a 24/7 operation. While it was valid to use students for certain parts of it, I thought that too many of our services were too dependent on using student help because they were cheaper – a cheaper way of getting staffing. So I shifted over time, through vacancies and in other ways, the staffing so that while we still had a fairly large complement of student FTEs, we were not as dependent for certain services on them.

As I mentioned earlier, I thought there were too many people in technical services, too many librarians in technical services, vis-à-vis the public services and reference. And so over time, I shifted people from the technical services lines into public services. Also, as at Columbia, I found there was no collection development policy. We got here and the person who was heading acquisitions was choosing books, the person heading serials was choosing serials, the reference people were choosing reference books, the media person was choosing media, and there was no coordination, no plan.

So a few months after I got here, I brought Dan Richards in for a weekend to consult and help the staff develop a collection development plan, plus he inaugurated my barbecue, which had just been installed, by cooking a Julia Child butterflied leg of lamb (laugh) on it. And Diane and I can see it by looking out the [kitchen] window. (Laughter) That's right. I then put somebody in charge of collections development to coordinate that.

While there was a library school here, the Health Sciences Library had been reluctant to take any student interns from the library school because they'd felt they didn't have space. We started collaborating with the library school, got library school interns, library school students to work and that ended up being very, very beneficial I think for both sides of that partnership. I also had a faculty appointment at the library school but I didn't teach any courses. I just occasionally did a brown bag luncheon or taught a session. Herb [Herbert] White always had me come in and do a session on medical libraries in his special libraries course. Getting interns to work in the Health Sciences Library was really a very good move.

Also, in the later years, we developed a consumer health information program, in collaboration with the Tucson-Pima Public Library system, and we got funding from NLM as part of their Consumer Health Information Program a few years ago to develop it. That was in line with something I'd been thinking about for a long time because as a state-supported library we were open to anybody. We couldn't keep anybody out, but yet

I didn't advertise our availability because we certainly did not get funding to be able to say, "Oh, everybody come on in here." We thought that the public library should be the front line for the general public for health information and we should be the backup providing that expertise. That's what we started to do with the funding we got from NLM, partnering with the Tucson-Pima Public Library, the Health Sciences Library staff doing some training sessions for the librarians in the public library to make them feel more comfortable with using the medical and health information databases and we could back them up when they went beyond their resources, counseling them on how they might be able to make best use of their limited funding to buy some reference sources in health information. I guess a year, a year and a half before I retired I established a position, a part-time position in the library due to very fortuitous circumstances, but I still think it's a good idea. In MLA and in the field we've been talking about the importance of research and of training medical librarians how to understand research and how to perform research and how to evaluate research. Well, Zoe Stavri had been on the faculty of the library school and we brought her on board as a part-time staff person at the Health Sciences Library as coordinator of research with responsibility to work with librarians, helping them design projects, teaching them some evaluation methods, doing some in-service education for the librarians. I thought that that would be a good idea.

In fact I was looking through some of my reports, annual reports that I had, and let's see here – I may have been thinking about what I did or what I achieved at Arizona and I looked at the last document I had to do; we all had to prepare our own self-evaluations, so I had to do a summary for the vice president for health sciences and I talked about progress on the College of Medicine's strategic plan. If I could just read this along, I said: "The Health Science Library's work in establishing and developing AZHIN is promoting the College of Medicine's plans and objectives of developing the telecommunications links among the state's medical facilities, and this has been furthered by collaboration with the telemedicine program and with all full-service telemedicine sites that are now AZHIN members."... Also "the AZHIN calendar of continuing education opportunities was developed under the leadership of Health Sciences Library staff. It furthers the College of Medicine's model program of lifelong learning. This calendar became available on the internet in 1997, and its content continues to expand as we're encouraging CE providers statewide to contribute information about their upcoming programming to the calendar."... "The Health Sciences Library's education program is teaching information access and management skills to increasing numbers of students and graduates in all the health sciences. These skills are vital to their capabilities as lifelong learners."... "The library has further expanded the range of computer-assisted and other interactive learning programs available to students 24 hours a day in its information technology center."... "While the Arizona Health Sciences Library already meets the plan's goal of being the most comprehensive source of healthcare information for the state's healthcare professionals, the additional permanent state budget funds and the new endowment enable us to maintain and even enhance this position despite the continuing rapid escalation of prices of current information resources." So I think that summarizes some of my thoughts about what I could do in Arizona to align our goals with what was important to the Health Sciences Center and especially to the College of Medicine, with its outreach and with its focus on education.

M: One thing □ and I know this has come out as you've been talking, but I'm always interested in comparing your experiences between these □ among these three very different institutions. It's just something that's not quite fair to say you're comparing something from the '70s to the '90s. I'm more interested in, and not necessarily if they have technology or don't, but how they run and you did mention how it was exciting to be in the state run –

A: Well it was different. I wanted that experience and then I appreciated what you could do in a private institution □ (laugh) – especially when you didn't have to deal with the legislature.

M: And talk a little bit about the different issues and also the – the reporting structure being different –

A: Yes.

M: And you can maybe...

A: Well each institution –

M: □ the union problems you had the other day.

A: Yes, the cultures in all three organizations are very, very different. One of the things I remember that struck me when I left Mount Sinai to go to Columbia, my volume of memo writing decreased significantly and especially the cc-ing on the memo. Because Mount Sinai is the kind of place where you really had to watch out for your rear at all times and you wanted to be sure to cover those bases at all times. So I found with a bit of experience – after some bitter experience – that I really needed to document everything, even after the fact, and be sure everybody got copied in on it.

M: □ this was pre-email wasn't it?

A: Oh, yes. This was way pre-email. When I went to Columbia in 1979, my volume of memo writing dropped. In a way it was more honorable. You said something, that was your word and that's what happened. Part of it may have been the people I was dealing with and part of it may have been – again there was a more academic feel to the institution. At Arizona, as I mentioned before, some of the main things we were able to plug into were these statewide commitments and the goals of outreach in various ways – being a state institution, being the only medical school in the state and other programs that were going on in the interests of the institution. Getting a chance to be involved and getting to know, for instance, some of the legislators I got to know personally, in a way that you couldn't, because it's Arizona with four million or so people rather than New York State with, (laugh) I don't know how many millions of people. I mean there were more people in the Columbia University community than (laugh) there were in half of Tucson. (Laugh) So it was very different.

The labor situation was different. Mount Sinai was very strongly unionized, a labor union institution, with Local 1199 of the Drug and Hospital Workers Union. The library support staff were in the union too. Keeping in mind that the school had grown out of the hospital and so the labor situation – the labor organization that existed for the hospital then – the medical school staffing became part of that. It was interesting for me because I found myself on the other side of the table. I grew up in a strongly pro-labor union family, and as a matter of fact, the sister of the founder of 1199, which was originally a pharmacists' union, and he was a pharmacist – his sister was a good friend of my mother. They had worked together years before I was born. Both had come over to this country from Europe and she had lived with us for a number of years during the war when housing – there was a housing shortage – was at a premium. I remember as a child hearing stories about her brother, Dave [Leon Davis], and all the problems he had in starting the union. He was imprisoned. And then I found myself on the other side of the table as an administrator at Mount Sinai where some people in the union had gotten very militant at that time. The person in our department who was the steward – she was the person who was responsible for the union members in the library department – got very, very militant and she and I had quite a few issues. She had a lot of problems with her department head in the library. It reached the stage where we had to go through progressive disciplinary action. We were very well schooled in that at Mount Sinai since it was such a strong union environment, of how you discipline somebody with a first warning notice and the second warning notice, and eventually go to a suspension and all these other stages before you reach the firing stage. And her behavior was such that –

M: This did not have to do with her union behavior; it had to do with not doing her job.

A: Not doing her job. But anybody who got a warning notice was entitled to call a union delegate and the union organizer to come in to defend them, and they frequently turned it into a confrontation. I remember when I was acting – shortly after I became acting director at the library and we were still in the old library, I forget what the issue was that the union organizers came with our delegate and one or two other people, and sat-in in my office, and started berating me, and calling me names, including, I still remember – I don't know if I can put this on tape or if you want to erase it – calling me a “racist bitch.” We got advice from our human resources people on how to deal with it. Eventually several years later, because of the way it was affecting work, it reached the stage following disciplinary action. All the while we were supported by our human resources department and, parenthetically, the guy who was the union organizer who had called me that epithet originally, had moved over to the other side and became our advisor in the human resources office, and worked with me when we (laugh) fired the delegate (laugh) and was on my side the whole time. It just shows what political grandstanding can do. We fired her eventually. We said we were going to do it because she was creating so many problems and we had a sit-in in my office.

M: Actually this is a second sit-in.

A: This is a second sit-in – a large group. They brought together delegates from different parts of the hospital.

M: How could you forget? (Laugh)

A: I told you that I think I was repressing it. (Laugh) But what then happened is that I was not about to take it, because they disrupted the work in the department, and with the encouragement of this former union organizer – Luther, that's how I remember his name, his first name was Luther. I can't remember his last name – he encouraged me to write up all these various other delegates who violated everything by sitting in the library and disrupting the work there. He and I and my administrative assistant went around to the various departments to see if we could identify these people. They were written up, and then the union appealed. I still remember it was a Friday afternoon when they had a hearing. I remember this whole bunch of delegates and Luther, my administrative assistant, and I think Jane [Port] was working with me at the time, and I were sitting there, and it was a very tense situation. They were all trying to act like big-time lawyers, and they'd say, "Whoa, what is your eyesight like Ms. Goldstein?", and "Can you see? Are you sure who it was that was in your office and sitting there at this time?" Eventually we worked it all out, and it was made very clear to them that they were not to behave in this way. I still remember it was a Friday afternoon, and when my daughter had had her – which birthday was it? It was her sixteenth birthday, and my mother had taken her and gotten her ears pierced. And from that point on, my daughter was always trying to get me to get my ears pierced so that I would be willing to stop and look at jewelry with her when she wanted to look at earrings. (Laugh) When I had finally made a date I said, "Okay, after work, I'm going to go get my ears pierced." One of the tensest afternoons that I ever had was at this hearing, about 30-some delegates all trying to play Clarence Darrow themselves, and I was just focused on getting my ears pierced. I was just getting so scared about the pain of getting my ears pierced. I was so focused and then I went and got my ears pierced and then one stabbing pain and it took all that tension away. (Laugh) I hadn't intended it that way, but it was a great, great release from all the tension of that union mess.

M: Your blood pressure had been so high. (Laugh)

A: No. The union really had acted up and then some time after that I had a second incident, the latest with the union. We had another staff member who, after awhile we found some money was missing and he was responsible for our photocopy operation. It turned out, some of the staff were borrowing money from the fund and then putting it back. But there was some financial hanky-panky. Again working with the human resources department in the institution, we let him go. The union worked with him to appeal, and that went to trial. It went to trial and was heard before – and Jane was involved with that too.

M: Jane Port.

A: Jane Port was involved. We met with the assistant district attorney to develop the case, and it went on for awhile. We got a judge. I still remember he was referred to – had been referred to in the New York papers – as “Turn’em Loose Bruce.” He was a charming guy, but that was incidental. Oh, back to the union delegate that we had fired too. The union appealed it when we fired her, and the case went to the American Management Association for arbitration. We spent several days there. I still remember she was a difficult person and one of the vice presidents from the union – we had a break in the session and, he put his arm – we were walking down the hall and he puts his arm around my shoulder and says, “Aw come on, why don’t you take pity on her and take her back?” And I said, “Listen, why don’t you hire her to work for the union?” (Laugh) They didn’t want her. They didn’t want her either, and that was resolved. We did not take her back and the case was closed right there.

M: So much energy.

A: So much energy went into that, and into union dealings. When I got to Columbia, I remember I was told that the support staff were in a union, but it was a house union. It was not 1199; it was just a local institutional union, and the staff there were just -- Oh! When they said they might appeal or they said they might file a grievance. I said, “Well let them file grievance.” The library supervisors were so frightened. I said, “That’s nothing.” (Laugh) I felt that after what I had been through at Mount Sinai, the grievance process was very good because it gives a chance for things to come out into the open instead of having them fester. Of course, here in Arizona, we don’t have unions.

M: Well how many health science libraries staffs are unionized? Do you know?

A: I really have no idea. And some of them might be unionized under some sort of institutional union rather than as part of one these larger unions. And the union, I don’t think the situation changed a lot back in the period that we’re talking about in the 1970s. They did a lot of good. I really supported them because wages had been really terrible and they got better. They really have improved a lot, and they got people living wages. It was long overdue. But it’s just that there was a group that had gotten in there that was very militant and was causing a lot of problems for awhile.

M: So that was really training in...

A: And that certainly was not anything that was taught in library school (laugh)

M: Now did that include how you managed as you went along?

A: Well I learned. I learned what could happen. And it’s good training in standard practices of progressive discipline. Having been through about as bad as it can get, I have found through the years, when I came home really tired, it was because of dealing with staffing issues – staffing problems. Those are the ones that kept me up at night. The hardest firing that I ever did was of a librarian at Mount Sinai. It was the first one I ever did – it

was somebody I had worked with for a number of years, then I became director – that was probably the most difficult. I learned a lot of lessons.

M: Are there other things you'd like to compare between these three institutions? Maybe the structure?

