

Gayle Lynch

Gayle: My name is Gayle—middle initial D—Lynch. And I first came to Brown at the end of October 1967, having just been decommissioned from the United States Air Force. And I was returning to Providence as my point of commission and taking one last look around downtown Providence on a Friday morning, and to kind of say goodbye, because I would be returning to Nova Scotia, Canada, from where I originally came. And I ran into a lieutenant who had been in the service with me, and he asked me what I was doing in downtown Providence.

And I said, “Well I’ve just gotten out of the Air Force, and I thought I’d take a last look.”

He said, “You’re not going back to Nova Scotia?”

And I said, “Well, yes. I think so.”

I was a registered nurse at the time, so I said, “Oh, I’ll go back to Nova Scotia.”

He said, “You don’t want to do that.” He said, “There are universities here in Rhode Island, maybe you should apply and get a job.”

And I said, “Oh, I don’t know.”

He said, “We’ll have lunch and talk about it.”

After lunch, we proceeded up the hill to Brown University. Walked into University Hall, which housed the Personnel Department, for hiring of staff.

And a sweet little old lady named Mrs. Hatch, who was in her seventies at the time, said, “Dearie, how can I help you?” And I said, “Well, I’m just curious as to what job positions might be open that I might apply for.”

And she said, “Well, I know we have one in the math department, and in engineering, and, oh yes, the library.”

And I said, “Well the library sounds, like, pretty tame, maybe I’ll try there.”

She called across the street to the Rockefeller Library. A gentleman named Robert Wedgeworth, who was in administration at the time and later ended up at the Library of Congress, said, “By all means, send her over. We have a couple of positions available.”

So, I proceeded, and I sat at the desk where Ginny Twomey’s old desk used to be in front of the bookcases, as you first walk into Administration. And Mr. Wedgeworth was behind the desk, and I introduced myself. And he laid out several different jobs that were open in the Rock Order

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Department and Catalogue Department. So, after talking to me for a while, he said he couldn't quite understand why I wasn't seeking a job in the hospital. Well I'd had a leg injury. I used to work in the OR, and I couldn't stand up for long periods of time. So, I said for a while I was going to take a leave from doing hospital duty and explained my situation and I said, "Oh, I might hang around for six months or a year if I could get a job." And I must have chatted on like a silly school girl but he just sat there quietly with a smile on his face.

And at the end of the interview he said, "Well, we have a job." He said, "You're a little overqualified for this, but we need someone desperately for typing catalogue orders for faculty requests." And he said, "But, I don't know." He says, "Let me look over your...what you've written here, and if we come to a decision to hire you," he says, "you'll be hearing from me within a couple of days."

Well, I no sooner got home to my aunt's house, at about 3:30 in the afternoon, having left that office about 12:30, and my aunt said, "I had the strangest phone call. Somebody by the name of Wedgewood or Wedgeworth called, and said you were to start on Wednesday, November 1st, at 8:30, and to report to Administration in the Rock Library."

That's how it all began. I started...I sat where Barbara Schulz's office is now, was my office for two years, typing German orders for Professor Schulz—hundreds of them a day—and it never...I didn't know German, but I sure could type. And it...the staff...everyone couldn't have been more helpful. Gloria Reynolds, who is no longer here, took me around. It was in the Order Department, which later became Acquisitions. Catalogue Department, which is now Tech Services. The staff were wonderful, and I settled in nicely. But still kept saying, "Oh, I don't know if I'll stay long." Well, a couple of years passed. I even got sent by the Library to Boylston Street, in Boston, when our first bit of technology came—the keypunch machine. So, I had to have training on the keypunch machine, which would aid me in my catalogue orders, and that helped very nicely. I can't even...I can vaguely remember the site of the machine, but that quickly went away. But our first big excitement was the introduction of the IBM Selectric typewriter, which was wonderful and I could type twelve carbon copies on it. So, when I had to do office letters that was wonderful, because I could have so many carbons to file in the correspondence file. After two years I became secretary to Harold Clark, who was then the Head of the Order Department. His secretary became ill, and while I was on vacation in Nova Scotia, at Christmas, he asked...called me on the phone and asked me if when I returned I would like to have a step up and be his personal secretary, which I thought was wonderful. So I

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started with Harold Clark and 1972—so, this was a span from '67, maybe 1970 I started, late '69, '70 with Harold Clark as...in the Order Department as his secretary.

