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CONTINUED CONTROVERSY: THE RUTGERS MEDICAL SCHOOL AND THE LIBRARY OF SCIENCE AND MEDICINE*

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IN 1970 an unprecedented piece of legislation severed the Rutgers Medical School from Rutgers, The State University of New Jersey. The separation came at a time when the dominant trend was for medical schools to affiliate with universities, to take advantage of their intellectual life and their resources. Rutgers was left as the only major state university in the nation without provision for medical education. The Rutgers Medical School, along with the New Jersey College of Medicine and Dentistry (formerly the Seton Hall Medical School), was placed under an independent, governor-appointed board of trustees.

Naturally this severance has wide-ranging implications for higher education, particularly medical education, and for state politics and state government. Among these public issues, the requirements of library services tend to be forgotten. Certainly they were forgotten at the time the severance occurred. As a result the separated Rutgers Medical School and the Library of Science and Medicine—conceived, planned, and built to serve the Medical School as well as

* This article is a revision of a 1977 paper written while Ms. Tipton was a student at the Rutgers Graduate School of Library Service.

the nearby University science departments—stand next to one another on the Busch Campus in Piscataway with a tunnel to connect them and a world of administrative apparatus to divide them. Why a large portion of the library's clientele was severed from it, how the severance occurred, and what problems in library service have arisen as a result are the subject of this paper.

THE RUTGERS MEDICAL SCHOOL, 1946-1970

Until the 1950's, the State of New Jersey had no medical school whatsoever, and until the 1960's no state-affiliated medical school. The surrounding states of Pennsylvania and New York, blessed with numerous medical schools, provided high-quality, specialized medical care for New Jersey residents. Medical students from New Jersey went elsewhere for their training, and many never returned to practice in their home state as a result.

In the early nineteenth century, Rutgers University, still a private, church-affiliated institution, arranged for a brief period to grant Rutgers degrees to some medical students, but the students themselves were trained in New York City. In the 1940's the question of a New Jersey medical school began to be discussed again, and with this discussion arose the political and philosophical differences that killed the Rutgers University Medical School within eleven years of its birth. Rutgers was named the fledgling State University of New Jersey in 1945, and soon afterward the state medical society passed a resolution that a state-supported medical school ought to be founded as part of the new state university. Since the majority of medical schools have been or have become affiliated with universities since the 1910 Flexner report advocating this step, such a resolution in a state without a medical school might be viewed as both logical and reasonable. Political considerations arose right away to demonstrate that it was neither.

The two largest cities in New Jersey, Jersey City and Newark, have traditionally wielded considerable political power. In the 1940's both of these giants had municipal hospitals running at considerable deficits. Each city saw affiliation with a state-supported medical school as an opportunity to improve finances and upgrade services for its own municipal hospital. Representatives in the state legislature from these two cities made the location of a state-supported

medical school such a major issue that the foundation of the school itself never occurred.

In 1954 a bond issue was proposed to build the Rutgers University Medical School, and the location controversy raged again. Some months before the bond issue was to go to the voters, Seton Hall University, a Catholic institution, announced plans to begin a medical school of its own to be located in the Jersey City medical center. The combined forces of Jersey City politicians and the Catholic Church defeated the Rutgers University bond issue soundly. On December 10, 1954, Seton Hall signed a lease with Jersey City, and Rutgers University dropped plans for a medical school.

Then in 1958 Dr. Mason W. Gross became President of Rutgers. By 1960, the dream of a state medical school for New Jersey was reborn—but quietly, for fear of controversy. A committee virtually sworn to secrecy studied the feasibility of a two-year medical school. Within a few months, however, Dr. Kinde of the Kellogg Foundation had sent President Gross a letter expressing interest in donating funds to a proposed two-year school being considered at this time by then Governor Meyner. In mid-March the Rutgers committee report was released, and on June 27, 1961, the Kellogg grant of \$1,073,200 for establishment of a two-year medical school at Rutgers was announced.

In October 1962 Dr. DeWitt Stetten, Jr., formerly of the National Institutes of Health, arrived in New Brunswick to oversee the establishment of the new medical school. Before Stetten came, discussions took place concerning the status of the Medical School in relation to the rest of the University structure. These discussions, incidentally, shed some light on the development of the Library of Science and Medicine. At one point the planning committee for the Rutgers Medical School had intended the Medical School itself to be an extension of the Graduate School. Stetten had resisted that idea to the point of breaking off correspondence with the committee: the Medical School must be independent. After talking with experts over a period of several months, the committee revised initial concepts and came to agree with Stetten. Negotiations with Stetten to become the new dean were resumed under these conditions. Yet Stetten later agreed that the library for his medical school should be a combined facility. How this happened will be discussed later.