A: Well in terms of different reporting relationships – at Mount Sinai, I mentioned there was no general university and we reported within the medical school. It made it harder to get – the librarians there had faculty appointments, like assistant professor, associate professor, but because there was no other library, the standards that would be used to evaluate somebody were exactly the same as if you were in biochemistry or microbiology and of course they looked at research. So I think that put librarians at a real disadvantage. It was very, very difficult, if not impossible, to get real promotional opportunities on the faculty line there for librarians. I don't know whether that has changed since then. I have not talked to Lynn Morgan about that. At Columbia – I talked about the administrative reporting earlier. The librarians there had faculty appointments but it was Librarian 1, 2, 3, 4 and it was within the whole university library system, so the evaluation and the promotional recommendations were done by other librarians throughout the whole university. The standards and the criteria were much more appropriate and were geared to librarians. Here at Arizona there was a peer review committee of librarians and the criteria were appropriate to librarians. As I said, they were really different cultures at the three institutions but I also changed. I matured, I became more adept. I got older, and that makes a difference in terms of dealing with staff and of how other people in the institution deal with you in terms of your credibility. Over the years I learned the importance of dealing collegially with people in the institution and what the role of library director is in interfacing and establishing those connections throughout the institutional community and, in some cases such as in a state institution, in the community at large.

M: We've at least talked about this a little bit at lunch. You might want to elaborate on this a...

A: Well I think when you look at somebody in terms of the attributes that are important for a director...

[End of Tape III, Side A]

Diane McKenzie: [Beginning of Tape III, Side B] An interview with Rachael Anderson, April 3, 2003. And we were just talking about attributes. (Inaudible).

Rachael Anderson: Yes. While it's not the only job responsibility for a library director to interface with the outside world, too many of us librarians tend to talk to ourselves and form these islands or pockets within an institution. One of the major responsibilities of the director is to be a major face to the outside and to establish relationships and become not just known, but actually a peer, and act as a peer and be treated as a peer by department chairmen, by the deans, by the other administrators – in a state institution to

work with people in funding agencies, with legislators, and so on. You need to have somebody, when you're recruiting a director, who has the attributes and the capabilities of interacting in that way with that community, among others. You don't want a director who is just involved in coffee breaks and schmoozing with other people on the outside but that is an important qualification.

M: You have used that word "island" a couple of times –

A: Yes, and I used it during my career too. I'd sometimes talk about it in speaking, especially about what happens with IAIMS programs – that it does get the library out of being isolated within its institution. It's important for the staff, and I'm very pleased that in Arizona we did have several librarians who did teach as peers with quite a few other faculty, who did relate to people outside the institution, and appeared just like faculty do in other departments.

M: And you've mentioned some of your responsibilities outside of the library, but you may want to bring up some other academic involvement that you had while you were at any one of these three; committees or important other activities –

A: Well it's important to serve, and not just to be a titular member of a committee, but to become actively involved in the institution and the academic life of an institution. I was really pleased when I was appointed to a search committee for dean of the medical school here at the University of Arizona, a few years ago. I feel that I learned a lot through it. I've learned how medical faculty evaluate people, what is a high regard – they wouldn't even consider anybody who didn't have a continuous history of ROIs, in terms of research background. That helped me advise the search committee for my successor how to evaluate CVs they got from candidates, that they needed to use different criteria and what were important.

Probably the hardest academic service that I was ever called on that I can think of now, was when Columbia's provost, Jonathan Cole, who I had mentioned earlier in another context, appointed me to a committee to evaluate the School of Library Service at Columbia University. It was a five-member faculty committee chaired by the dean of the Graduate School and I was the only librarian on that committee. That was a very, very difficult position to be in, but it was a very important role. We made some recommendations. Ultimately, a couple of years later, the library school was closed. We did not recommend that it be closed. What we really recommended was that it be strengthened in light of what we saw happening to information and information science and information technology, after all this was about 1989-1990. We recommended that they should pour more resources into the school. That was a difficult position to be in. It was fascinating for me. There were some very sharp people on that committee: the former chair of the Computer Sciences Department, the chair of the Philosophy Department, Paul Clayton, who was the head of medical informatics, and the dean of the Graduate School, were the committee members that the Provost appointed. I remember getting a call from the editor of – was it *American Libraries*? It was either *Library Journal* or *American Libraries*, asking me what the report said. Was the school going to

be closed? I did not want to get in the middle of that; I didn't want to get quoted in one of those journals and so I just referred him to the chair of the committee (laugh). Maybe that was a chicken's way out, but I think it was the diplomatic thing to do. But that was probably the most difficult academic assignment that I ever had. I was proud and I felt honored the provost felt that I could do it, and they needed a librarian on that committee.

M: Before we move on to professional organizations and activities, do you have any other things that you want to add that have to do with your career in libraries, your academic career?

A: No, I can't think of anything right now. If it comes up in another context, I guess we can always go back to it (laugh)

M: We can always go back. Okay, I know you've been involved in several organizations, but let's talk about MLA first, and we'll do sort of an early years.

A: Okay.

M: And when you joined MLA, how you came to join, because – and your early meetings, and how you became involved in MLA, beyond just joining it.

A: I think I first joined in 1965 or thereabouts, because I first started to work in a medical library, as I mentioned earlier, part-time in 1964, so I probably joined MLA just about in 1965.

M: Now was that because Claire [Hirschfeld] encouraged you to or □ ?

A: Well, it was just sort of something to do and I was going to go to my first meeting, the Philadelphia meeting.

M: Okay.

A: I think that was 1965. I talked about it a little in my presidential address. A couple of years ago, I was president at the centennial meeting which was in Philadelphia and I made some comparisons with the first meeting I had attended, which was in Philadelphia too. One reason I could go then was that my ex-husband's parents lived in the Philadelphia area, so I brought my daughter along. She was – how old was she then? – she was not quite three years old; she was about two and a half, almost three years old. I brought her and she stayed at her grandmother's house in the Philadelphia suburbs. I was only there for a few days, and I did spend quite a bit of time commuting back and forth to the suburbs from the Bellevue-Stratford which was where the meeting was held. It got a bad reputation from Legionnaire's Disease in the –

M: (Inaudible)

A: No, no, no, no, no that was years later that. It was quite a few years later that the problem with Legionnaire's Disease came up. Some of the things I remember. I remember being impressed by Estelle Brodman's speech. I don't remember what she said, but I remember finding her very impressive. I also took the CE class that Irwin Pizer gave on punch cards, which I felt was real "gee whiz" technology, and I think I talked about that in my presidential address also comparing what was going on in CE then and CE now. Also, nothing was done to welcome me, to orient me. I really could have benefited from somebody taking me by the hand. I knew just about nobody there. There was no mentoring, no nothing, and I just sort of floated around on my own, and I mainly went to take the continuing education class.

The next MLA meeting I went to was in Boston. I think that was the following year. Erich Meyerhoff sort of took me under his wing a little bit. I remember there was a group that went to dinner at the Union Oyster House, and that was the first time that I met some people through Erich, met a couple of people. I think Alderson Fry may have been at that dinner too. I remember there was a lot of stuff going on, but I didn't know what they were talking about. Anyway, that was my first real attendance at a meeting – I didn't fully participate in a meeting till later, because at the Boston meeting I only went for a day or two.

M: (Inaudible)

A: ☐ and I had some more focused – no it was – it was in Denver.

M: Oh, okay.

A: That I really went and traveled to the meeting and what year was that? I don't know, it was a few years later. Then I skipped a few, because I was very junior. I didn't go to Miami. I didn't go to the international meeting. I didn't go to San Diego. That may have been a little bit later. But the Denver meeting I remember was the first one where I really participated. I knew a few more people and went to more of the sessions, and I didn't have childcare worries while I was there too. How I got involved in the organization was first through the chapter, the New York-New Jersey Chapter. That was shortly after Al Brandon came to Mount Sinai. Again, I hadn't done anything for the chapter or been involved much in any way. I may have gone to an occasional meeting before then. But he recommended me to be the program chair. They'd had a string of rather moribund programs and so I became program chair for a meeting.

M: And you'd been to these meetings before?

A: Having gone to so many chapter meetings now, I can appreciate that it's very different in New York-New Jersey because people are commuting locally. It's not as if they're traveling and going for several days. This was a dinner meeting that people were coming in for. I remember it was a big success. I found this Greek restaurant which was right near the old Port Authority bus terminal. It doesn't exist anymore because they totally renovated and expanded the bus terminal. They made a buffet dinner, and it was very

inexpensive with a lot of food and we got Kurt Deuschle who was chair of the Community Medicine Department at Mount Sinai, whom Al had known from Kentucky – when they started the medical school at University of Kentucky, he had known him from there. We got Kurt Deuschle to talk about an interesting topic related to community medicine or public health, but I think the main part was, there was a good dinner, and it was near the Port Authority bus terminal and near—

M: (Inaudible)

A: It's central in town so a lot of people could get there, and it was inexpensive. We had really good attendance, and that was my first big thing in MLA. (Laugh) Then I started going to some of the meetings, but I think where I really got involved and got some visibility was when I published that article.

M: So that really was your, your debut with –

A: Well that issue and that's why a lot of people then associated me with the issue of women in administration and publishing that article and speaking at that meeting in 1976. By then I could start accepting invitations because my daughter was somewhat older, and I could get more involved and begin to do some traveling which I really had a very hard time doing before.

M: And you remember when you came to the floor by giving a talk and doing the search. Were you – do you remember early committees or committees that you were involved in?

A: Well, I'm trying – I think one of my early committees was the Recruitment Committee. As a committee member you were responsible for a certain region. So if somebody from the New York-New Jersey or Mid-Atlantic or whatever region expressed an interest in medical librarianship, MLA Headquarters would let me know and I sent them a card, or referred them to a medical librarian in the town where they lived and suggested that they go talk to that person. I don't think it was very effective, but (laugh) that was the procedure at the time.

M: This is a very different entry into the Medical Library Association world from most people.

A: Yes, I'm trying to remember. If I look at my CV, I might see what year it was that I —

M: Although that sounds like it definitely was not the way that you entered the world of the MLA.

A: I was on the Recruitment Committee 1972 to 1976. I remember in my next to last year on the committee there was a Cleveland meeting. Charles Bandy was the chair of the committee and I came as a committee member. Sam Hitt was MLA's president and I didn't know him well at all. I just sort of knew who he was. It's ironic because we've

become such good friends in more recent decades. Sam approached me because Charles Bandy didn't show up for the meeting and suddenly Sam said I had to chair the meeting. I had no agenda, nothing had happened with the committee. I still remember going up to my room in that hotel in Cleveland where the rooms were like monk cells. I still remember a single room with a single bed and about two feet (laugh) between the end of the bed and the wall, leaving you just enough space to go to the bathroom. I remember sitting there and just conjuring up an agenda.

M: Which committee was this?

A: It was the Recruitment Committee. (Laugh) And I'm just pulling an agenda up, out of thin air. Believe me, I don't know what was on that agenda because nothing had happened with the committee before. The chairman didn't show up. The following year I became chair of the Recruitment Committee.

M: I want to mention that we're going to be having another – we're going to have a joint interview with Alison Bunting on Friday, and we're going to be talking about the 1982 to 1986 MLA Board which Alison and Rachael were on together. Also we're going to talk about the AAHSL Board, the 1979 [MLA] Nominating Committee, the Challenge to Action task force, the NLM group on education for health sciences librarians, the 1998 digital library review board, and maybe some other things if we think of them. So we're going to skip that material now even though we would normally talk about that, and cover that as a joint interview.

A: Although I might want to talk about – you had asked me if there were any differences between... because I ran as a candidate for the board. I guess I came up to prominence, if it's all my splash (laugh), rather quickly and I was a candidate for the board in 1980 when I lost. Then two years later in 1982, as candidates, we were invited to the midwinter board meeting.

M: Oh really. Is that still true?

A: Yes, the timing is different now. There's a meeting that follows the election so the people who are newly elected and not yet on the Board are invited to attend now. But then there was a midwinter meeting sometime in December, which was before the election. You were invited to attend. Well in 1980, I remember we had to sit separately, away from the table, and not speak, not participate at all. Although I did get to participate a little bit there because I was the chair of the Status and Economic Interests Committee, and we were bringing a recommendation for the first salary survey under my chairmanship. We developed the plan for the first salary survey. I was bringing that to the board with a motion that MLA (inaudible)

M: Okay, but not in you – not within –

A: No, no, no. Since I was there, I spoke to that motion, but as a candidate for the board, you were there merely as an observer, and it was made very, very clear, you were there

only as an observer and you sat away and you were there to observe. I still remember that meeting was in the Marriott on North Michigan Avenue, and after that meeting I was staying overnight and the hotel was kind of empty. Eloise Foster and I went out to dinner, in the hotel, and she had left her coat in my room. She had a fur coat. I think it was a sheared raccoon if I'm not mistaken, and when we got back to my room, her coat was gone and so was my suitcase. It seemed evident that somebody had put her coat in my suitcase (laugh) and had been watching us and had stolen that. I had to go home on the airplane the next day with several large plastic bags. She was out a fur coat and I was out a suitcase, and there wasn't enough time for me to buy a new suitcase to pack up my stuff. So I got on the airplane with several large plastic bags. That was memorable! But when I was a candidate two years later, in 1982, it had changed completely. That was when strategic planning had started, and candidates were invited to participate as well. Since Bob Braude was one of the presidential candidates then too, along with Phyllis Mirsky, there would have been no way to keep him silent. (Laugh)

M: That was just the plan (laugh).

A: We were invited to participate fully knowing that the strategic planning and small groups we were doing were what Nancy Lorenzi had started. Along the same lines, when I was president in 1997-1998, at the meetings there, the headquarters staff sat separately and I invited them to come to the table.

M: Having been separate, you'd think –

A: I invited them to come to the table and tried to encourage them to participate □ what they could contribute at the time.