And then in 1972, there was a woman on the staff, Helen Kurtz, who became Acting Librarian to take over when David Jonah got ill. And she was nice. If Helen liked you, you were in. If she didn't, uh, not so good. And one day she called me after lunch into the office, and she said to me, "You know, I have an idea for you," she said, "I don't think processing is where you should spend the rest of your time if you're thinking of staying within the library...confines of the library." And so I didn't know where this conversation was going. She said, "There's an opening in Archives in the John Hay Library." And she said, "I think you'd be a lot better fit with Brown's memory. Much more interesting." And she says, I think, "If you decide to stay with us," she said, "this would be perfect for you."

Well, it was heaven sent. Because I moved over there in June of 1972, and here I am, forty-seven, almost forty-eight years later. It was, it couldn't have been...I kept my nursing license open, and did, you know, as a second job for a period of time, did things. But this was a perfect fit. To meet my husband, have my family, and to grow, within the library. At the time John Hall was Acting Archivist, and then later Martha Mitchell who was his assistant would become the University Archivist, and was a mentor, a friend, and I, mean, really was the instrument in my staying and learning new techniques all the time, thankfully to Martha. And, so, if I had to do it all over again I would follow the very same path.

Over there, it was a variety of work. You did reference, I typed catalogue orders, worked with the faculty and staff. Much the same as we're doing today. I have to say, with the onslaught of the digital age, I think it was more personable up until the late '90s. I mean, I still do a lot of the things the way Martha had trained me to do them. I work a lot with alumni, a lot with the deceased bios, finding and hooking them up with family members. The most rewarding thing is, having found...I've found fathers and mothers, who children for some reason or other over the years lost contact with, but because of the Bio File, their particular file having a wealth of information that the child never knew, I've been able to copy, send their photograph that was their graduating class picture, and—the letters back, having connected them with their parent, or an aunt, or an uncle, cousin, have been very rewarding. And for those, you know, there's just no amount of money, you know, the feeling that you get with being an instrument of bringing someone together, that's the thing that I'm going to miss when I retire. But now, I'm curious as

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to how it will continue once I retire, how Ray and Jennifer will handle it. And hopefully they'll have someone that will be able to spend the time, because things are changing, and whether or not Brown puts an importance on that anymore, I have no way of knowing. With the onslaught of all the other new programs that are coming in. But the alumni may have something to say about that because it tends...a lot of the requests come from the President's office or from alumni records, because they don't keep the old records, and we get them after they're out fifty years. Or, if they're deceased we get them after a year. And as we go along, for anyone who's prominent or makes the news, like Bobby Jindal, who's now a governor, just people who make the headlines, we will start a bio file for them. And then, of course down the road, when we do finally get their file, everything is incorporated. So, it's an ongoing process. But, it's...there are so many jobs in the archives, and variety that, you know, it's monitoring the reading room, student research, dealing with the students on a one-on-one, dealing with the faculty. There's no way of getting bored. When one project ends, there's...you've got others to fall back onto, so I recommend the department highly. [laughter] For keeping one on their toes. And we have the resources at hand, in the collections. It's great. And certain collections stand out more than others, and you just...after a while you can do them in your sleep. In fact, a lot of times, when I think, "Oh, I know I should remember this," I'll be...I'll wake up at three in the morning, and I've got the answer, and I'm excited to get up and get back to work and put it together. You just need time to kind of step back, and let it come to you instead of trying. Of course, that goes for anything—I think the more you try to remember, the less you do. And once you just give it up, it comes to you. So...