There are indications that Dr. Stetten was aware before coming

to Rutgers that a Rutgers University Medical School could well become a political football, but “. . . Stetten decided to accept the deanship with the understanding that there would be a minimum of compromise in the building of a truly superb medical school.”¹ Stetten received his formal appointment in November 1961, and by early 1963 planning and fundraising were being pushed ahead in an atmosphere of optimism and University support.

Decisions were made to obtain as many funds as possible for the project from federal and private sources to avoid unnecessary controversy within the state. But in 1964 events forced the Rutgers University Medical School to enter into the state political scene in a sudden and awkward manner.

By 1964 the Seton Hall Medical School was in trouble, both politically and financially. Jersey City wanted to interfere with matters of personnel and curriculum more than the Medical School found satisfactory, and some private sources of funding once pledged to the school had failed to materialize. The Medical School incurred debts in the millions each year. Furthermore, the academic showing of the new school had been weak. On March 26, 1964, Seton Hall officials offered their Medical School to the state for only \$4,000,000, and the battle was joined.

Governor Richard J. Hughes appointed a study committee headed by George F. Smith, former president of Johnson and Johnson, to study the situation and make recommendations. Some members of the committee made tentative overtures to Rutgers to take over the Seton Hall Medical School. Committed to excellence in medical education and horrified at the political entanglements, the poor academic record, and the financial and administrative difficulties which plagued Seton Hall, Stetten at first refused to consider taking the Medical School under his care. In the communications between Rutgers University and the study committee which followed, such solid walls of hostility were built, fed both by honest convictions and political expediency, that takeover of Seton Hall by Rutgers became impossible. The offended committee reached a compromise measure by which the State of New Jersey would support both schools, but irreparable damage had been done to the Rutgers

¹ Barry Ted Moskowitiz. *Out of Conscience*. (New Brunswick, N.J.: Rutgers University, 1972), pp. 77-78.

Medical School: private communications were made public; antagonistic political forces were mobilized; and many practicing physicians throughout the state were inadvertently insulted and embarrassed.

However, on December 22, 1964, Governor Hughes signed two bills effecting the Seton Hall takeover and giving fiscal support to Rutgers Medical School. The Governor and the legislature had made promises to both schools, and for the remainder of Hughes' term those promises were kept as best the state budget and the political structure could manage. Late in 1965 the former Seton Hall Medical School made plans to get out of Jersey City and make a fresh start in Newark, where the school would have its own buildings and state management. The New Jersey College of Medicine and Dentistry, as it is now called, began extensive building and development plans.

Storm clouds were gathering on the political horizon, however. In July, 1967, Ralph Dungan was appointed the first Chancellor of Higher Education in New Jersey after a distinguished public service career as an assistant to President Kennedy and as the ambassador to Chile. Unfortunately, "from the start the relationship between Dungan and Gross was strained,"² and as time went on it grew no better. Furthermore, on November 4, 1969, William T. Cahill, the first Republican governor in 16 years, was elected. As a U.S. Congressman from New Jersey, Cahill had opposed grants to medical schools by the National Institutes of Health because he felt too many funds were being spent for research and not enough for training doctors.

In an August debate, Cahill told the House that if the federal government provided money for research it would lure the students and professors away from the actual practice of medicine.³

The Rutgers Medical School moved into the year 1970 with a Chancellor of Higher Education who disliked President Gross and a new Governor who disliked research in medical schools. The combination, with the old political forces of city bosses, representatives of the Church, and offended physicians added, proved too much for the embryonic medical school.

On December 31, 1969, the New Jersey Council on Medical

² Moskowitz, p. 206.

³ Moskowitz, p. 168.

and Dental Education, headed by outgoing state treasurer John A. Kervick and including both President Gross and George F. Smith, offered a final report in which the Council advocated the same compromise with which it had begun in 1964: continued fiscal support of both medical schools. Considering the changeover in administration, the recommendation was practically academic, but the cost of what the Council proposed gave Governor Cahill the leverage he needed to make the medical schools a political issue once again.

In the spring of 1970 the Rutgers Medical School, carefully planned for and built over a period of more than ten years, toppled like a house of cards. On January 21 Governor Cahill announced that he was "unhappy"⁴ with the costs of developing two state medical schools; on January 22 he held a meeting on finances at which Ralph Dungan was present, but which no representative from either medical school attended. In February the Governor made site visits to both medical schools. By April, construction plans at both schools had been halted and blanket statements were made that budget cuts would occur. On May 4 the Governor addressed the legislature requesting a bill unifying both medical schools under a board of trustees appointed by himself for three-year terms; on May 11 the only public hearing on the bill was held; on May 14, without having seen the hearing transcripts at all, the Assembly passed the merger bill. The Senate passed the bill on June 8, and on June 16 Governor Cahill signed it. There were mutterings in the press about railroading, ramroding, and "arm-twisting"⁵ by the administration, not to mention "deals"⁶ made with the Hudson County Democrats who supported a Republican Governor's bill. There were frantic last-minute lobbying attempts by students of the Rutgers Medical School and a few citizens' groups. But the action was initiated and finalized so quickly, the political forces at work were so strong and deeply entrenched, that on July 1, 1970, the Rutgers Medical School was committed to the care of a governor-appointed board of trustees.