M: It's interesting that separation – I'm on the Section Council and the way that works is that when you are the incoming Section Council person, you have to sit behind (laugh) the regular Section Council person. And it's quite structured although the person that I'm succeeding said, "Well I have to leave so you sit in front, and I'm going to sit in the back." But I – when you talked about this division, it seems to be a holdover that has gone –

A: Maybe they feel there are too many people there and they want to keep the discussion within balance, not have twice as many people contributing to it.

M: I was going to jump to your presidency, do we cover some other –

A: Yes, we can talk about that. During the 1997–1998 year, you would ask me, "What were the issues that you were dealing with at that time?" Some of the ones that occur to me was when the recommendation came for a single slate for president.

M: Oh yes.

A: Fred Roper had chaired that governance task force and that was among the recommendations that were put forward. That was the period of MLANET development. I was a little frustrated; I was trying to move it faster and it just seemed to have a – a pace, a slower pace of its own. I was trying to get some things up sooner. Why did we have to wait until the committee assignments were ready to print in the directory, why couldn't things just go up? I mean it was – I think it's taken some re-education on the part of staff to realize what the capabilities of – it's not just transferring from print to electronic, but these capabilities of what can go on. That was a period when headquarters' lease was expiring, and they moved into the new quarters in 1998. Again per that governance task force, the Status and Economic Interests Committee was dissolved, and I had to call the chair of that committee. I had spent so many years on that and I had been the person who brought the recommendation for the salary survey, but by this point, the reason it was dissolved is that their work was just focused completely on the salary survey and that was really work that headquarters or others –

M: (Inaudible)

A: □ could do. Yes, and there was no need to have a committee to do that. Some other issues and things that came up that year were about free PubMed and internet Grateful Med, and the demise of ELHILL, and there was dissatisfaction among some members of the medical library community that they were no longer going to be able to use ELHILL. We had a meeting; we worked with NLM, and held a meeting that NLM called with several – it must have been at least a dozen, maybe fifteen librarians, primarily those who were expert searchers from different parts of the medical library world, in terms of being sure that NLM knew what was needed; to be sure that the search engine met searchers' needs as well as the general public's needs. There were some serious delays in the completion of the MLA history monograph. (Laugh) We had hoped that it would be distributed at the centennial meeting in Philadelphia – that was supposed to be one of the things that happened at the centennial – but it wasn't; it kept being further delayed. There were also delays in publishing some other books due to problems with executing MLA's co-publishing contract. And I think Alison – did she talk about it because –

M: Somewhat.

A: I found out about that – we had the chapter meeting – the Southern California/Arizona and Northern California/Nevada joint chapter meeting was here in Tucson that February. I had invited a whole bunch of people to come over here, and somehow talking to Beryl [Glitz] and Alison I found out that things were not getting published the way I had thought they were, and the contract had not been completed the way I thought it had been.

M: It was a problem with the new contract?

A: Yes.

M: □ were not understanding.

A: Yes, so that got delayed. Then there was, of course, some controversy about our endorsement of free MEDLINE. There were some people who were a little concerned about that, and –

M: Why was that?

A: I can't really remember. We came out and supported it, but I think that dealt with the question about to what extent you need an intermediary to search and some people who were not proponents of that. Then there was some controversy about choosing the San Diego venue for a meeting coming up – whether the hotel was an appropriate one and whether or not it would be adequate because we couldn't get into downtown San Diego or the convention center because we weren't a large enough meeting, and San Diego is a very popular place. There was some back and forth on that until it was finally settled. Those are the things I remember.

M: Some of those are very close. (Laugh) But not quite history yet are they?

A: No. (Laugh) but somehow they slipped through between the brain cells. I don't know how it happened.

M: (Laugh) I'm a little unclear if we should talk about the differences in the board or if we should wait and do that –

A: Well maybe we can do that later. You also asked what were some of the other achievements of my MLA presidency and what the highlights were of that year. I think the centennial, because I really saw that as an opportunity to call attention to the role of the medical librarian, and I think that was when we first hired that firm, PCI. We started getting media training and developed messages and connections with some media people to recognize we could do some things they could help us with; that we could use the centennial to get some publicity, but that its main benefit would be long-term. I think that's beginning to pay off. We had as our PR theme for the year, "Librarians – Your Health Information Connection." That was something that I was really concerned about, and I talked about for some years before that, at a time when information and information technology was of growing importance, and people were interested to get health information too. People didn't make the connection between librarians and information. Librarians were libraries. It's not information. So I thought that was an important connection to try and make with publicity. The Centennial Coordinating Committee was headed by June Fulton, and I don't know if you've interviewed – have you done an oral history of June Fulton?

M: I don't believe so.

A: Well she's somebody I would recommend that you do, because she can really talk about some of that planning and of the things around the MLA centennial.

M: She's retired?

A: I think so. Maybe, I'm not sure. I haven't seen her in awhile, but then again I haven't been around in awhile. And of course the fun of the centennial, getting to dance and prance around with the Mummars – and those centennial moments. Some of them were really very good. If you remember those little video clips of the centennial moments, PCI pulled together this press kit for us because we tried to get press coverage. Some other contribution I think I made that maybe would have a permanent effect is in terms of what the venue rotation for MLA's annual meetings can be.

M: Ah.

A: It used to be, east, central, west, central, east, central, west, central, and when you're trying to find places to have meetings, somehow in the central part of the country there are fewer venues that attract a lot of people and that MLA can get into, like New Orleans which is very attractive but it's very hard for us to get in there. We get the best attendance when we are on the coasts by and large, except for Chicago. We can't meet in Chicago every year. I remember asking Carla [Funk], when I was elected president or right at that point, I said, "How come there hasn't been a meeting in the west for a long time?" It seemed to have been a big gap that there was no meeting in the west. And she said, "Well we had the meeting in San Antonio." Which was what? 1995? – I don't remember what it was. It was sometime in the mid-'90s. I said, "West?" She said, "Yes, that's southwest." Now living in the west, I could say that (laugh) it's not. That's in the same time zone as Chicago is. They were considering Texas as west. I said, "At least give it to two western time zones but not also the central time zone in that rotation. Why don't you consider Texas as part of the central rotation." That gives a few other attractive venues for meetings and also since we don't get as good attendance, by and large, at some of those mid-country venues, why not just make it east, central, west, east, central, west instead of making central the one where you have twice as many meetings as in either the east or the west.

[End of Tape III, Side B]

Diane McKenzie: [Beginning of Tape IV, Side A] An interview with Rachael Anderson, April 3, 2003. And we were talking about what was happening when you were on the board and one thing you mentioned – I'm sorry, when you were president, and one thing you mentioned was the meeting venues □

Rachael K. Anderson: Yes, I think we've gone through that...

M: Several (inaudible). It would seem to (inaudible).

A: Something else that I initiated is that we formed what we called, for want of a better word, SWAT teams, and I don't think they still exist. We used them for just a few years – because we wanted to try to have a format to develop initiatives quickly. Sometimes

within the confines of the board, it just took too long from when somebody came up with an idea until it got off the ground. These offline little task forces would work on these ideas and then bring them back to the board. We did that for awhile. When I was president, I got a little frustrated that the minutes of board meetings were really quite sketchy and limited. I remember after we had some rather vigorous discussions on a topic, I then wanted to review what was said. When you're participating actively, you can't take extensive notes and still participate or chair a meeting and also make notes of everything that's being said. And I found it was lost. The minutes were really just of the action that was taken and the vote, but gave no indication of the discussion even though somebody at the meeting was taking notes, typing notes.

M: (Inaudible).

A: Yes. I found that was a little frustrating. I don't know if that's been changed.

M: What do you recommend; that they tape record them or □

A: Well, not necessarily tape record but that minutes be more extensive. For some reason they didn't. I don't know why.

M: At least to reflect some of the major –

A: Major discussion and –

M: □ more than one viewpoint.

A: Yes, and that was not captured during that period and I found that a little bit frustrating at times.

M: The minutes are not published are they? There's a proceeding thing just gives you a little outline.

A: Well the main things that were accomplished, the main decisions that were made. As a board member, you get a copy and it's pretty much what was passed and what the vote was.

M: Okay. Well I did ask you under this – about the structure of MLA, and if you wanted to talk about that. It's moved on or is that something that's –

A: We've moved on from there.

M: Okay. And then we'll go back to other committees that you've been on and I'm not overlapping with Alison.

A: I had mentioned the Status and Economic Interests Committee. I think that was important, especially in terms of the salary survey initiative that went to the board in

1980. I think that's been beneficial. Another committee I felt was important was chairing the National Program Committee for the New York meeting in 1985. I thought we had a good program, although as I mentioned to you offline, New York's a very expensive venue and I doubt whether other meetings, future meetings, would be held in New York because it was expensive. When we were planning some of the social events, we said, "Nothing that you have to have buses to take people to." There was no way that you could have a line of 20 buses on 54th Street outside the New York Hilton. That's why we had the welcome party and everything else in convenient locations, so people could get to them easily without having to hire buses to take them.

M: Is being chair of the NPC very time consuming (inaudible)?

A: It was time consuming. It's very interesting though, and you accomplish and you can learn a lot from it too. But it is time consuming. I think things have changed over the years too, because as headquarters and other paid staff have taken on some of the work it's not what it was. Even in 1985, it wasn't the same as it was in 1971. Helen Kovacs had been the chair of the Program Committee for the 1971 meeting in New York and I remember seeing her years later. Earlier I mentioned the anesthesia collection that she had built up. She came to that reception, when we established the Hyman special collection at Columbia, and when I told her I was chair of the National Program Committee, she said, "Oh that's terrible." (Laugh) "I feel sorry." But it wasn't as bad for me because back then they had to do a lot of the logistical arrangements and negotiating with hotels and planning. That had subsequently been taken over by paid staff, which made it a lot easier, as we had a very good committee. Lynn Morgan coordinated the local arrangements, and Ursula Poland was co-chair and handled the submitted papers and jurying the papers, and Kent Mayfield was then at headquarters and was responsible for coordination with headquarters.

Other important task forces were the Challenge to Action Task Force that we'll talk about with Alison, the Task Force on Knowledge and Skills □ the Platform for Change task force that Fred Roper chaired. That was really a very, very good group to work with. We called ourselves the "Young Turks" because we wanted to do things differently. Actually – we weren't young. Most of us were among the senior members of MLA at this point, but we wanted to make some radical changes that perhaps the younger people were not interested in making. Fred Roper, because he had a lot of very independent-minded people on that task force, said dealing with us was always like herding kittens, but I think we did a lot. Then there was the Implementation Task Force, the Platform for Change Implementation Task Force that Mary Horres chaired. As a matter of fact, we ended up meeting here in this house rather than in Chicago because Mary figured out – given the makeup of the task force – it would be cheaper to have it here than in Chicago, and it was middle of the winter when people much preferred coming here. It would be cheaper because she was coming from San Diego, I was here, and Jacque Doyle was in Phoenix. We wanted to try and make changes that involved changing the ways some of the MLA committees related to education and credentialing. It worked. It brought up an issue, if you talk about the structure of MLA and I thought about it also when we were talking about my early work on that Recruitment Committee,

there were some committees that involved a lot of very junior people, new people who were just breaking into the association. They're not going to make waves, and say, "Why are we doing it this way?" And you need that. So we had hoped to find a way to get some more experienced people onto some of these committees who'd be willing to say, "Hey, these really need to be changed." We shouldn't just keep on doing things because this is the way it's always been done. Over the years some of the committees had gotten very process-focused and lost sight of what they really were supposed to do. They're just doing procedures or process and a new person comes on who is junior, they're instructed and oriented in the way you do things, and this is the way it's always been done. Some committees – and I think that's what Fred's governance task force tried to look at – were doing work that really could and should be done by headquarters staff rather than by a committee of members.

M: Are there any other committees? I sort of just left it up to you to decide which ones to talk about.

A: The reason I mentioned some of these is because, some of them got to the heart of issues about the profession and the librarian and those were what I've been most concerned with through the years. That's why I focused on the Status and Economic Interests and the Challenge to Action and Platform for Change groups. I think those are critical.

M: One thing that came out when I was speaking with Alison was how many friendships beyond simply colleagues; I'm talking about friendships, the kind of things where you visit someone, specifically that person, not because you're on a committee. How many friendships have come out of MLA? I particularly noticed that when I came here, because of course you and Alison are good friends and I know that Sam comes down here, I think (inaudible) just to be in Arizona.

A: Oh no, he didn't come here before I moved. Many friendships happened for me. I don't know how unique this is among professions, but a lot of my good friends are people I've met through professional work. Most of us never worked together, at least with me. I became part of the UCLA Biomedical Library community, although I never worked there. Some people did work together, but through our work on many task forces together – and then we roomed together. I made a lot of my best friends that way. For instance, Bob and Sharon Braude were at my daughter's wedding last year, because when they were living in New York and she was in New York, they got to know her, and I would sometimes stay at their house when I visited. Sam came here.

Over New Year's, Bob and Sharon were staying in one of the guest rooms and Phyllis and Edward Mirsky were staying in the other. As you mentioned, Sam comes down to visit; Joan Zenan and I have become good friends. We met originally when she was assigned to me as a mid-career management intern under the NLM program in the early 1980s. She spent the year with us at Columbia; I was her mentor and we've become friends. Even Pat Battin and I are friends. She was my boss. We had dinner together in London a couple of years ago. Howard [Goldwyn, Rachael's husband] and I had dinner

with her when we were there for the International Congress on Medical Librarianship, and...

M: I don't know that this is true but is it that most of the people that you have friendships with were also directors of libraries?

A: Yes.

M: Pretty much?

A: Because I think that's how we interacted. Phyllis isn't a director, she's in a different circumstance.