Carina: So, I wanted to ask you: you mentioned, there's a question here about the latest and greatest technology, when you started at the library. So you mentioned the key punch machine, and the new IBM typewriter. But I wanted to ask you how—you know, you mentioned the computer and technology sort of changed the way you do archival research, you said something about the person, you know, the lack of...maybe the decreasing personal touch or something—I don't want to put words in your mouth.

Gayle: No. Well, it's like I used to personally type...I typed all the letters, and they were eight or nine carbons. And we had, you know, you file these materials. With the computer...I have to say, with the onslaught of the computer, now that I type...my letterhead is on there, and I type on the computer, and I print it off, I'd be a fool to say that that isn't a lot easier. That...actually, I was able to handle more things, because of the speed of that whereas before I used to have to

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feed the typewriter with the carbons, and if they got in crooked you had to take them out and start all over again.

The one thing, and I don't know if this goes along with this question or not, but as a side: a lot of us in the Rock Circulation, and myself in the Archives, we used to type PhD dissertations, on the side. We got a dollar a page. And we typed PhD dissertations. I've typed a lot of the PhDs, that, even now people will ask for and recommend from the '70s and '80s. And that ended about the mid-'80s, we stopped doing that. But it was fun to take the typewriter and type within the red margins. The only thing I hated were the footnotes. Except for those people who didn't do the footnotes on the bottom, and everything was fine. I loved those dissertations. But there was a lot of money to be made as a second job doing that. And it was fun because it was still within the community at Brown. And you got to know a lot of the candidates before defending. And proofreading...some of their dissertations were boring as hell, others were just absolutely delightful. I loved the history dissertations, and so...You know, I did that, but I have to say: when Martha Mitchell made up the programs for the...I took care of all the Masters and PhDs, and processing them. And getting them sent off to Ann Arbor, Michigan, and keeping the microfilm and check, that was another job of mine. And so, when she devised the programs for the PhDs and Masters to be entered into the computer, I...it made my job a lot easier. Because it would stay there, and I could just add to it easier. And I must say, and confess, that I still use the paper index that I typed, back in the '70s. And then, later off the computer that printed--I used to photocopy my pages, but then the computer--I can print off multiple copies. I still refer to the volumes. I know I can go online and see it, but I like to open the pages. Somehow, to me, it's, I don't know, more secure. And I guess maybe that's because I didn't grow up with this—I grew up with the indexes, the paper ones. And we always had the volumes, you know, we'd print them off, and Martha would buy big fat binders when the money wasn't in the budget, and we'd label them. And I still use them, we still used them for the *Brown Alumni Monthly* when we used to index it. The thesis lists only go up to 2000. We were very upset in the mid-'80s when they stopped indexing for the...making subject headings for the dissertations. That was really a sad moment, because up to 1985, you know, we had subject headings, and...But, whatever. It wasn't done any more. And I used to process the thirty or forty boxes that would come through from the grad school, with two copies each of all the PhDs and Masters. And now, of course the box sizes have shriveled because some are electronic, and, you know, some people do want to have a paper copy kept, so...I suppose it makes the job a little easier,

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but then there are other things that have taken over for your time, in the meantime. But, I'm not quite sure where to expand on that.

Carina: Did you want to talk about the spaces in the Rock, how things have changed?