Although the legal transfer of the Medical School had to wait a

⁴ Garrity, *The Newark Star-Ledger*.

⁵ "Smith Raps Cahill for 'Arm-Twisting.'" *The Sunday Home News*. (May 17, 1970).

⁶ Soda, Ralph. "Is There a Doctor in the House? How About the Senate?" *The Sunday Home News*. (May 17, 1970), p. B-17.

year until a satisfactory leasing agreement could be arranged, the effects of the separation were made manifest in the June 25th resignation of Dean Stetten and in the resignations of thirteen other medical school faculty members in the year that followed. Although the Medical School edifice still stood, many of those who had given the school its first purposes and spirit no longer remained.

The Library of Science and Medicine, which had grown up beside the Medical School both literally and figuratively, stood on July 1, 1970, a half-empty shell. The building had only recently been completed, and the collections were in the process of being moved to their intended location next to the Medical School. But the Medical School had just been severed from the University by a legislative act.

Should library services still be provided to the Medical School, and if so, under what agreements and with what provisions? This has been the central problem of library services to the Medical School from 1970 to 1977. In order to understand the present Library-Medical School relationships, however, it is necessary to go backward in time to the early development of the Rutgers Library of Science and Medicine.

A LIBRARY ON THE SCIENCE CAMPUS: SOME EARLY IDEAS

As early as 1952—perhaps earlier—Rutgers considered building a separate science library on the Busch Campus (formerly called the University Heights Campus or simply “the science campus”) as a part of the complex of science buildings. Two reminders of what the first science complex would look like still stand: the Waksman Institute of Microbiology and the original Wright Chemistry building. They are Georgian structures in contrast to the brick, concrete, and glass geometric shapes that surround them. In the 1940's and early 1950's a medical school at Rutgers had been thought of but not specifically planned for, and any library built on that campus during that period would have been devoted exclusively to serving the science departments. However, a science library, like much of the original science complex, was never built.

By 1962, however, conditions had changed. New architectural plans were being drawn for the science campus, and the two-year

medical school was being planned as well. It was DeWitt Stetten who brought with him the idea for a medical library to serve the faculty and students of his school. It might be said that without Stetten's medical school and his concern for library services, the present Library of Science and Medicine might never have been built, or at least built much later than it actually was, and with a different concept.

One way in which Dr. Stetten hoped to found his library was to merge with a previously existing medical collection in Bloomfield, New Jersey. In a 1969 letter to Dr. Robert H. Areson of the Academy of Medicine of New Jersey, Dr. Stetten remembered his hopes for a merger in 1963, shortly after arriving at Rutgers:

At that time, Rutgers was in effect without a medical library while the Academy of Medicine was apparently finding difficulties in maintaining and funding its collection of books and journals . . . (We were) . . . hoping to effect a merger . . . analogous to that which has been effected between Harvard Medical School and the Boston Medical Library.⁷

Stetten's idea had been to move the Academy's collections to the central location afforded by a state-supported medical school in New Brunswick for use by all the physicians in the state. Since Seton Hall is a private university, Rutgers had the only state supported medical school in New Jersey in 1963. After some discussion, however, the Academy decided against the merger.

By the time the Academy offered its collections to Rutgers again in 1969, the Rutgers library had assumed dual functions as the Library of Science and Medicine, the medical collections had been built up over a period of years at the Central (now Alexander) Library preparatory to moving them to the University Heights Campus, and the actual library building was under construction. Absorbing a new collection of 45,000 medical volumes and assuming new responsibilities to private physicians all over New Jersey in such short order were impossible in view of the planning and building which had already occurred. The Academy collection merger was refused again, this time by the University.

⁷ Letter from Dr. DeWitt Stetten, Jr., Dean of the Rutgers Medical School, to Dr. Robert H. Areson. December 31, 1969.

EARLY DEVELOPMENT OF THE LIBRARY OF
SCIENCE AND MEDICINE

Stetten's first ideas were definitely for a more traditional medical library, not a Library of Science and Medicine. Yet fairly early in the planning process both science and medicine were provided for in a common library facility.

The question of library facilities for the school was discussed in 1962 and it was agreed upon by the University authorities, including the Dean of the Medical School and the Librarian (at that time the University Librarian was Dr. Donald Cameron), that an opportunity existed to establish a common scientific library to which medicine as well as the other sciences would have access to the bulk of the scientific collections of the University. It was known at the time that this was a departure from the normal practice of separated libraries for medical schools.⁸

In hindsight, with the Medical School separated from the University and the Library struggling to serve two distinctly different clienteles across administrative lines, the decision appears perhaps unwise.