M: But it's very –

A: Because that's how we interacted. We were on committees together, and in the AAHSL, and –

M: I think when you were a director; it's hard to have friendships with the people you are directing.

A: It is harder. Yes, but until he died, I was friendly with Dan Richards. He then went on to become one. He left Columbia, went to NLM and then became a director at Dartmouth. But he and I had maintained a friendship, even when he wasn't a director.

M: Initiation of your grill?

A: (Laugh) (Inaudible)

M: Well I just – that was something –

A: Jane Port and I have been friends. She came to my daughter's wedding also, even though she was my associate director and then she became director of Mount Sinai, but it's a personal friendship. I was down in Atlanta during September 11th, 2001. I had gone down – Ken [Kenneth] Walker had invited me down. He headed the search committee at Emory, and he wanted me to come and talk to some people there. And so it was that Monday and Tuesday, September 10 and 11, 2001, I was supposed to meet with the people at Emory. Howard came with me and we spent the weekend with Jane and her family, where they live in Atlanta now. Howard had not had a chance to meet her before and I hadn't seen her in awhile, since she and her husband had come through here. We then moved to the hotel and then September 11th happened. They invited us to come back to their house, and we spent the next several days – until we were able to get back here the following Friday – with Jane and her family. So, yes, there are a lot of friendships.

M: It's something that I just really have been noticing while I've been doing interviews. It's not everyone, but boy it, it –it's –

A: There is a whole community that we formed. Some of my best friends are friends I've made through library work.

M: In spite of husbands sometimes wondering. (Laugh)

A: And the husbands have gotten to know each other. Wade [Bunting] and Howard get along very well (laugh) and they share the same (laugh) lack of inclination to listen to lengthy discussions about library folk. (Laugh)

M: Okay, I think that we've covered most of these committees. Am I correct? Do you have others that you wanted to talk about?

A: No, that's about what I can remember now.

M: Now you did talk about a number of the meetings. Are there any other meetings that have memorable occasions or events?

A: Well let's see. Some of the things that I found memorable – the centennial meeting of course, I thought was very, very special, even apart from my own role in it; my 1976 presentation at the Minneapolis meeting. I think that led to the formation of an ad hoc group about women's issues, and to my being invited to do continuing education on related topics. I was really amazed at the support and the commendation it evoked from other women and the letters I got afterwards. I'd forgotten about them until I started flipping through files in preparation for this interview. I found these notes that I had saved, from various people and requests for copies from some people who hadn't been at the meeting but who had heard about this presentation. "Can you send me a copy of it? I'd like to hear about it." It was very gratifying, very exciting and it was interesting. That was the second meeting I brought my daughter to. She had family on her father's side in Minneapolis and even though she was older at this point, she stayed with them and they took care of her so I could go by myself to the meeting. I remember Gil Clausman leading the dancing in New Orleans in 1970. And I remember there was a meeting with a lot of heavy discussion about a Vietnam resolution. Was that also in New Orleans? Yes, I didn't know all the players then and I was not –

M: That was Gerry's [Oppenheimer] resolution.

A: It may have been. And all the parliamentary hullabaloo trying to defeat it. Was that 1970 in New Orleans also?

M: I'm not sure. I'm not sure but I know that he refers to that, I think in his Janet Doe Lecture. He does talk a lot about the role of MLA.

A: That was something I remember. I wasn't sure who the players were and what was going on, but it made an impression on me, the fact that this discussion was going – was taking place there, and I guess I was surprised by the degree of negativity there was towards having that kind of resolution.

M: Well it's a big question of what (inaudible).

A: About whether the association should take a stand on a general issue like that.

M: On an issue that is not specifically –

A: □ specifically related to libraries.

M: And I actually don't know where the association stands on that today.

A: I don't think we have...

M: I think we don't –

A: I think we've tended not to do that. I would not expect to see a resolution regarding the current war.

M: No, I would not either.

A: No.

M: Although Relevant Issues is an area where perhaps that group...

A: I think that kind of spun off from the (inaudible) Segregate it. Let's find a place for it within the association so we don't have to bring it up on the front agenda.

M: I should know that date, because Gerry □ Gerry Oppenheimer spoke about it at length in his interview. And for him, it was very, very important because of his background; having been in Germany and through Kristallnacht and everything, and he felt that that is what promotes evil basically. It's when regular people don't take it seriously.

A: I agree with him wholeheartedly. (Inaudible) (Laugh) Gerry and I see eye to eye on a lot of those issues. Some other more memorable meetings – when I gave my Doe Lecture at the Boston meeting in 1989, and Gerry introduced me.

M: Oh really?

A: Because he was the Doe lecturer the preceding year, he introduced me and he was my escort to lunch which was a few blocks away over at the Ritz-Carlton hotel. They always take the Doe lecturers to lunch. I still remember that was the last time I saw David Bishop, in that lobby; he was going to that luncheon too. He died the following fall.

M: Very – very early.

A: Yes, he died that fall of 1989, and he was such a handsome man. You could see the effect of the medication and the illness on him. I remember Gerry invited him to walk with us, because Gerry and I were walking up those few blocks over to the Ritz-Carlton, but David wasn't up to it. He was going to take a taxi cab. And he died that fall, I think it was October or November of 1989. It was interesting – he was the first director of the library at Arizona. I don't think Gary Freiburger, who is my successor here, has known all the previous directors of the Arizona medical school library, but I did. It was David Bishop, Jim [James W.] Barry – Jim Barry was still alive when I came here. He had been librarian at Rutgers during some of my early years at Mount Sinai, and then he worked at NLM also. He was still alive when I came here and he sent me a really lovely, lovely note – and Tom [Thomas D.] Higdon, who had been originally with David Bishop when he started the library and then he went off and came back as director. And then me.

M: So three men before you.

A: And then one man following.

M: Then one man following you. (Laugh)

A: And so, as I said, I've known all my predecessors here. Because this was one of the young medical schools, like Mount Sinai, that was formed during the same period in 1967 when they were starting all those. There was going to be a shortage of physicians, and they started all those medical schools, and so Arizona started its medical school and that was when Mount Sinai opened its medical school.

M: How about New Mexico? Was that also started then?

A: I don't know. New Mexico may have been an older one. I'm not sure. I really don't know the history of the New Mexico medical school. What's interesting about the Arizona medical school is they take only residents of –

M: Only?

A: □ of Arizona, or from one of the WICHE [Western Interstate Commission for Higher Education] states. One of these western states that doesn't have a medical school of its own. So a lot of applicants are immediately rejected because they are not Arizonans.

M: They don't know that? They don't know that only –

A: They should if they read what it says, and that's how they got funding to start the medical school. Because they thought there'll be a shortage.

M: □ maybe in New York, but –

A: No, no. In terms of residence. There may be another medical school that has a residency limitation.

M: I mean people can move here.

A: But they have to live here for □ I don't know how long it takes to establish residency.

Planning the New York meeting was very memorable. That meeting was certainly memorable. I remember the midwinter board meeting before that, and we were talking about the planning for the meeting – I don't know whether we'd all had some wine – then fund-raising, and we said, "Okay maybe we should do a Trivial Pursuit game," as a fund raiser, and people could pay. And Lucretia [McClure] was the one who came up with ideas. She came up with the questions that people would pay NOT to have asked. (laugh) in terms of MLA Trivial Pursuit, the embarrassing things.

M: That would be a good way to raise money. (Laugh)

A: □ to raise money. Okay – one dollar to answer this, if you get it right, or five dollars not to have it asked in the first place. (Laugh) I was really pleased and honored that I was the one who got to write the letter that went into the time capsule at the centennial and I've got a copy of it here. What I did in that letter – I'm writing to you on the eve of MLA's centennial – I said, "Dear Colleagues, While preparing for this event, many of us have been combing MLA's archives and other records and have far too little to document the association's first meeting in Philadelphia in 1898, so on the assumption that you will be preparing for a similar occasion 100 years hence, I hope this letter provides some background information that will supplement the association's archives deposited at the National Library of Medicine and the other items in the time capsule we'll be sealing at this meeting, again in Philadelphia." I said, "Looking back at the first hundred years, it's evident that several issues with which we were grappling in the 1890s seem to have reappeared multiple times and in various guises throughout MLA's history to date. I sincerely hope that by 2098 they will have disappeared from your agendas, but I will nevertheless share with you some of our current thinking about a few of them." And the ones I mentioned were – rapidly developing and changing information technologies, and I talked about that a bit; the Exchange, I mean that was one of the major reasons for the establishment of MLA in the first place and we are still talking about what to do with the Exchange; maintaining adequate membership and financial bases... improving librarians' status and image...and the association's name. (Laugh) "As we in 1998 imagine the future of the profession, projections, and predictions abound and several of ours are implicit in current discussions of planning. When you compare them with your realities, I assume they will provoke a few hearty laughs, but perhaps also a round of applause for our vision. Our primary hope is that in 2098, the health sciences library profession is flourishing and that a critical mass gathers to celebrate MLA's bicentennial with the opening of the time capsule we bequeath to you."

M: Now is that something we could put in your oral history as an appendix, or is it to be quiet?

A: I don't think it's supposed to be – I don't think it's supposed to be quiet, it—if you want put it in – it's in the time capsule.

M: We know. We usually add your CV.

A: Okay.

M: □ but I think we can add other things as well. We can add whatever we want of course. Articles. Yes, the CV is something we've just begun adding, and I think it's a very good thing to have.

A: Okay.

M: Terrific. And so as meetings go...

A: Those were some of the ones as I started to say – there were other things too, memorable dinners, and meals and – and dancing at certain times.

M: Are you a dancer?

A: Oh yes. You can talk to Bob [Braude] about that.

M: Oh yes, he talked about that.

A: When I became president and Bob wrote the profile for me for the BMLA, he had some comment there about only one person can lead, so I can lead everywhere except on the dance floor. And something else Bob talked about – he and I are the same generation when women learned to follow on the dance floor, and he would say he had a hard time dancing with some of the younger women who weren't used to following on the dance floor. It may be a cryptic comment for other readers. I even have a picture of him and me dancing at my daughter's wedding and there was a picture of him dancing with Rebecca [Anderson, Rachael's daughter] at her wedding. (Laugh)

M: But maybe she learned –

A: She could keep up with him.

M: Did you have any thoughts about the fact that how much less formal we are now at MLA meetings or is that – is that not really a trend?

A: I –

M: You don't see it as a trend?

A: I don't see it as anything major.

M: Well I don't think it's a major point.

A: No, I don't see it.

M: I'd like to talk about the honors you've received and I feel a little bit like a journalist who says, "How do you feel that you've received these honors?" (Laugh) Is that too much to say?

A: But your honors (laugh) □

M: Yes, very good. But I think that we need to mention them and the two that I am most aware of are the Janet Doe Lecture and then the Noyes Award. I would like you to talk a little bit about "Reinventing the Medical Librarian" because it seems like the next step after your women's issues talk. How you chose that and how – I just learned yesterday that when you're selected, it just comes in the mail.

A: Yes. Nobody asks whether you're going to do it. I remember when I got it. It came right after I turned 50. And I said "50! Doe Lecture. Oh my God! (Laugh) I'm really one of the old sages." Remember Dave Bishop's dinosaurs?

M: Although people now aren't necessarily that old.

A: No, they're getting people more in their prime, although 50 is prime.

M: Fifty is very prime.

A: 50 isn't that old, but at that time, I just passed that major milestone and my daughter said, "You're half a century old." Somehow half a century old sounded older than 50. How did I choose the topic, "Reinventing the Medical Librarian"? When I first started to think about what I would talk about, I really knew I wanted to focus on the people aspect, because that's been a lot of what I talked about and a lot of what I'd written about, and a lot of what I'd been involved with in terms of task forces and other work. It evolved from an idea – maybe I'll talk about what it is that employers were looking for in librarians and how that changed through the years – looking at recruitment. I went to the archives. I said, well, I'll look back at the ads, because I remembered MLA had a placement service and ads and see what was in there. The archives of the placement service were very disappointing because they just had the framework. They didn't keep the heart of what it was that somebody said they were looking for –

M: What were requirements?

A: □ what they were requiring, what the nature of the job was, how they described the job. It was basically the correspondence. But as I was looking through the archive I did find

what you might want to call a treasure, or an embarrassment about the race issue. As I was going through the older records, I found it, and that was just a small part of the Janet Doe Lecture, when I talked about the racial issue. I think it was important and we need to be aware of it in our own history. This was back in the earliest days when MLA was an organization of institutions. It evolved into more of a personal membership organization, with the institutional membership still being there but almost vestigial, not quite, but it's not the important aspect. But originally it was the institutions, and the comments that I found about admitting the black medical schools –

M: □ Meharry and Howard?

A: It was Meharry and Howard. I was flabbergasted when I saw the names of people who are some of our noted leaders. But again, that was —

M: You can't judge from –

A: □ the thinking at the times, and they were concerned that they met in smaller venues at that time; hotels – we're looking at the early 1930s. The organization was smaller and some of these places where they liked to meet – there would be a problem. There was some discussion back and forth I thought related very much to what we were trying to do with the profession. I think part of it came out of a lot of discussions I had referred to earlier that we had among the Columbia people and with Pat Battin in terms of finding qualified people and what you need in the future. When I started working with IAIMS and we were trying to recruit people – what does it take, what we are looking for – and over the years I started getting very concerned about the profession and what would happen to us. That's how the topic evolved. I must say that computer software makes it a lot easier, because I didn't work on it in sequence, but I did sections, and the footnoting parts of the software certainly made it manageable. And it was very different...

[End of Tape IV, Side A]

M: [Beginning of Tape IV, Side B] An interview with Rachael Anderson, April 3, 2003. We were just talking about your Janet Doe Lecture and how it evolved.