Gayle: Right. I think I still tend to like the way it was in the beginning [laughter] I like all the new spaces, I mean, I realize the need for them. But, it's not even that—someone said once, "Oh, maybe you're averse to change," and I'm not, it's just, you know when you get comfortable with something? And then all of a sudden they take it away, and it's...but I think it's okay for me with the Rock now, because I'm not with the Rock, I'm over in the John Hay, and I've gotten used to that. And that has changed...and this new change, at least it's just the first floor, technically the rest of the building is staying the same. And I realize also the need for change. We had to have certain things updated, and now they are, and that's a good thing for everyone involved. But with the Rock, you had...I miss the Bindery. I mean, we have essentially, the Preservation area and stuff. But, you had the Bindery, and it was a little different. You walked in, there was a little table, with treats [laughter] for the staff, for when they had their coffee. It...I don't know. Just the way it was set up. Everything was just more family oriented? Now what's sad: there's a lot of new staff, and you don't really get to know them like you did years ago. We used to have something called the New Members' Tea. And we had it...we had it twice a year, and don't laugh, but we had little animal signs for the staff, with their favorite animal cut out of paper, like little paper cutouts with our name, and then we'd give a nice official looking sign, nametag, to the new member. And we'd go upstairs in the staff lounge, and we had little pastries ordered, and sometimes even the staff would bake, and bring in their own home goodies. And the new staff would come in and you'd sit, and for as long as you wanted, you sat, you introduced yourself, what department you were from, and, you know what's nice? Because student activities, in Faunce house, still does this, with their students and their departments—they bring them into student activities and they introduce them to the whole group, of who they'll be dealing with. And I really—I feel bad that it's not done anymore. I think staff would take a different view of new hires, and get to know them on a bit of a personal level, and the...even if you didn't have it twice a year, if you had it once a year, to introduce the new staff...you find out such interesting facts about their personal life, and how they feel about coming into a new situation. And it also smooths the edges. They don't feel so intimidated, or, like, you know, nervous. And that's just usually done within, you know, six months of a couple people being hired or whatever. But it was warm, and it was friendly. And that's kind of been

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taken away, and people tend to get together within their department, and people might say, "Oh, well, let's go have coffee and we'll sit and talk." And that's all well and good, but there are all the others on the outside kind of looking in. Especially like, I'll walk over to the Rock on occasion for a meeting, and there will be two or three people and Jane or someone will say to me, "Oh, that's so and so from here or from there," and it's kind of sad, because I could have had the opportunity to meet them, along with others, in a nice friendly atmosphere in the staff lounge. So. That's my pet peeve of the day. [laughter]

Carina: Well, I think that that idea might...might get some more traction.

Gayle: It doesn't take...well, it doesn't take a lot of effort, and certainly if...even if there's no money in the budget for food—there were times when things were tight, and we put out a little notice around to our colleagues: "Hey, you feel like bringing in a pound cake?" "Do you feel like bringing in some cupcakes, Dunkin Donuts?" Or something like that and people did. And we do this...we've done this in the Hay. We still do it in the Hay. And, I mean, it's a little effort, on a couple of people, but it certainly doesn't...if you can call a meeting, you can call a meeting, set up a meeting, you can set this up a time when it gels with everybody, and someone's there.

Carina: It goes a long way. Right. Oh, absolutely. And you know what they say, like the first six months of someone's new employment is critical to their retention as well?

Gayle: Yeah. Well the thing is, they get a...you get a whole different outlook. You see somebody and you think, "Oh my God." You know. And you might be a bit intimidated by their title or who they might be. And then you find out they have the same feelings about things as you do. But it opens up a whole avenue of work and personal things, which is great. And if you're going to work on a day-to-day basis with people, it's just...it just brings you closer together. It makes for a much better teamwork group, you know. And it's amazing, it is amazing what you find out, or how you find a lot of people are very similar to you. Because they've all been drawn to the library for some reason or another and I just think it's very good for....for morale.

Carina: Love that! Thank you. [laughter] Okay. Yeah, I think we're going to bring that one up again. Okay. So, next question about expectations for professional appearance: dress...

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Gayle: There's never been a dress code at Brown. Never. I tell the story of Kay Moore, who was the head of the Cataloguing Department, and he was a very stern, strict gentleman. And we had a young woman from [unintelligible] Argentina who was working with catalogue orders—quite a striking, beautiful woman, and she did modeling for RISD on the side. And she used to wear a lot of chiffon. She wasn't that well endowed, but she was striking, and she never wore a bra. Need I say more? Well, Mr. Moore was beside himself. Because her desk was right outside his office, which was the corner office overlooking George Street. And he turned himself inside out to try and get the committees that be within the library and the university to state that she had to change her dress. And he couldn't do it. Because there was no dress code, and Brown wouldn't make a dress code. People were to be comfortable, and if she wasn't intimidated by it, then he wasn't to pay any attention. And he learned to live with it. For about another eight years, and then she got married and left. So, that took care of it. [laughter] So, it, you know...