However, the few sources available yield three reasons why the combined library was developed:

1. Funding. The combination of medical and science libraries in one building widened the scope of funding sources which could be tapped. For example, construction funds could be requested from both the National Science Foundation and the National Library of Medicine, and they were. Although the National Science Foundation ultimately took no action on the grant request sent there, the National Library of Medicine provided \$521,293 in construction funds.

2. Library administration and lines of authority. Would a medical library be under the jurisdiction of the University Librarian or under the Medical School? To whom would the Librarian report? Compromise on this issue influenced the development of a combined collection and development of a joint appointment for the Librarian.

3. Stetten's philosophy of medical education. Dean Stetten, both

⁸ Library of Science & Medicine. Planning, 1964-1966. Book 1, Part 1. Pages not numbered.

an accomplished scientist and a distinguished physician himself, supported ready access to scientific as well as strictly medical library collections for the Medical School's faculty and students. In writings and speeches, he expressed enthusiasm for the idea of a combined collection in the library as part of the benefits of a University-affiliated medical school, and as an adjunct to independent learning by medical school students. Stetten firmly believed that keeping up with medical and scientific advances was the responsibility of practicing doctors, and he planned the Medical School curriculum to train young doctors who would learn how to re-educate themselves. Stetten's philosophy, so often publicly expressed, was later misinterpreted and turned against him, the Medical School, and the University. During the Seton Hall controversy of 1964 and the severance controversy of 1970, accusations that Stetten's school was too research-oriented and did not place enough emphasis on turning out practicing physicians were commonly used. Furthermore, Stetten's speeches about excellence and continuing education for physicians were often perceived as attacks on New Jersey's doctors. Whatever the political consequences of Stetten's philosophy, its consequences for library services are clear: a combined collection was seen as beneficial to the Medical School.

On October 1, 1963, James W. Barry arrived to become the first Librarian of this combined library. Barry was a distinguished medical librarian, employed at the National Library of Medicine before coming to Rutgers. He must have accepted the challenge of building up a combined collection along with his appointment, for the combination was firm before Barry arrived. The building did not yet exist, but Barry set about preparing the collections that would eventually be moved to a site next to that planned for the Medical School. The third floor of the Central (now Alexander) Library was the temporary site for organizing the new collections.

On December 11, 1963,

The Commonwealth Funds (of New York) awarded to Rutgers \$400,000 to bring the medical collections as rapidly as possible up to the level of the scientific collections in order to facilitate their rapid growth.⁹

⁹ Library of Science & Medicine. Planning, 1964-1966. Book 1. Part 1 Pages not numbered.

Of these funds, \$350,000 were earmarked for books and journals, and \$50,000 for audio-visual materials. (The story of audio-visual services at the Rutgers Medical School is an article in itself, and must be omitted here.) Thanks to the Commonwealth Funds, other grants and gifts, and an operating budget and space provided by the University, the medical part of the collection was made possible.

The early days of building the medical collection were harried, exhausting and exhilarating, all at once. Besides the arduous process of selecting and obtaining current materials, there were sometimes scarce back issues of books and journals to be found and purchased. At one point Mr. Barry traveled to The Netherlands to buy the collections of a medical library which was being discontinued there. A \$100,000 gift from Squibb was used for that purpose. Gaps in back issues were filled in other ways, too, through smaller purchases and through gifts. Many doctors or their heirs generously made private library collections available to the Library of Science and Medicine. The gifts ranged from worthless to priceless: all had to be evaluated, bound, and placed in some order for use.

THE LIBRARY BUILDING

On February 27, 1964, even before the library's final name was officially decided upon, the library construction project was initiated with the architectural firm of Warner, Burns, Toan, and Lunde of New York. On March 6, 1964, the first meeting with the architects and a representative committee from the University was held. The Rutgers building committee included Dr. Cameron, the University Librarian; representatives from President Gross's office and from various science departments; Mr. Courtney P. Brown, Head of New Building at Rutgers; Mr. Barry; and always someone from the Medical School: Dr. R. Walter Schlesinger, Dr. Marjorie Stetten, or Dean Stetten himself. Planning for the Library seemed to be filled with problems from the beginning. The original plans called for a much larger building than finally materialized, to be built in three stages in line with three hoped-for federal grants. When some funding sources, notably the National Science Foundation grant, did not materialize, the building was redesigned and cut to a two-stage effort.

In July 1964, Barry wrote Stetten that the name was official: "Our letterhead is now out of date. President Gross decided this week that we are 'The Library of Science and Medicine.'"¹⁰ But questions arose during the planning process as to just how much of the building was to be devoted to science and how much to medicine. In a September 27, 1965, grant request to HEW for Title II funds, a statement is made that the library collections would be 64 percent science and 36 percent medicine. At least one memo regarding the building plans hints, however, that if the funds from scientific sources should significantly overpower those from medical sources, the ratios might have to be changed.