A: Yes. There were major issues about the future of the profession and it's really the people that will make it. Somehow I came on that book by [Alice] Kessler-Harris [*Out to Work: A History of Wage-earning Women in the United States*]. I don't remember how I came on it, but that, I think, was an original insight. I can't say that my other aspects were originals, bringing together all these ideas, but taking what she said about the times of the period, that suddenly struck a bell, a parallel maybe. That's why the profession evolved as it did at the time that it was getting born. The reaction I had to that was very gratifying as well. I got notes from people. I found a note riffling through these files, from Ursula Poland. She said "those were some outrageous words, but they needed to be said." What amazed me is I got this very strong letter of commendation from Estelle Brodman about it. That is the greatest, greatest, greatest honor.

M: But she certainly was – felt –

A: She experienced it. She experienced it for sure. Gertrude Annan had told me quite some years before, when we were writing that first survey, back in the 1970s. I took Gertrude Annan to lunch to try to get some information about early days from her that Estelle was a victim too. She knew she would never be made a director at Columbia. She had been there as associate director, but they made it very clear to her; she would never be made the director because she was a woman and because she was Jewish.

M: Oh gosh, I didn't know it was a double duty.

A: Yes. At Columbia, there was a good deal of anti-Semitism back in those days. I knew that when I was in eighth grade. I remember one of my teachers – her son got accepted to Columbia College and it was known there were quotas for undergraduates.

M: But wasn't it nice then that you got to be (inaudible) (Laugh).

A: (Inaudible) (Laugh) When I became the director, Phil [Philip] Rosenstein [inaudible] I had brought attributes there too. I was delighted when it ["Reinventing the Medical Librarian" her Janet Doe Lecture] was selected for that anthology *Library Literature: The Best of 1989*.

M: And this is the Janet Doe Lecture (inaudible).

A: My Janet Doe Lecture. It provided exposure beyond medical libraries. Beyond what it would get in BMLA. It really validated my feelings about a lot of the ideas that I presented, and a lot of the issues about the caliber of people and what was needed in librarians, while I was focusing on the medical. It really transcended our specialty and these were issues that the entire library world was facing.

M: Well, I'm glad that you found these wonderful little letters, because I think sometimes when we do these oral histories, I feel like I'm giving people work. I don't mean to, but –

A: It was interesting. I found the tape of a presentation I did at a joint SLA/MLA Philadelphia Chapter meeting in 1978 that John Timour had invited me to speak at. I spent a lot of the day on the information about women, problems related to women. John owned up to being regarded as –

M: The chauvinist.

A: More of a chauvinist. Although he called me an extremist in a letter, he was joking. He was joking around about it. He wanted to be sure to be there. I don't think the presentation turned out to be as radical as he expected, and I think he appreciated it.

M: Well, I'm glad these little gifts come out. And then the Noyes Award and we did speak about it a little bit yesterday, because Alison said that was really fulfilling that she got to be part of it.

A: Yes.

M: And how does that happen? Do they just --?

A: I don't know. In fact that year somebody else was being nominated and I wrote a letter of support for that person (laugh) to be given the Noyes. I really hadn't thought of it for myself. So I was deeply honored when I --

M: But they did tell you now.

A: Oh, yes. It did come as a surprise that I got the Noyes Award. Mark [Hodges] was really cute in presenting it. I was just sorry, and Howard was really sorry, he had wanted to be there for the presentation and come to Vancouver, but that was when he was still very, very sick and he just didn't feel up to it.

M: This goes back to the Janet Doe. Has anyone ever turned down doing the Janet Doe?

A: I think so, although they don't ask you. It's a fait accompli. It's not that we're asking whether you will do it, it is "You will be doing it." I think I heard once that Nina [Matheson] had turned it down, so maybe. She did it some years later. I wouldn't swear to that.

M: I realize that when it comes, and you --

A: Because it's a lot of work. You're invited to do a lot of work.

M: And they aren't necessarily in touch with where your private life is either.

A: Exactly.

M: And sometimes --

A: Well, the Noyes is not a lot of work, I mean it's --

M: No, the Noyes is (laugh) show up.

A: You show up and then you say a few nice things and that's it.

M: Are there other honors you've received?

A: Well, there have been a few, but the major ones from MLA □ (inaudible) I'm a Fellow in MLA, and being elected to ACMI, American College of Medical Informatics. That's an

honor. It's not just a membership thing. There's a difference between AMIA, the American Medical Informatics Association, and ACMI, the American College of Medical Informatics. American College of Medical Informatics is more like being elected to a fellowship. It's a smaller group. That was for my work related to IAIMS, and the connections that I made in medical informatics there. One of the others was being a senior fellow at UCLA and that's something that Alison and I did together, so you may want to talk about that tomorrow.

M: Well maybe this is a good segue into talking about other organizations and you could talk about – is it AMIA?

A: AMIA. AMIA is what used to be Symposium on Computer Applications and Medical Care, SCAMC, and that's the general organization for medical informatics; ACMI is the elected fellows portion. It was an honor to be elected and what that did was help foster collegiality with the medical informatics people. There really are a lot of common issues and problems that librarians have with medical informatics. I don't think the medical informaticians are a threat to librarians, although many librarians do feel threatened by it or think that some of the medical informatics people are going to usurp their domains. You can really foster an effective collaboration, provided you take an active role. If there's a vacuum in an institution and the library isn't stepping in, medical informatics certainly is going to.

M: Are there other librarians in that fellow –

A: Oh, yes, quite a few. Naomi [Broering] and Nina [Matheson] and Sherri Fuller and Bob [Braude], and Nancy Lorenzi, and Betsy Humphreys. There were some others elected more recently to ACMI – there are quite a few.

M: Okay.

A: Those new people who have been active in IAIMS and medical informatics related areas.

M: Did you usually attend the SCAMC, AMIA meetings?

A: I did and I presented papers. If you look through the lists of the presentations, I was a co-presenter, papers related to IAIMS. ACMI would have symposiums every spring, or even the middle of January or the middle of February. It was a smaller group – 50 people. That was very good and very collegial and people were encouraged to bring their spouses and families. It was usually over a holiday weekend and we'd discuss issues plus do other things. Between that and the work on BLRC, which is NLM's study section, reviewing grants, that's where I got to meet and learn to deal with medical informatics folks as peers rather than as threats. It's interesting – while hospital librarians are frequently saying, "Oh, medical informatics people," and they're always – if you talk to the medical informatics people, they have some of the same views of hospital administrators that hospital librarians have. (Laugh) Hospital administrators (laugh), there's a lot of commonality there.

M: Well you did mention the BLRC, so maybe we could talk about your role at the National Library of Medicine, and you've done a number of things that I think are fairly important.

A: Yes. Being a member of the Biomedical Library Review Committee is really very rewarding. I remember it was 1984, when I went on to the BLRC. I had a lot on my plate then. I was on the MLA Board. I was on AASHL [Board]. I think I was on the Annual Statistics Editorial Committee. I had made a vow to myself. I said, "Next thing that comes along I'm going to say no. I've got too much. I'm overcommitted." When Bill [William G.] Cooper called me – he was at NLM at the time, he asked me to be a member. I just couldn't say no to him. I considered it as my continuing education. I didn't sign up for these continuing education courses, but it was an enormous learning experience, in terms of what was happening in libraries in information technology. It was a learning experience for medical informatics to know what was going on there, and to develop relationships with people who were leaders in medical informatics. I remember once being at an AMIA meeting – at the Washington Sheraton, up near the zoo – and sitting there with Dick West, of NLM, and he was the one who was responsible for and the big champion of the IAIMS program in Extramural Programs at the National Library of Medicine. Tony Gorry and Ted [Edward] Shortliffe and some of the other medical informatics folks came by, old chums and we were talking. [Dick] said to me, "You regard them like friends and colleagues." He said, "Why can't all the librarians do that?" To establish those kinds of peer relationships with the medical – that's important to do. That was learning what was happening and also learning how grants are reviewed. Learning the criteria. Enabling one to do better oneself.

M: Talk a little bit about how this committee worked.

A: The BLRC looks at and evaluates the technical aspects of the grant proposal. You get a stack of grants yo high.

M: This is about 18 inches high?

A: (Laugh) At least. It varies a bit. While you're supposed to be familiar with all of them, you're assigned as a primary or a secondary reviewer to a subset. You've got to really review those thoroughly because you've got to present them to the rest of the committee.

M: And how often does this happen?

A: Three times a year. It relates to the deadlines for submitting grant proposals to NLM. As a primary and a secondary, you summarize for the rest of the committee what the proposal is about, and you point out its strengths and its weaknesses and the strengths and weaknesses of staffing or the institutional support, whether the budget that is requested is reasonable for what they propose to do, and then you evaluate the various components. The person who is the secondary reviewer adds to that, and then there's general discussion in the committee. Then the committee votes and assigns a score.

Each member rates it and gives it a numerical score. Then that's pooled together by the staff in Extramural Programs to assign it a score, and they compile a summary of comments which can be very useful to the people who wrote the proposal if it's not approved for funding. It tells you where you went wrong and what you can strengthen. Depending on how much money is available for NLM, that's how far down [the ranked list] and on how the proposals are aligned with NLM policy. Those are the ones that are identified for funding. It's based on the evaluation of the quality of the proposal itself.

M: But these are all NLM grants? Go through this (inaudible).

A: It's changed now from what it used to be. I think they've made some changes. They have subsets of grants that go through some subcommittees. We had some of those little library grants that Virginia Holtz used to refer to as the "baby grants," the resource grants, the small grants for hospital libraries.

M: Actually we had one in Idaho. There were a lot of those little grants.

A: Yes. There was a subcommittee made up of the librarians on the BLRC, and we would meet the day before and do a review of those. Then the full BLRC would do the major library resource grants, the medical informatics grants, the publication grants. There have been some subsequent changes to the process since I went off. I got to chair the BLRC during my last year.

M: And that involved?

A: Shepherding the discussions as they go on.

M: I guess there are people from NLM to do the mailing and the (inaudible).

A: That's all done by staff. They pull all the contents together, they notify, they deal with allocating and negotiating budgets.

M: You were asked to be on it, but how is one chosen to be on it?

A: I'm not sure how the process works. It goes through Dr. [Donald] Lindberg's office of the director. I guess they get recommendations, they ask around for people. I know...

M: ...have done grants, I'm sure.

A: Yes, they know people who come to people's attention and they're looking for certain kinds of representation. They need some librarians on the group. They need some medical informatics people. They need some people who are good at evaluation. They need people who have clinical medical background. It varies. They've got to cover all those bases. It's a much more diverse group than other study sections at NIH which are much more focused on specifics. It's not just cardiology. If it's a specific area of cardiology, you get people who are specialists in that area.

M: How many people on the group?

A: I'm trying to remember. I think it's probably about 16. Then there's staff that's dedicated in Extramural Programs.

M: In terms of discussions?

A: Oh yes.

M: □ and responsibility for the (inaudible).

A: Yes, your major responsibility is for the ones you've been assigned but you're expected to be familiar with the others too.

M: I think the next group that you were on was the extramural programs?

A: Well, I'll get to that in a minute. I was also on the Long Range Planning Panel. Shortly after Dr. Lindberg came to NLM, he introduced a long-range planning process and that was very interesting. There were five panels. I know Alison was on one of the panels. I was the only librarian on Panel 3 that was on obtaining factual information from databases. That was chaired by Ruth [E.] Davis and it was really exciting to be in on the genesis of what subsequently became that National Center for Biotechnology Information. At one of our meetings, I think his name was Allan Maxam, I'm not sure; he did an ad lib presentation on GenBank and on other molecular biology databases, and – they were all over the place, and on developing links and access among them, and that idea of eventually is what formed the seed that led to the National Center for Biotechnology Information that David Lipman directs. That was an exciting time. There were very competent people on that group. The extramural program committee that I was on, and chaired, was a subcommittee of the Board of Regents.

M: Oh, okay.

A: Because after you went through the whole process – the BLRC does the technical review, then those recommendations and reviews come to the Board of Regents – the summaries do, I should say. The Board of Regents doesn't have to read all of that. Although when I was on this subcommittee I asked to see them, because I sometimes wanted to know more about it. What was interesting about this is that that was the chance to raise policy issues that BLRC can't discuss, because sometimes questions of policy like, "Why is NLM funding this? What are we doing here?" was raised at BLRC meetings and the staff would say, "That's not yours to discuss, that's the province of the Board of Regents to determine policy. You're just here to do the technical review of the grant." So being on the Board of Regents and on the Extramural Program Subcommittee of the board was a chance to raise some of those policy issues. I was gratified about that. As a member of the Board of Regents from 1990 to 1994, I never figured out how I got appointed because I was from New York which was not exactly a popular area during the Bush One

administration. I lived and worked, arguably, in two of the most firmly liberal Democratic districts in the country. I mean □

M: So around 1990 –

A: 1990.

M: Oh, you were still in New York then.

A: I was appointed in fall of 1990. I was still in New York at the time. I lived in Charlie [Charles B.] Rangel's district. I forget who the representative was where I worked, up at Columbia-Presbyterian, but those are solidly (laugh) Democratic districts. That really, really surprised me. Although I didn't realize it when I was appointed, there were political appointees to the regents.

M: You mean you weren't considered a political appointee?

A: I couldn't have been, because □

M: But they were on the board. There were political appointees?