And another department I miss was the Documents Department, which Dan was a part of before the whole scheme of the reorg, which a lot of us were not in favor of. A lot of task force meetings, but, again, I got what I liked, I got to be on committees with Dan, and at the time, Lori Jargo and people that I didn't see a lot, but got to have meetings for the task force for the new reorg, [laughter] so it was fun relating and discussing things with them. And I have to say that I'm glad that it went by the wayside. I don't think it was a good fit for Brown. Having the people from Arizona come and tell us that it didn't work after three years, and they continued to proceed to make it work—want to make it work—it was...it was a waste. The biggest destruction was the stress that it put on staff...some staff members who had to seek therapy afterwards and had to take time off from work, because their whole lives were going to be turned upside down. I was going to be put over at the Special Collections desk. Someone else was coming from Sciences to go into the Archives.

Karen: Pat Sirois was going to be sent to Sciences.

Gayle: Yeah, yeah. And Pat was going to be sent to Sciences. And Maria Donofrio, who I love dearly, was going to be my boss, but who was not working in the John Hay Library. How does one monitor a staff member, or...

Carina: When you don't know them?

Gayle: When you're not with them? Uh, hello. But I was told: "Oh now, Gayle." That was where the "averse to change" came up, to me. Well, you know, well, what happens if someone goes into the Archives and asks this person about Brown's memory on certain things? "Well, you'll be here." And, I said, "Well, what if I'm not here?" I said, "If I'm at Special Collections and I'm supposed to learn how Special Collections is run, then I am no longer involved with Archives. It's either one, or the other. So, do I just say to the person, 'I'm sorry, I don't know that,' when I know it perfectly well?" But...and all the time I never got a straight answer on that. But I was thinking, "Oh God, if you care anything about the John Hay and the Rockefeller Library, Sciences, you will not allow this to come to pass," and thank God it didn't. But, there were two years of a lot of mental anguish for people, which I think was really unfair. But, we learned lessons from this, and a lot of people came out stronger, and I think the library is a better place today because of it. But, it was unfortunate that the time had to be wasted. But, I guess sometimes you have to climb a few mountains to...[laughter] to make it work, and thank God there were people that were loyal enough and steadfast enough, and were not afraid to speak their minds—those people who were in positions of being able to do so. So that worked.

And of course, the union came in—backtracking a bit—the union came in, I think, in 1973. And that made a big difference as far as pay amongst all the statewide universities and stuff. Their pay, next to Brown's—Brown's pay was pitiful. [laughter] But, the thing is, Brown's benefits were always much better than anybody else's. When I came, you got a month's vacation and you got a month's sick time right away. Right away. After the union got in, with, I think, the staff, you had to wait a year. You worked a year, and you got two weeks, and then after that you got a month or something like that. But those of us—there were five of us who were grandfathered—and I was one of them. Because of the length of time we'd been here. I basically...it was just in name only. I could not go on strike. If I went on strike, I would've been fired. But the other union people, of course, could go on strike and whatever. So, during the strikes, I worked. And Administration made it very easy for me to come and go. And there was some name-calling and stuff, but it just went with the territory. Thank God I was a strong enough individual, and some of the people that were doing the name-calling weren't aware of the situation. So, I felt, had they ever been, they could understand, but I wasn't going to bother to stop and talk to them. But anyway, we got through the several strikes and good things came from those, and some bruised feelings. But over time, it just got better. So, we learned a lot from those. But I have to say: in some cases with the union, it bettered situations for people.