There were other uncertainties besides funding during this period. Seating arrangements and physical layout plans were juggled in an attempt both to serve and satisfy all the users and departments involved. To be sure, the site chosen was near that planned for the Medical School's basic sciences buildings, but that location moved the library farther away from the other science buildings planned for the University Heights Campus. Controversies raged over such subjects as whether a tunnel should be built to the medical school, where staircases were to be located, and especially over which way the main entrance would face. President Gross reviewed completed building plans on February 11, 1965, and, primarily on the basis of the main entrance location, demanded a redesign of the building which took until June of that year. When this redesign was completed, Dean Stetten sent a letter of objection to the architects on July 12, 1965, and yet another redesign had to be initiated.

To add to the confusion and uncertainty, Dr. Cameron retired in June 1966. As University Librarian during a 21-year period of expansion, Cameron had a tremendous influence on the shaping of the University Library system in general and the Library of Science and Medicine in particular. His retirement challenged the balance struck between service to the University and service to the Medical School on the part of the Library.

By the time Dr. Cameron retired, serious discrepancies had developed between the completion date for the Medical School's basic sciences building and that for the Library. Acting University Librarian Norman Stevens expressed his misgivings in a letter to

¹⁰ Letter from James W. Barry, Librarian of the Library of Science and Medicine, to DeWitt Stetten. July 17, 1964.

Courtney P. Brown, Head of New Buildings, on November 30, 1966:

I am becoming increasingly concerned about the delays which have set in with the Library of Science and Medicine . . . Completion at the same time as the Medical School is essential if we are to provide the type of library service to the Medical School to which we are committed. The relationship to the Medical School operation is so critical that if delays beyond January 1969 seem likely, we will have to explore some way of providing space for the medical collection . . . on the University Heights, now Busch, campus prior to the completion of the Library of Science and Medicine.¹¹

With the exception of a small "convenience collection," however, the bulk of collections were not moved to the University Heights campus until August 1970. During the almost four years between September 1966, when the first two-year medical school class moved into temporary quarters, and the 1970 removal of the medical books from Alexander Library, the faculty and students of the Medical School and their library collection remained on two different campuses.

As time passed, construction costs continued to rise and finally outstripped the budget allotted for library construction by \$495,000 in January 1967. The entire building had to be redesigned again and, considerably reduced in size, ultimately saved only \$95,000 of the \$495,000 overflow. In a letter to Norman Stevens on March 8, 1967, Barry warned that reduced footage estimates used in the redesign might be based on the assumption that Rutgers Medical School would remain a two-year institution, whereas plans were already being made to expand the curriculum to four years. Even a branch library in the planned teaching hospital on Busch Campus (which has never been built) would not take the unreasonable pressure off the Library of Science and Medicine. It is a sad commentary on the exigencies of budget constraints that Barry's warning and other future considerations went unheeded. By July 1972 Librarian Shirley Bolles reported that the Library of Science and Medicine was out of space and required an addition.

During the architectural planning phase, another problem developed which still plagues the Library of Science and Medicine:

¹¹ Letter from Dr. Norman Stevens, Acting University Librarian, to Mr. Courtney P. Brown. November 30, 1966.

the problem of departmental branch libraries. For a while it seemed that although the Medical School had agreed to a combined collection, few science departments would follow suit. Dean Stetten remarked at a 1968 Rutgers Medical School faculty meeting:

It is apparent that some of the science components located on University Heights (Busch Campus) are less than enthusiastic about this library; however, Biology is very cooperative. It is therefore quite likely that the library may actually serve as a library of biology and medicine.¹²

At this writing (1977) seven branch libraries exist in University science departments, and disagreements arise between them and the Library of Science and Medicine over administrative, funding, and service priorities.

In an atmosphere of uncertainty, confusion, and disagreement, therefore, the Library of Science and Medicine was conceived and built. Nevertheless, the building was successfully completed and occupied in August 1970. One might expect that the worst moments were over and that the routines of work and services might create feelings of "business as usual" in this most unusual, dual-purpose library. This was not to be, for the new medical collection and the clientele it had been developed specifically to serve were no longer under the same administrative framework. The state legislature had severed the Rutgers Medical School not only from the University but also from the Library. This unprecedented state of affairs forced the Library and Medical School to deal with an entirely new set of problems.

THE LIBRARY OF SCIENCE AND MEDICINE, 1970-1977: A HOUSE DIVIDED?

Year of Uncertainty: 1970-1971

At first no one was sure just how the official separation would really affect the Medical School. Chancellor Dungan stated publicly that "no radical changes were just around the corner,"¹³ but the uncertainties remained. By September the new Board of Trustees

¹² Minutes Rutgers Medical School Faculty Meeting. March 8, 1968, 4:00 p.m. at Nelson Biology Labs, p. 1.