A: On the Board of Regents, some of them were political – and I found out about it at a subsequent meeting. I shared a taxicab from the hotel over to NLM with one of my classmates. He came on at the same time as I did. He asked me how I got to be appointed. I didn't know what he really meant, and I asked him. He had been in charge of Bush's campaign in Connecticut – his election campaign – and they asked him what he wanted to do. He was a very interesting guy. Some years earlier he had served as an assistant secretary in HHS, and he was a knowledgeable person in several areas. He later became president of a small university in Connecticut. His was clearly a political appointment – thanks to Bush's administration. They'd offered him several things but this was the first one that appealed to him, so he got that appointment. Louis [Wade] Sullivan was then Secretary of Health and Human Services, and I wasn't from that part of the country. I didn't know if they needed a librarian, but at any rate, there I was. I don't know how I got that appointment.

M: There's only one librarian usually?

A: When I came on there was one librarian. The following year Beverly Allen was appointed. She was from Morehouse in Atlanta.

M: Oh, okay. She's at NLM, I mean MLA is she not?

A: She's a member of MLA. She's director of the library at Morehouse. Some of the issues – I served there four years, and then, for another year, they invited me back to serve as a consultant to the board because the report from the Library and Education Panel was coming back to the board. They invited me back to talk about that. I was the board

liaison. Alison and I were both on that planning task force. I became chair of the Board of Regents for the 1993-1994 year, my fourth year. After I was elected chair, Lois Ann [Colaianne] and Betsy [Humphreys] said they did some quick and dirty research and found that – I may have these numbers a bit mixed up – but I was only the third woman, who at that point had ever served as chair of the Board of Regents; only the fourth person who had no doctorate, and the first practicing medical librarian.

M: And now Alison.

A: And now Alison is doing that. As I said, Betsy made some reference to that at Alison's retirement party. The two librarians who had been chairs of the Board of Regents were in that room. (Laugh)

M: And I don't know if you could talk about any of the issues that were going on.

A: First of all, it was a great honor when I was chair to introduce Harold [E.] Varmus who came to speak once, and Joycelyn Elders came to speak once, and to be able to introduce them. That was the period with the start of the Visible Human project, so there was a lot that was of interest there. There was still a bit of sensitivity between hospital librarians and Dr. Lindberg at that period. That emanated from a letter that he had written to hospital administrators that hospital librarians were sensitive about. Anytime those issues would come up, he would look at me like I was the representative of the medical librarian community. (Laugh) I still remember at the Board meetings – if you've ever been in the NLM boardroom – there's this large, it's not quite an oval, table. It's sort of oval, it's wider in the middle, and the chair and Dr. Lindberg sit in the middle and the senior NLM staff sit against the wall on both sides – senior staff and staff that were going to be making presentations to the board. I still remember there were times when I wasn't chair and I'd be sitting across the table from Dr. Lindberg, and Lois Ann [Colaianne] was sitting behind him, against the wall. If it was something about hospital librarians, he'd look at me, and Lois Ann would roll her eyes. (Laugh)

M: We maybe should say something about the letter for our audience. It may not (inaudible).

A: Well I don't remember the details, so it might be better for you to actually dig it up and get that information from one of the hospital librarians.

M: (Inaudible).

A: It's just that hospital librarians thought that his letter going directly to the hospital administrators encouraged bypassing the librarian in the hospital for access to information related issues, rather than fostering and encouraging the hospital administrators to turn to the librarian for –

M: Yes, he wrote announcing the availability –

A: The availability and not mentioning that the hospital library was there and the hospital librarian could be involved or consulted. He got the message from the hospital library community there. I think he vowed not to do it again. One interesting incident I had as chair. There was always a dinner one night of the Board of Regents meeting. Some other people were invited including sometimes other people who had been on the Board of Regents, and ex officio members of the Board of Regents include the surgeon general and the surgeons general of each of the military services. When Dr. [C. Everett] Koop had been Surgeon General, evidently he used to come regularly. Joycelyn Elders came just that one time and Toni Novello always sent somebody to represent her. There was this dinner. Dr. Koop was invited and he came, and I was sitting next to him at the table. I still remember (laugh) there were lamb chops and I was cutting away. He's a big man, and he puts his paw around my shoulders and says, "It's okay. You can pick up the bone." (Laugh) He almost read my mind because I love (laugh) lamb chop bones. He excused himself and left before the speaker, because that was during the period of the Clinton healthcare proposal. He said he had a meeting early the next day with Ira Magaziner to talk about it – and he was a proponent. He would go around the country introducing Hillary Clinton when she was presenting those proposals.

M: Okay. I also listed this other special review committee. (Inaudible).

A: That's the one Alison and I were on together and I was the board liaison for them. We can talk about that tomorrow.

M: Well, we've come to the end of many questions. Do you have anything else you want to talk about?

A: I think we mentioned the Medical Library Center of New York earlier. I think that's an important model and we should try to get more information into the oral history program about the Medical Library Center program.

M: I very much liked your suggestion of interviewing Erich just about that particular topic and then maybe pulling information, if we can find it, from some other people as well. Yes, because Jackie [Jacqueline W.] Felter is long since deceased. Wayne Peay – he could talk about some aspect of it, having worked there.

Okay. And other than that, have we pretty much covered things you think?

A: I don't know. (Laugh)

M: We'll cover more tomorrow.

A: Summarize my life in this way.

M: Yes, in a page.

A: Yes.

M: Well at the end, I always ask these questions of each person I interview, and they are redundant. I know you've covered some of this material before. I think this is part of my way of leading to an index of these oral histories in some phase, because these are some of the kinds of questions that people are always interested in. Again, who are the people that influenced you, who were your mentors, and we can probably get some of these from the rest of the talk. Also who you feel really gratified to have been a mentor for, or who you influenced.

A: Well, the people who were my mentors in a way. Pat Battin, certainly I consider my major mentor and Paul Clayton, in terms of our work with medical informatics. Some people who worked for me, but really worked with me – Dan Richards, and Nancy Roderer who I had brought in as IAIMS Project Manager at Columbia and then she took Dan's position when he left to go to NLM. I learned a lot from them, and they influenced me a lot in how I did things. People I influenced? Some of the people who worked with me. I was trying to count up; at least ten of them have so far become directors of either medical school or college or university libraries. I think there are more to follow. For instance, in this new AAHSL leadership program, where there are five mentors and five mentees, two of the mentees and one of the mentors worked for me. So I think there are more to come, and I think there are several people who've worked for me who may very well become directors –

M: Do you want to mention people?

A: Dan Richards and Nancy Roderer are among them, Jane Port, Joan Zenan was my –

[End of Tape IV, Side B]

Diane McKenzie: [Beginning of Tape V, Side A] An interview with Rachael Anderson on April 3, 2003. We were just talking about people who have worked for you or who you have been a mentor for who have become library directors.

Rachael K. Anderson: Ellen Nagel worked for me at Columbia. I hired Susan Jacobson at Columbia. Jane Port was a medical library director for a while and is now not working. She has left the field. There are several people who have become the director for college and university libraries and who worked for me at Columbia: Frieda Davison at the University of South Carolina, Spartanburg; John Zenelis at George Mason University; Mel Isaacson at Pace University; and William Chickering, whom we called "Chick," who went to Pratt. I think that is where he became director of the library. Those are ones I can think of.

M: I didn't realize there was that much crossover from the medical library to...

A: Well, there is some. Frieda for instance, had been at East Tennessee when I hired her at Columbia. From there she went to San Francisco State and she had strong technical services experience and knowledge. From there she went to Mississippi Women's

College in Columbus, Mississippi. A few years ago she went to South Carolina. She is from that region originally. John I had hired from the law school. He had been in technical services at the Columbia Law School library and I hired him. He had very strong skills and knowledge in that area. Dan [Richards] was assistant health sciences librarian for collections and services and John was for access and technical services. Then he went to Temple University as an AUL, and then he got this job as university librarian at George Mason. I think people can move back and I think there is room for people to move between hospital and academic libraries. I think those barriers are played up to be much larger than they have to be and some people have done it. In terms of other people I influenced, I know Anna Cleveland for years assigned my papers on women in administration to her students and sometimes some of them would come up to me at an MLA meeting and say, "Oh, I read your paper in Dr. Cleveland's class."

Paul Clayton was a big influence on me but I know that I influenced him, as Sherri Fuller has said to me, "Oh Paul is wonderful, he comes, he talks about IAIMS and he talks about the role of the library and the importance for the library to be involved in any IAIMS program. I mean he is really great." And Nancy [Roderer] and I laugh about it because when he first came to Columbia he said, "What is the library doing? What does the library have to do with any of this?" So we educated Paul to the extent that he is a big advocate of the library having a key role in IAIMS. But then you never really know who you influence.

I found out a number of years ago – the Barnard alumnae magazine did an article on alumnae who had gone into library work, and they had pulled information together from several of us and then wrote an article about it. After that was published, the editor sent me a letter that had come to her in response to that question from somebody that I knew way back when, from another setting. She was about two years ahead of me at Barnard. At that point, she was a librarian at the University of Haifa in Israel. She said, "How did I get into librarianship? Rachael probably doesn't remember this but a number of years ago..." and this would have been back before I left NYC, before Rebecca was born. This would be more than 40 years ago when I was not that long out of library school. She said she ran into me on Broadway near Columbia University, and I was talking about what I was doing with libraries. She said, "And that got me all excited. And I thought that is what I should be doing. And so I went and became a librarian and Rachael probably doesn't realize that it was her influence." She was absolutely right. I didn't even remember running into her. I remember her, and her aunt had been my principal in elementary school, so I had been at her house. I didn't remember that at all, but I had talked about the work and that had convinced her. So you never know who you influence.

M: Okay, how would you like to be remembered? And Gerry [Gerald Oppenheimer] pointed out to me that how you want to be remembered and what you consider your most important contributions don't have to be the same thing.

A: I don't know – what I turned out to be, not what I started out to be...

M: When you turned out not to be a wife and mother only?

A: Well, no, because what I was going to say – I turned out to be an outspoken person...

M: Okay.

A: ...on issues and I had never considered myself originally to be that at all. I don't know if I will be remembered as someone who did speak out and raised some sensitive professional issues that others may have talked about *soto voce* but not in public fora, by calling attention to the inequities of women in administration. I talked about the great trepidation that I had before I made that presentation in Minneapolis. I think I made a contribution in terms of IAIMS and in the library's role. I don't think IAIMS at Columbia has really survived past my and Paul Clayton's leaving Columbia, but we did set an important model there that was highly regarded. I think one of the other focuses that I had was identifying and training future leadership, and it was from my participation in the Allerton Conference in 1979 to being a member of the Mirsky task force, which is something you should ask Phyllis about because that is a report that just got buried very quickly by MLA, but yet brought up some important things. One of the last things I was involved with was the AAHSL Leadership Task Force in 2000 that was prompted by the data on the imminent retirement of so many library directors and the paucity of talent in the pipeline. This leadership training program AAHSL is sponsoring now is one of the outcomes of that. I started thinking about it especially when we got the IAIMS grant, and I said, "Who are we going to recruit for these jobs?" We had a couple of institutions that were looking that had the early funding for IAIMS and it was like, we are just going to be stealing the same people back and forth. There are just so few people. We have to create a larger pool of people who can work in this area. I would like to be remembered by the caliber of the people that I have mentored, people like Dan [Richards] and Nancy [Roderer] and Joan [Zenan], and by the statewide information system that we developed here in Arizona [AZHIN].

M: Okay. The next two questions are somewhat related. But where do you think librarianship is headed in the future and what are the issues that we have to address? You can do your president speech.

A: I think it is still an issue, the future leadership and its caliber. I think we need to broaden recruitment in terms of looking at people who come with a different educational and experiential background. As I said before, we can't talk mainly to ourselves and deal mainly with ourselves and be so introspective all the time because I am concerned that if we don't do that, the work we do is going to get done, it just may not be regarded as librarianship unless we branch out and get aggressive on those issues. Those are the things I have been talking about, talking blue in the face for years. We have to do those things, otherwise somebody else is going to do them.

M: And if you were to give either a new librarian or even a mid-career librarian advice what would you say?

A: To reach outside the library and form those relationships, to get an advanced degree, preferably in a biomedical subject. I think that is getting to be more and more important, if not for the nature of the work then for the credibility within the academic community. I don't know if mine might be the last generation that can really get far without an advanced degree, without a doctoral degree. To be sure you have a solid base of technical knowledge but also develop a marketable vision for library services, again within the context of the broader institution's context of what they are doing and what their value system is. You have to make the library relevant and show how it really furthers what the institutional leadership is trying to do.

M: Have we forgotten to talk about anything you want to talk about?

A: All this talking and my throat is getting dry.

M: Well, thank you very much. This has been most interesting and we will continue tomorrow with a joint interview.

A: Right. And I think I told you my suggestions for whom to interview.

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RACHAEL KELLER (GOLDSTEIN) ANDERSON

BUSINESS ADDRESS (till 2/01):

Arizona Health Sciences Library
University of Arizona
1501 N. Campbell Ave.
Tucson, AZ 85724

EDUCATION:

Barnard College, 1959, A.B. cum laude
Columbia University, School of Library Service, 1960, M.S. with honors.

LIBRARY POSITIONS HELD:

University of Arizona
Director, Arizona Health Sciences Library, 1991-2001
Associate Director, Arizona Telemedicine Program, 1996-2001
Columbia University
Director, Health Sciences Library, 1979-91.
Acting Vice President and University Librarian, July 1982-Jan. 1983.
Mount Sinai School of Medicine and Medical Center Library
Director, 1974-79.
Acting Director, 1973-74.
Associate Librarian, 1971-73.
Head of Cataloging, 1969-72.
Acquisitions Librarian, 1967-69.
Cataloging Librarian, 1964-69.
Hunter College (City University of New York) Library
Reference Librarian, 1964.
College of the City of New York (City University of New York) Library
Cataloging Librarian, 1960-62.