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And, as in any case, there are abuses on both ends, but you can't run from that. That's in any situation in life, so you just have to try to keep making it right. But, overall...overall, I look at our group...when I...I really compare a lot to the rest of campus, I find the library much more family-oriented, I mean, a teamwork, than other departments. I think, you know, I recommend it highly. I'm always telling people who I dine with on the other side—when I say on the other side, [I mean] of the regular campus, you know, “Oh, if a job opening comes up in the library, once it's left the building, you know, if you think you're qualified, apply. You won't be sorry.” It's a great place to hang out.

Carina: Yeah, I always tell people: “How's working at Brown?” “It's a good place to work. It's a good place to work.”

Gayle: Oh yeah. And you know, I just say it: raising a family, you can leave at night, to a degree, and your work stays there. And you can go home and devote your time to your family, or whoever you're devoting your time to. And then you come back in the morning fresh and ready to take on the demands of the day. And, as far as work goes, it makes a big difference in what you're going to do. But there's always something going on, there are fantastic people to talk with, from every walk of life. The level of ac...the place of academia, I mean that's for me the number one. If you have to have a career, that's where you should be. If you're looking for money, go to the medical field. But if you want peace of mind, hang out in a library. That's where you want to be. It's...my only sadness is that Brown University is becoming more corporate. We are no longer really a place of academia, it's a business now. It's all about bringing in a lot of money, and I realize that that has to be, but it's...so in some ways, I'm glad that I'm near the end of my time. Because I can...three quarters of it...it was the old Brown. And in the past fifteen years, it's starting to be...But, it's with all the new technology coming in, it had to go that way. I'm glad that the school has maintained its basic 7,000. You know, 2,000 grads, 5,000 undergrads. The numbers are up a bit. But I'm glad that it stayed...that it stayed a small university, as opposed to really trying to bring in...Of course, with the onslaught of the medical school, the numbers will climb a bit, but still not...it's still pretty much a community...college. Don't tell 'em I said that, but it's...

Carina: A community *centered* college.

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Gayle: It's personable. Not like—what is it—Ohio with 50,000 or something like that? I mean, so much gets lost. And it's now...it's still...class sizes are small, the faculty's not that large, I mean, and you know people. You walk across campus and you can recognize people from other areas. And I've certainly had enough contact with all the departments, which makes it great.

Carina: So, I guess the last two questions...you mentioned a couple, but if you have any other funny, strange, or interesting memories of the Rock, either centered around patrons or co-workers or students...

Gayle: Well, the one thing I'll tell you that I miss during exam times is when we used to come...I used to come to visit several friends, and I had stud...when I was younger, I had...some of the students were close friends—and this was, like, in the middle seven...well, maybe around '78, '79...I used to spend a lot of time in the Rock. And you'd have to literally walk over bodies on Level A. And in what is now this middle room, it used to be the reference room, with all the bookshelves of reference materials. There were a lot more than there are now—I mean, the whole wall was just... there had to be sixteen or seventeen bookcases that came out with all reference materials. And students would be lying all over the floor. When you'd take the elevator down to A, and I would meet a friend in what is the quiet room now, and you'd have to literally walk over bodies. They were lying in the bathroom alcove, they were lying all over the floor down by the elevators, the service elevators, studying. And you'd literally have to walk between their legs to get to wherever you were going to meet somebody. It was a hoot. And food--food was everywhere. Food was everywhere. [laughter] It was a hoot. So much for preservation, but, I mean, that's just the way it was. It was a hang-out. And the students were comfortable doing that, and nobody said they couldn't. And then of course it's, after a while, I think it was when Charles Churchwell came, he tried to clean it up a little bit. And they were designated to tables and chairs. And we had security that walked through.