¹³ "Full Impact of Medical School Loss Still Unclear." *The Rutgers Newsletter*. 25 (1), (September 14, 1970).

of the College of Medicine and Dentistry of New Jersey (CMDNJ) had met several times. Questions concerning the governance of the Rutgers Medical School remained unanswered, and the Medical School began the school year in 1970 as a part of Rutgers with a Rutgers budget.

The issues to be faced in the transfer of the Medical School were complex. The first problem related to the buildings and other property belonging to the Medical School. Since the policy during the Medical School's development had been to avoid state sources of funding, relying upon federal and private funding sources instead, much of the school had been built and equipped with non-state money. Out of \$18 million for construction of the basic sciences building alone, only \$8 million had come from the state. Did Rutgers have the right to turn over buildings and equipment purchased with private and federal funds to a state board of trustees?

A second problem involved the faculty, so carefully recruited by DeWitt Stetten to be part of a medical school affiliated with the State University. Not only did their hiring now appear in some ways to have been under false pretenses, but their wages and benefits differed from those received by faculty at the former New Jersey College of Medicine and Dentistry. How would these differences be reconciled?

Mrs. Bolles, Librarian of the Library of Science and Medicine at this writing, called fiscal 1970-71 as ". . . a year that has not been without its desperate moments."¹⁴ The loss to the University of the Medical School left the Library with a whole set of relationships to be worked out again. Dean Stetten, who had been instrumental in bringing both the library and Mr. Barry to Rutgers, and with whom Barry had worked closely for over six years, was soon gone. Dr. R. Walter Schlesinger, Chairman of the Microbiology Department, became Acting Dean of the Medical School. Fortunately for the Library, Dr. Schlesinger had been among the first faculty appointed in 1963 and had sometimes represented the Medical School at meetings with the architects concerning the library building. He understood some of the problems and aspirations of the Library. During that first summer following the separation, the Medical School funded a full-time student to help with

¹⁴ Library of Science and Medicine. Annual Report, F.Y. 1970/71, p. 1.

the move into the new building. In addition, a medical student and a graduate student in biomedical engineering were among those the Library employed during the move. A pattern of cooperation seemed to be set, but there were soon indications that Schlesinger would not remain as Dean past June 1971. Eventually the problems facing the Library would have to be worked out with someone else under perhaps less favorable circumstances.

Official severance of the Medical School from the University left the following questions unanswered:

1) Would the Medical School remain where it was or be relocated, possibly to Newark?

2) Who owned the books? Gifts and grants had been given to Rutgers, *not* to CMDNJ, and many of these went for both medical and non-medical materials. Could the medical materials be turned over to the state legally?

3) Which materials were really medical? The collection had been developed for a single library unit. Certainly the newly-completed library building made no provisions for a separate medical area. Some journals and books were and still are used both by the Medical School and by other University departments as well. Sorting medical from non-medical in such cases could be problematical. For example, how should the backfiles of a single journal title, laboriously put together from perhaps multiple sources, be divided again?

4) Which staff members should serve the Medical School?

5) How should these staff members be paid and by whom?

6) To whom should these staff members report?

7) Who owned the tunnel between the Medical School and the Library?

This last appears to be an infinitesimal problem compared with the massive issues of property, governance, and service priorities; it was nevertheless one of the most irritating. A study room for the medical students was planned on the ground floor of the Library. This study room, housing a small quick reference medical collection and reserve readings, would be open for 24 hours. The much discussed tunnel between the Medical School and the Library would provide sole access to this all-night study room. In the uncertainty following severance, the 24-hour room was never used for its in-

tended purpose, and custody of the tunnel key became a burning issue. Both Library and Medical School eventually received keys to the tunnel, which is still in use today. However, loss of the study room and the power struggle over the tunnel keys caused some ill feeling before matters were finally settled.

Another set of alternatives for library service had to be considered as well:

- 1) Would the Rutgers Medical School have to use the CMDNJ Library in Newark even if the school remained in Piscataway?
- 2) Would the Rutgers Medical School build and maintain its own library building on the University Heights campus?

The basic sciences building clearly had no place for an adequate library collection; the alternative was to build another library building as part of the medical complex. Facts of geography and budgetary constraints quickly ruled out these last two alternatives. If the Rutgers Medical School stayed in its present quarters, the Library of Science and Medicine would continue to be the Medical School's Library—but under what terms and conditions? In that summer and fall of 1970, no one was certain.