HONORS AND AWARDS:

Noyes Award, Medical Library Association's highest honor, May 2000.
Fellow, Medical Library Association. Elected 1995.
Fellow, American College of Medical Informatics. Elected 1993.
Academy of Health Information Professionals, Medical Library Association. Distinguished Membership, 1990-
Fellow, New York Academy of Medicine. Elected 1990.
Senior Fellow, Graduate School of Library and Information Science, University of California, Los Angeles, 1989.
Janet Doe lectureship, Medical Library Association, 1989.
Who's Who in America, 44th ed., 1986/87.

GRANTS AND CONTRACTS AWARDED:

"Improving Access to Health Information for Consumers of Pima County, Arizona." National Library of Medicine sub-contract, 2000-01. Principal Investigator.
"Preliminary Electronic Information Security Policy and Firewall Implementation for the Arizona Rural Telemedicine Network." National Library of Medicine grant, 1998-99. Co-Principal Investigator.
"Arizona Health Information Network." The Flinn Foundation, 1993-94, Co-Principal Investigator.
"Arizona Health Sciences Statewide Network Development." National Science Foundation grant, 1992-94, Principal Investigator.
Planning Grant. The Flinn Foundation, 1992-93, Co-Principal Investigator.
"Phase III IAIMS Implementation at Columbia-Presbyterian Medical Center." National Library of Medicine grant, 1988-91; Co-Principal Investigator.
"IAIMS Model Development at the CPMC." National Library of Medicine grant, 1985-88; Co-Principal Investigator: 1987-88.
"Integrated Academic Information Management Systems (IAIMS) Strategic Planning-Phase I." National Library of Medicine contract, 1983-85.
"Library Mobilization for Continuing Education." National Library of Medicine grant, 1977-79, Principal Investigator.

ACADEMIC SERVICE (partial listing):

University of Arizona:

- Arizona Health Sciences Council, 1991 - 2001
- College of Medicine Education Group, 1991 - 1997
- Administrative Computing Advisory Committee, 1991-93.
- Telecommunications Advisory Committee, 1991-92.
- Health Sciences Center Integrated Information Management System Steering Committee, Chair, 1991 -
- Clinically Appropriate Utilization Management Project, Steering Committee, 1994.
- Search Committee for CIO of University Medical Center, 1998.
- Search Committee for Dean of the College of Medicine, 1999-2000.

Columbia University:

- Provost's Committee to Review School of Library Service, 1989-90.
- Information Services Planning Council, 1986-91.
- Data Processing Security Committee, 1985-86.
- Faculty Affirmative Action Committee, 1981-83.

Columbia University Libraries:

- Management Council, 1989-91.
- Collection Development and Management Steering Committee, 1989-91.
- Bibliographic Access Steering Committee, 1986-91.
- Administrative Organization Task Force, 1984-86.
- Professional Review Committee, 1981-84.
- Operations and Planning Council, 1980-88.

Columbia-Presbyterian Medical Center:

- College of Physicians and Surgeons, Dean's Committee on Academic Strategy, 1990-91.
- IAIMS Project, Executive Committee, 1985-87.
- IAIMS Project, User Needs Committee, Co-Chair, 1983-85.
- College of Physicians and Surgeons, Curriculum Committee, 1979-91.
- College of Physicians and Surgeons Institutional Self-Study Task Force, Library Subcommittee, Chair, 1987-88.
- School of Dental and Oral Surgery, Strategic Planning Internal Assessment Committee, 1986-87.
- Harlem Hospital Library Committee, 1979-91.

Mount Sinai School of Medicine:

- Curriculum Committee, Subcommittee on Evaluation and Electives, 1975-79.
- Page and William Black Postgraduate School of Medicine, Advisory Board, 1975-79.
- Clinical Excellence Committee, Task Force on Medical Center Goals and Objectives, 1974-76; Subcommittee on Continuing Education, 1974-76.
- Academic Council
 - Elected member, 1972-76; 1978-79.
 - Bylaws Committee, 1972-74.
- Bookstore Committee, 1973-79.

TEACHING:

Faculty Appointments:

- Professor, School of Information Resources and Library Science, University of Arizona, 1991 - 2001
- Librarian, College of Medicine, University of Arizona, 1991 - 2001
- Adjunct Professor, Pharmacy Practice, College of Pharmacy, University of Arizona, 1996- 2001
- Associate Research Scientist, Center for Medical Informatics, Columbia University College of Physicians and Surgeons, 1987-91.
- Adjunct Assistant Professor, Department of Library Science, Queens College, City University of New York, 1975-79.
- Assistant Professor, Department of Medical Education, Mount Sinai School of Medicine, 1969-79.
- National Library of Medicine/Council on Library Resources, Library Management Intern Program. Hosted intern, 1980-81.
- Queens College, Department of Library Science. "Introduction to Health Sciences Librarianship." 3 credits. Annually, 1975-79.
- Medical Library Association, Continuing Education Program, CE 39; 1978: Chicago, IL; Snowbird, Utah; Madison, WI; Annapolis, MD.
- Hunter College Institute of Health Sciences, Medical Laboratory Sciences Program, Seminar "Library Methodologies." Annually, 1971-73.

LIBRARY NETWORK AND REGIONAL PROGRAM ACTIVITIES:

Research Libraries Group:

Board of Governors, July 1982-Jan. 1983.

Medical and Health Sciences Program Committee, 1982-1989; Chair, 1983-85.

National Network of Libraries of Medicine, Pacific Southwest Region. Regional Advisory Committee, 1993-96.

National Library of Medicine, Regional Medical Library (Region I) Regional Advisory Committee, 1983-89; Chair, 1986-89.

National Library of Medicine, Regional Medical Library (Region 2) Advisory and Planning Committee:

Subcommittee on Network Orientation, 1980-81.

Subcommittee on Education, 1976-80.

Arizona Health Information Network, President, 1995; Vice President, President-elect, 1994; Past-president, 1996.

New York Metropolitan Reference and Research Library Agency (METRO):

Board of Trustees, 1980-84; Executive Committee, 1982-84; Vice President, 1983-84.

Membership Committee, 1989-91.

Resource Development Committee, 1975-80.

Medical Library Services Advisory Council, 1984-90.

Medical Library Center of New York:

Board of Trustees, 1975-76; 1983-91.

Finance Committee, 1989-91.

Subcommittee on Membership Fees, Chair, 1990-91.

Strategic Planning Committee, 1987-89.

Librarians Advisory Board, 1973-76; 1982-85; Chair, 1984-85.

Interlibrary Loan Subcommittee, 1983-86.

Long Range Planning Subcommittee, 1981-82.

Council of Chief Librarians, City University of New York, 1973-79.

Committee on Technical Services, 1978-79.

Committee on Coordination of Public Services, Chair, 1976-78.

Biomedical Communications Network (BCN):

Nominating Committee, 1979.

Board of Directors, 1976-78.

Associated Medical Schools of New York and New Jersey, Task Force on Technical Services, Chair, 1972-74.

PROFESSIONAL SOCIETY ACTIVITIES (partial listing):

Medical Library Association:

President, 1997-98; President-elect, 1996-97; Past president, 1998-99.

Board of Directors, 1983-86.

Task Force on Knowledge and Skills, 1989-93.

Platform for Change Implementation Task Force, 1993-

Search Committee for Executive Director, 1991.

Janet Doe Lectureship Jury, 1990-92; Chair, 1991-92.

Brodman Award Jury, 1987-89; Chair, 1988-89.

1985 National Program Committee, Chair, 1982-85.

Study Group on MLA's Role in the Educational Process for Health Sciences Librarians, 1980-81.

1982 National Program Committee, 1980-82.

Nominating Committee, 1979; 1988; Chair, 1999.

Committee on Status and Economic Interests of Health Sciences Library Personnel, 1978-81; Chair, 1980-81;

Consultant, 1981-83.

Recruitment Committee, 1972-76; Chair, 1975-76.

New York-New Jersey Chapter/Medical Library Association:

Executive Board, 1971-73, 1977-78, 1979-80.

Chapter Chair, 1978-79.

Bylaws Committee, Chair, 1981-82.

Nominating Committee, 1973-76; Chair, 1975-76.

Program Committee, Chair, 1970-71.

PROFESSIONAL SOCIETY ACTIVITIES (partial listing) (continued):

American Medical Informatics Association:

Finance and Audit Committee, 1996-99.

Public Policy Committee, 1994-97.

Symposium on Computer Applications in Medical Care (SCAMC), Referee, 1990, 1991, 1992.

Symposium on Computer Applications in Medical Care (SCAMC), Program Committee, 1992-93.

American College of Medical Informatics, Scientific Affairs Committee, 1999-2000.

Association of Academic Health Sciences Library Directors:

President, 1991-92; President-elect, 1990-91; Past President, 1992-93.

Leadership Task Force, 2000- 2001

Finance Committee, Chair, 1992-93.

Board of Directors, 1983-86.

Committee to Review Accreditation Program for Medical School Libraries, Chair, 1987-89.

Joint Legislative Task Force (with Medical Library Assn.), 1987-92.

Joint Task Force (with Medical Library Assn.) to Develop Guidelines for Academic Health Sciences Libraries, 1983-87.

Nominating Committee, Chair, 1981-82.

Committee on Medical Education, 1979-81.

Program Committee, 1978-79.

Member(as of 1/01):

American Library Association

American Medical Informatics Association

Arizona State Library Association

Association of Academic Health Sciences Library Directors

Association of College and Research Libraries

Central Arizona Biomedical Librarians

Medical Library Association

Southern Arizona Biomedical Librarians

Southern California and Arizona Chapter, Medical Library Association

OTHER PROFESSIONAL ACTIVITIES:

National Library of Medicine, Board of Regents, 1990-94; Chair, 1993-94.

Ad hoc consultant, 1994-95.

Extramural Programs Subcommittee, 1990-93; Chair, 1991-93.

National Library of Medicine, Biomedical Library Review Committee (Study Section), 1984-88; Chair, 1987-88.

National Library of Medicine, Special Review Committee for Health Sciences Education/Training Planning Grants, Chair, 1995.

HPCC Broad Agency Announcement in Biomedical Applications of High Performance Computing and Communications, Technical Evaluation Group, 1993.

National Library of Medicine, Technical Review Group for Regional Medical Library Contract Proposals, 1990.

National Institutes of Health, Special Study Section, 1981.

National Library of Medicine, Planning Panel on the Education and Training of Health Sciences Librarians, 1993-94.

National Library of Medicine, Long-Range Planning Panel on Obtaining Factual Information from Data Bases, 1985-86.

NLM/MLA Planning Meeting for Resource Grants and Medical Librarianship Education and Training, Bethesda, MD, June 20-21, 1988. Invited participant.

University of North Carolina at Chapel Hill, Librarian Education Training Grant. Expert Advisory Group. 1996.

Council on Library Resources, Conference on Online Public Access Catalogs, Wye Plantation, MD, Dec. 14-16, 1982. Invited participant.

Allerton Invitational Conference on Education for Health Sciences Librarianship, Monticello, IL, Apr. 2-4, 1979. Invited participant.

Journal of the American Medical Informatics Association, Editorial Board, 1993-95.

National Reference Center for Bioethics Literature (Kennedy Institute of Ethics, Georgetown University) Advisory Board, 1985-93.

National Science Foundation, review panel for Digital Libraries Initiative -- phase 2 grants, 1998.

OTHER PROFESSIONAL ACTIVITIES (continued):

Health Communications and Informatics, Board of Associate Editors, 1978-80.
Springer Verlag, Library Advisory Council, 1989-92.
Excerpta Medica, Advisory Board, 1978-82.
Annual Statistics of Medical School Libraries in the U.S. and Canada. Editorial Board, 1982-86.
Handbook of Medical Library Practice, 5th ed. Advisory Committee, 1990 -
Consultant to various universities, hospitals and academic health sciences centers, 1974 to date.