And we used to—oh, another fun thing we used to do, the staff...we had Mr. Chiang...was head of the East Asian Collection, and he'd also been a chef. And had owned a couple of well-known restaurants in Boston. And we used to—these New Member Teas—this is how this came about—we decided we needed to raise some money for something, and so he suggested, "Well why don't we..." he says, "I'll make, we'll make eggrolls. And we'll sell them for twenty-five cents apiece," he said, "for the staff for lunch." So we got this one day, Friday, but before that—

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the weekend before—a Saturday, Mr. Chiang took myself and another colleague into Boston, took us to three places near Faneuil Hall and Chinatown, showed us the best places to buy all the supplies for making these eggrolls. The eggrolls were this long. They had to be about eight inches long. Vegetarian. They were wonderful. Up in the staff lounge, there we were, frying, this whole morning, frying eggrolls. And the staff...we made, about, I think \$800, within a couple of weeks, frying eggrolls. At a quarter, mind you, a quarter an eggroll. People were buying six, eight, and then, like, it was crazy. We were getting orders for them, and Mr. Chiang was even doing them at home. And bringing in boxes of them. But the smell of cooking them and everything in the staff lounge was absolutely wonderful. So we raised money for a couple of functions and different things, and then that was fun.

And, you know, it just, it was a camaraderie, a fun thing to, you know. But work was getting done. I mean, I was the head of the social party, the social group, for organizing the parties, but, I mean, our work got done and then we played. It was good. It was good for morale. And I think people just tend to get away from things. It's not that they don't want to get together with a group, they just...other things come into play. But if you just stop and take the time to make time for yourself, I think it gives you...some of those things that you really think are so pressing, are not so pressing when you're relaxed and can look at it in a different way. When you're constantly stressed and looking at something, it's definitely going to be multiplied to be worse than it really is. So I think staff needs to bond together and do things, so... You know, I'll always be an advocate for getting together on a social level. And work, and sometimes more work, gets done because of your mental state being much more relaxed. So, I don't know. I'm sure I'll think of a hundred and one stories afterward.

Carina: Is there anything else you'd like to share, as a final sort of wrap-up?

Gayle: No, just that it's been a great run. For me. And looking on the...being on the downside...and looking forward to, you know, time with grandchildren and family, it's prepared me in a lot of ways to accept the phase that's coming up with a lot of enthusiasm. Because I certainly don't look on it as...you know, it's going to be bittersweet, but I'm really just moving to a new area. Because the people that I've shared my life with here, they're not going anywhere. And I'm a telephone call away, a text, or an email. Thanks to technology. [laughter] It's great. And as I've told Jennifer that..."feel free to call me. You have my permission to call me at any time. " Because I'm sure the institutional memory that I'm taking, hopefully, I'm not going to have

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an onslaught of dementia right away, but there will be things that I may be able to remember on the top of my head that might save you some time from moving into the records, and if I'm [unintelligible], then I also would feel useful. And, that's...and I think that's a good thing too. So I'm just...I'm not really saying goodbye, I just will not be in the building. But you can still, you know, connect with me. So a lot of good things have come out of this five minute talk to Mrs. Hatch in 1967. And I mean, there's no way that anyone would ever be hired under those circumstances. Walking in, I mean, you know, and then "Well, I might leave in six months to a year." Certainly, it's...

Karen: No background check.

Gayle: No background check! They didn't, Karen. People hired...professionals were hired. They did not do...it was crazy. I would say, maybe for...maybe 1975 was when a more stricter rule came in, or came to pass, on doing that. But essentially, you could put down, on your résumé, you could have listed six or seven schools. And it wasn't a case where they would follow up. Maybe, the odd one they might. So that has improved, and is good. But, I think another thing—overseeing certain things—there are a lot of very good people, within our ranks, that I feel should move up into positions, even professional positions, but they still go to the outside. And I think, in some cases, the people that they had here would have been a much better fit. But Brown tends to always...Brown has always gone to the outside when hiring. Even on the regular part of campus, tend to be more...to do that. And so for those who are coming from the outside, that's wonderful. But there's a lot of pretty talented staff. But, again, I think if you're in the right place at the right time, it works. So, it's great.