With the coming of spring came the first push for a formal agreement relating to library services. A rental agreement between the University Heights campus was in the process of being worked out, and library services were discussed as part of the total problem. In a May 1971 letter to President Gross, Chancellor Ralph Dungan stated:

The transfer committee of the CMDNJ Board noted they had expressed a precise position during their discussions with the counterpart group from the (Rutgers) Board of Governors: since the medical school will be contributing considerable support to the Library of Science and Medicine, they feel it should be accorded a significant role in the Library's policy, operational and financial deliberations. This position appears to me both logical and just and I trust can be implemented through procedures and mechanisms developed by the directly concerned parties.¹⁵

Two separate but related issues arose right away:

- 1) What did "considerable support" mean, and in which areas would that support be felt? And what would the mechanisms be

¹⁵ Letter from Ralph Dungan, New Jersey Chancellor of Higher Education, to Dr. Mason W. Gross. May 11, 1971.

for spending non-University money within the University library system?

2) What was a "significant role" in library policy? If the balance of power were not worked out to satisfaction, the Librarian of the Library of Science and Medicine could end up a servant with two masters, worn by constant friction between them into a position of stalemate.

While these issues were developing in the larger arena between the two Boards, profound changes were occurring within the University Libraries system. On March 13, 1971, University Librarian Roy L. Kidman resigned from the office he had held since 1968, and Mrs. Virginia Whitney succeeded him in the capacity of Acting Librarian. Mr. Kidman's intention to resign had been known since September of the previous year, but he had been expected to stay until June. Budget cuts, staffing shortages, and the Medical School crisis contributed to his resignation, and these were problems that hit the Library of Science and Medicine particularly hard. Therefore, it is not surprising that in April James W. Barry, who had begun the library and seen it through to this unhappy state of affairs, also resigned. Mrs. Shirley W. Bolles, former head of Research Information Services, succeeded him as Acting Librarian of the Library of Science and Medicine. With the Medical School, the University Libraries, and the Library of Science and Medicine under acting heads, the first informal negotiations between Library and Medical School began in May 1971. At Chancellor Dungan's suggestion that a representative be chosen to work out "procedures and mechanisms," Dr. Schlesinger appointed Dr. Arthur Hess, Head of the Anatomy Department, to confer with Mrs. Bolles about a satisfactory basis for library services to the Medical School. To everyone's credit, these negotiations were undertaken in a spirit of cooperation. The two major issues identified then are among those still important today: fiscal support for materials and for staff.

The Library of Science and Medicine was forced to open short of staff, but staffing became a continuing problem as a direct result of severance. Staffing and funding of Rutgers University Libraries was based on an enrollment-driven formula, but the Rutgers Medical School, no longer part of the University, cannot be included in the University's enrollment figures. Furthermore, the require-

ments of library staffing for a medical school library are completely different; it can be said that a medical school is the equivalent in library staff terms of several Ph.D. programs. Therefore, without some assistance in staffing from the Medical School the Library might always be short-staffed.

Purchasing books and journals for the Medical School might appear more straightforward: provide the funds and buy the materials. However, library materials have to be selected, cataloged, and processed before reaching the shelves. Since the Medical School had no provision for such activities, the University's central processing unit and the Library of Science and Medicine had to do the job and absorb the costs involved. Some way had to be found to support processing costs as well as to pay for medical materials themselves.

In June 1971 a leasing agreement was approved by the Rutgers Board of Trustees, the Rutgers Board of Governors, and the Trustees of the College of Medicine and Dentistry of New Jersey, completing months of negotiation. No specific provisions in that agreement defined library service for the Rutgers Medical School. The Library ended the fiscal year as it had begun: with uncertainty.

The separation of the Medical School from the University has created communication problems between the Library and a large portion of its clientele. It has created operating uncertainties and left many administrative problems requiring definition and solution.¹⁶

But changes in the new fiscal year would minimize some of these critical problems, at least temporarily.

Building Bridges: 1971-1975

Acting Dean Schlesinger resigned effective June 30, 1971, and the new fiscal year began at the Medical School with a new Dean. Dr. James W. Mackenzie, a specialist in cardiac surgery, had been Head of the Department of Surgery under Deans Stetten and Schlesinger since 1969. After his confirmation as Dean July 29, 1971, Mackenzie told reporters that a close relationship would be maintained with Rutgers.¹⁷ The informal agreements worked out be-

¹⁶ Library of Science and Medicine. Annual Report. F.Y. 1970/71, p. 1.

¹⁷ "Wants 4-Year Program: Rutgers Medical School Dean Named." *The Home News*. July 29, 1971.

tween Library and Medical School during his administration bear out his statement.

Changes occurred at the University as well. Both Mrs. Whitney and Mrs. Bolles were confirmed in their new positions. President Mason W. Gross, so long a dominant force on the University scene, retired, and Edward Bloustein became the seventeenth President of the University. Pending a declaratory court judgment relating to the transfer of private property given to the University, the new leasing agreement was firm. Relationships between the University and CMDNJ, though far from comfortable, were at least beginning to take on recognizable patterns.