PAPER PRESENTED OR SPEAKER (partial listing):

Medical Library Association, History of the Health Sciences and Medical Informatics Sections. "IAIMS: what we got right and what we didn't." Orlando FL, May 29, 2001. (With W. Peay)
Medical Library Association, Consumer and Patient Health Information and Relevant Issues Sections. "Consumer health information links for everyone (CHILE): collaborating with community partners to provide health information to consumers. Orlando FL, May 29, 2001. (With J. McCray et al.)
Medical Library Association, International Cooperation and Public Health/Health Administration Sections. "Providing high quality, knowledge-based information to health care providers in rural areas: the library as a partner in delivering a full complement of telemedicine services." Orlando FL, May 27, 2001. (With J. McCray et al.)
Eighth International Congress of Medical Librarianship. London UK, July 4, 2000. "Providing health information services via the Arizona Telemedicine Program." (poster).
Medical Library Association, Medical School Libraries Section. "You never stop learning: developing your leadership skills throughout your career." Vancouver BC, Canada. May 8, 2000. (panelist)
Medical Library Association, New York/New Jersey Chapter. Princeton, NJ, December 7, 1998. Keynote address.
Medical Library Association, Annual Meeting. Philadelphia, PA, May 24, 1998. Presidential Address.
Technology Awareness Conference on Telemedicine and Tele-education, Tucson AZ, February 11, 1998. Conference Moderator.
Medical Library Association, Southern Chapter. Savannah GA, October 26, 1997. "Gearing up for Information Technology in the 21st Century: Meeting Needs of Health Science Students through Non-traditional Library Services." (Panelist)
Medical Library Association, Annual Meeting. Seattle WA, May 27, 1997. President's inaugural address.
University of Alabama, Birmingham, Keynote Address at Dedication of the Lister Hill Library of the Health Sciences. Birmingham AL, May 2, 1997. "The essence of the library."
Southwestern Association of Law Librarians & Arizona Association of Law Librarians, Joint Meeting. Tucson AZ, April 4, 1997. "Rethinking librarianship."
Arizona Library Association, Annual Conference. Phoenix AZ, December 5, 1996. Awards Luncheon Speaker.
KIT International Roundtable for Library and Information Science. Kanazawa, Japan, July 19, 1996. "Impact of digital libraries on library staffing and education."
Seventh International Congress of Medical Librarianship. Washington, DC, May 12, 1995. "Health sciences librarians for a changing information world."
North Atlantic Health Sciences Libraries. Bethel, ME, October 18, 1994. "Challenges to health information librarians: threat or opportunity?"
Medical Library Association, Midcontinental Chapter. Colorado Springs, CO, October 3, 1994. "Challenges to medical librarians--Heading for the 21st Century."
Fourth European Conference for Medical and Health Libraries. Oslo, Norway, July 2, 1994. "Challenges to health information librarians: Threat or opportunity?"
Central Arizona Biomedical Librarians/Arizona Reference Librarians Association, Joint Meeting. Phoenix, AZ, June 15, 1994. "Future directions for the health sciences library and librarian."
Medical Library Association. Annual Meeting. San Antonio, TX, May 17, 1994. "Transition from education to practice: What is needed." (panelist)
University of North Texas, School of Library and Information Science, Denton, TX, March 11, 1994.
National Council on Systems Engineering, Southern Arizona Chapter. Tucson, AZ, Jan. 21, 1994. "Arizona Health Information Network."
Medical Library Association, Pacific Northwest Chapter. Portland, OR, Oct. 21, 1993. "Health information challenges for the library: Threat or opportunity?"

PAPER PRESENTED OR SPEAKER (partial listing) (continued):

- American Library Association. Annual Meeting. New Orleans, LA, June 28, 1993. "Promoting excellence: a dialog between education and practice."
- Central Arizona Biomedical Librarians/Southern Arizona Biomedical Librarians, Joint Meeting. Tucson, AZ, October 30, 1991. "Future of health sciences librarians."
- Medical Library Association, Joint Chapter Meeting. Scottsdale, AZ, March 6, 1991. "Health sciences libraries and informatics: aligning visions and realities."
- Medical Library Association. Annual Meeting. Detroit, MI, May 21, 1990. "The role of the library administrator in the health care organization: Life in the fast lane."
- First European Conference on Library Automation & Networking. Brussels, May 11, 1990. "Making change." (videoconference panelist)
- Columbia University, School of Library Service. New York, NY, March 5, 1990. "The IAIMS project and medical informatics." (with P.D. Clayton)
- 13th Annual Symposium on Computer Applications in Medical Care. Washington, DC, November 7, 1989. Panel: "IAIMS -- Moving from model development to full implementation."
- American Society for Information Science. Washington, DC, November 1, 1989. "Achieving integration in a multi-institutional setting: the CPMC experience."
- Association of Research Libraries (ARL). Bethesda, MD, October 19, 1989. "National libraries' leadership roles and responsibilities --Panel: National Library of Medicine."
- Medical Library Association. Annual Meeting. Boston, MA, May 22, 1989. "Reinventing the medical librarian."
- Eighth Annual Dunning Memorial Symposium -- Information Transfer in Dentistry: Opportunities and Concerns. Columbia University School of Dental and Oral Surgery and School of Public Health. New York, NY, April 29, 1988. "The health sciences library of the future."
- New York Academy of Medicine Symposium on the Future of Information Systems for the Medical Sciences. New York, NY, April 25, 1988. "Role of libraries in medical education." (discussant)
- Medical Library Association, Philadelphia Chapter. Philadelphia, PA, December 8, 1987. "The library and beyond; resource sharing for integrated information management -- IAIMS."
- Association of American Medical Colleges. Annual Meeting. Washington, DC, November 9, 1987. "Journal article databases on a campus mainframe computer: cost and policy implications."
- Medical Library Association, Upstate NY/Ontario and NY/NJ Chapters. Saratoga Springs, NY, October 23, 1987. "Sources of outside funding for libraries: government funding -- the application and peer review process."
- Medical Library Association. Annual Meeting. Portland, OR, May 19, 1987. "The medical library's role in providing new information services." (co-author)
- Fifth World Congress on Medical Informatics. Washington, DC, October 27, 1986. "The integrated academic information management system (IAIMS) project at Columbia." (co-author)
- Medical Library Association, Technical Services Section. Annual Meeting. Minneapolis, MN, May 20, 1986. "Technical services in the electronic library: survival? evolution? extinction?"
- Association of American Publishers. New York, NY, April 17, 1986. Panel: "Library acquisitions, who really decides and why."
- National Library of Medicine. Symposium on Support of Health Sciences Education by IAIMS. Bethesda, MD, March 12, 1986. "The role of IAIMS in stimulating educational change at the Columbia Presbyterian Medical Center." (co-author)
- Association of American Publishers. New York, NY, September 23, 1985. "Ethical issues in journal publishing: the proliferation of journals and resulting problems."
- National Library of Medicine. Symposium on Planning Integrated Academic Information Management Systems. Bethesda, MD, October 17, 1984. "Strategic planning for information management in academic medical centers; the Columbia Presbyterian Medical Center approach." (co-author)
- Medical Library Association, Upstate NY/Ontario Chapter. Syracuse, NY, October 12, 1984. "System-wide approaches to online information management at Columbia: IAIMS and CLIO."
- Medical Library Association, Mid-Atlantic Chapter. White Sulphur Springs, WVA, November 3, 1983. "Networking for a new era: What color is your coupon? Views from a resource library."
- Medical Library Association. Annual Meeting. Plenary Session. Anaheim, CA, June 15, 1982. "Implications for libraries in changing medical information systems."
- International Conference of Scientific Editors. Amsterdam, The Netherlands, October 14, 1980. "Criteria of journal quality." (co-author)

PAPER PRESENTED OR SPEAKER (partial listing) (continued):

- Medical Library Association. Annual Meeting. Plenary Session on the Allerton Conference and MLA Education Programs. Washington, DC, June 18, 1980. "Perspectives of the practitioner and employer on the conference objectives and outcome."
- Special Libraries Association, New York Chapter. New York, NY, February 13, 1980. Panel: " Women in special librarianship."
- Medical Library Association. Annual Meeting. Honolulu, HI, June 4, 1979. "Issues in audiovisual services."
- Mid-Atlantic Health Congress. Atlantic City, NJ, May 22, 1979. "The woman administrator in health care institutions."
- Special Libraries Association, Philadelphia Chapter, and Medical Library Association, Philadelphia Chapter. Philadelphia, PA, December 12, 1978. "Room at the top? Women and library administration."
- Federation of American Societies for Experimental Biology. Symposium on Information Transfer in Sciences. Atlantic City, NJ, April 12, 1978. "Information media and quality evaluation."
- Medical Library Association. Annual Meeting. Plenary Session. Minneapolis, MN, June 16, 1976. "The role of women in library administration."

PUBLICATIONS:

- Anderson, R.K. Impact of digital libraries on library staffing and education. In: *Uses of Digital Library*. Kanazawa, The Japan Foundation, 1996:{4-4}1-18. (Also published in: Marcum, D.B., ed. *Development of Digital Libraries: an American Perspective*. Westport, CT, Greenwood Press , 2001)
- Clayton, P.D., Cimino, J.J., Anderson, R.K., Roderer, N.K., McCormack, M. Integrated Advanced Information Management Systems (IAIMS): Accomplishments from a Global and Local Perspective. In: Prokosch, H.U. and Dudeck, J., eds. *Hospital Information Systems: Design and Development Characteristics: Impact and Future Architecture*. Amsterdam, Elsevier, 1995: 287-311.
- Anderson, R.K., ed. *The Internet Connection: Using the Internet for Health Sciences Information Resources and Services*. Bull. Med. Libr. Assn. 82:390-433, Oct. 1994.
- Anderson, R.K., Haddix, A., McCray, J.C., Wunz, T. Developing a health information infrastructure for Arizona. Bull. Med. Libr. Assn. 82:396-400, Oct. 1994.
- Anderson, R.K., and Fuller, S.S. Librarians as members of integrated institutional information programs: management and organizational issues. Libr. Trends 41:198-213, Fall 1992.
- Hendrickson, G., Anderson, R.K., Clayton, P.D., Cimino, J. et al. The integrated academic information management system at Columbia-Presbyterian Medical Center. M.D. Computing 9:35-42, Jan./Feb. 1992.
- Roper, F.W., Anderson, R.K., et al. Platform for Change: the Educational Policy Statement of the Medical Library Association. Chicago, Medical Library Association, 1992.
- Clayton, P.D., Anderson, R.K., Hill, C., McCormack, M. An initial assessment of the cost and utilization of the integrated academic information system (IAIMS) at Columbia Presbyterian Medical Center. Proceedings, 15th Annual Symposium on Computer Applications in Medical Care. New York, McGraw-Hill, 1991:109-113.
- Sengupta, S., Clayton, P.D., Anderson, R.K., McCormack, M. Computer networking strategy at Columbia-Presbyterian Medical Center. In: Duisterhout, J.S., et al. eds. *Telematics in Medicine*, Proceedings of the IMIA Working Conference on Telematics in Medicine. Rotterdam, North-Holland, 1991:79-90.
- Anderson, R.K. The health sciences library of the future. J. Am. Coll. Dent. 56:45-49, Fall 1989.
- Anderson, R.K. Reinventing the medical librarian. Bull. Med. Libr. Assoc. 77:323-331, Oct. 1989. [Reprinted in: *Library Lit 20; The Best of 1989*. Ed. by J.A. Hannigan. Metuchen, NJ, Scarecrow Press, 1990, 431-448.]
- Anderson, R.K. Role of libraries in medical education; response to paper by Robert M. Braude. Bull. N.Y. Acad. Med. 65:732-734, Jul.-Aug. 1989.
- Anderson, R.K., Clayton, P.D., et al. Integrated Academic Information Management System (IAIMS) Implementation at Columbia-Presbyterian Medical Center. New York, Columbia-Presbyterian Medical Center, 1989.
- Miller, R.A., Patil, R., Mitchell, J.A., Friedman, C., Stead, W.W., Blois, M.S., Anderson, R.K. Preparing a medical informatics research grant proposal: general principles. Comput. Biomed. Res. 22:92-101, Feb. 1989.
- Love, E., Anderson, R.K.G., et al. Challenge to Action: Planning and Evaluation Guidelines for Academic Health Sciences Libraries. Chicago, Association of Academic Health Sciences Library Directors and Medical Library Association, 1987.

PUBLICATIONS (continued):

- . Hendrickson, G.L.F., Margulies, D.M., Anderson, R.K., and Levy, R.I. The role of IAIMS in stimulating educational change at the Columbia/Presbyterian Medical Center. In: IAIMS and Health Sciences Education; proceedings of a symposium. Bethesda, MD, National Library of Medicine, 1987:20-23.
- Hendrickson, G.L.F., Anderson, R.K.G., and Levy, R.I. IAIMS at Columbia: a strategic plan and model project. Bull. Med. Libr. Assoc. 74:243-248, July 1986.
- Hendrickson, G.L.F., Anderson, R.K., and Levy, R.I. The integrated academic information management system (IAIMS) project at Columbia. In: Salaman, R., Blum, B., Jorgenson, M., eds. MEDINFO 86. Amsterdam, North Holland, 1986:942-4.
- Palmer, R.A., Anderson, R., et al. Executive management of information in the academic health center. Bull. Med. Libr. Assoc. 74:45-48, Jan. 1986.
- Morris, T.Q., Hendrickson, G., Goldstein-Anderson, R.K., and Levy R. Strategic planning for information management in academic medical centers; the Columbia-Presbyterian Medical Center approach. In: Planning for Integrated Information Management Systems; proceedings of a symposium. Bethesda, MD, National Library of Medicine, 1985:14-19.
- Goldstein, R.K., ed. Academic Information in the Academic Health Sciences Center: Roles for the Library in Information Management. Bull. Med. Libr. Assoc. 71:403-434, Oct. 1983.
- Anderson, P.J., and Goldstein, R.K. Criteria of journal quality. J. Res. Commun. Stud. 3:99-110, 1981.
- Goldstein, R.K., Schindler, M.K., and Port, J. Library mobilization for continuing education. Bull. Med. Libr. Assoc. 68:240-242, April 1980.
- Goldstein, R.K., and Hill, D.R. The status of women in the administration of health sciences libraries: a five-year follow-up study, 1972-77. Bull. Med. Libr. Assoc. 68:6-15, Jan. 1980.
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- Goldstein, R.K. Review of "Women in Medicine." Bull. Med. Libr. Assoc. 67:271, April, 1979.
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- Goldstein, R. Respondent's Comments - Position Paper Six: The relationship between graduate education and continuing education in health sciences librarianship. In: Berk, R.A., ed. Allerton Invitational Conference on Education for Health Sciences Librarianship Proceedings. Chicago, IL, Medical Library Association, 1979:150-151.
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- Goldstein, R.K. Women and health sciences librarianship: an overview. Bull. Med. Libr. Assoc. 65:321-329, July 1977.
- Goldstein, R.K., and Hill, D.R. The status of women in the administration of health science libraries. Bull. Med. Libr. Assoc. 63:386-395, Oct. 1975.
- Goldstein, R.K. The Levy Library: a center for learning resources. Mt. Sinai Alumni Spectrum 5:10, 1975.