Dr. Hess continued as liaison, and in 1972 a Library Committee was formed at the Medical School with Hess as chairman. Interestingly enough, one of the conciliatory moves made by the committee during this period was identical to that made by Cameron and Stetten so many years before: joint appointment for the Librarian. Mrs. Bolles and the Medical Resources Librarian, Mrs. Scors, were given coadjutant faculty appointments in the Medical School which they still hold. Although these appointments are unpaid, they do give Mrs. Bolles and Mrs. Scors an official status in the Medical School as well as in the University.

Joint appointments did not solve the pressing needs of book budgets and personnel salaries, however. The Medical School's asking budget for 1971-1972 had proposed before the implications of the legislation calling for severance were known, so that budget contained no provision for either library materials or staff. The School assumed that support for its library services was still included in the University budget, which had been cut drastically that year. Some staff improvements made it through the budget cuts, but the materials budget was in bad shape. That year the Medical School contributed funds for books by means of a grant from the Commonwealth Fund, grant money to pay the salary of one librarian for one year, and funds for some equipment. These stopgap measures were generally taken in a spirit of support and cooperation. The problem with the grant money and the informal methods was that they could not be depended upon from year to year.

In February 1972 Stanley S. Bergen, President of CMDNJ, initiated another push for a formal agreement on library services. The matter arose as a result of preparing the asking budget for the

following year. Both materials and personnel for the Library had been requested by the Medical School, but the personnel lines were cut early in the budget process. This began a pattern that persists to the present. Every year the Librarian prepares a budget figure and a defense to be submitted with the other requests for the CMDNJ-Rutgers Medical School. Each year some money for books and journals is granted in the Governor's budget, but no state funds or lines have ever been granted for personnel.

Once advised that book funds would be available from CMDNJ-Rutgers Medical School, the Librarian faced two problems:

- 1) How to account for the funds to the Medical School's satisfaction, and

- 2) How to pay for acquisition, cataloging, and processing costs.

Fortunately, a temporary solution was already at hand. Beginning in July 1971, personnel had been hired to plan and implement CAPTAIN, the new automated, centralized acquisitions/cataloging/processing system for the University. By the spring of 1972, CAPTAIN was being put into operation. Future Medical School purchases could be run through this automated system for processing along with University-owned materials. An informal arrangement was made whereby some of the funds received from the Medical School are placed in a separately numbered CAPTAIN account; the account was drawn against whenever Medical School materials were processed. Automatic accounting procedures made possible through the system take care of the necessary financial reports to the Medical School. Despite some problems with delays, this arrangement functioned fairly well.

Staffing shortages continued. The Medical School again supported one librarian on temporary grant funds in 1972-1973, but it was becoming obvious that more help with staffing was desirable. Besides the old questions of supervision and accountability (Would library personnel on the Medical School payroll report to the Librarian or the Dean of the Medical School?) other reasons existed for the Medical School's hesitation to commit regular funds to library employees:

- 1) Apparently it is the understanding of the Department of Higher Education that staffing of the Library of Science and Medicine is the exclusive responsibility of the University, despite problems with funding and the Washington formula.

2) CMDNJ and Rutgers employees receive different benefits, including vacations.

3) CMDNJ and Rutgers clerical employees are eligible for enrollment in different unions.

4) Positions would have to go through regular CMDNJ personnel procedures, which in 1973 were subject to a hiring freeze. In the absence of regular funds the Medical School turned once again to grant money, and four library personnel were hired: two reference librarians, an order supervisor, and a library assistant in the serials department. These personnel are employees of the Medical School and do not occupy Rutgers University lines.

Continued Controversy: 1975-1977

The period from 1975 to the present (January 1977) has been in its broad outlines a mere continuation of the problems, issues, and uncertainties fostered by the severance of the Medical School in 1970. Dean Mackenzie resigned in 1974 over the never-built Piscataway teaching hospital, and Dr. Harold Logan, who took his place, holds the title of Acting Dean. Right now both the Library and the Medical School seem to be in a holding pattern, preserving the informal working arrangements in the full knowledge that these arrangements are frail and subject to sudden change. This knowledge was brought home particularly in the spring of 1976 when the Conversion Grant supporting three of the four library personnel paid from Medical School funds—a total of about ten percent of the Library staff—ran out. The library assistant in the serials department had to be terminated at the end of the fiscal year for lack of money to pay her salary.

Since 1972 records have been kept of which materials were purchased with Medical School funds, just in case that nightmare division of the collection should ever come to pass. But use studies show extensive cross-borrowing of those materials. That is, the University faculty and students use the medical materials to a large degree, and the Medical School faculty and students continue to use materials purchased for the University. Studies of cross-borrowing and services rendered to both University and Medical School continue in preparation for the day an official agreement might have to be negotiated at last.

But the biggest problem of division continues to be that of staff.

As a matter of policy all staff, no matter where their salaries come from, are integrated into the total library operations. For example, since 1975 librarians at the Library of Science and Medicine had divided themselves into three functional groups devoted to reference services, the computerized searching operations (including MEDLINE), and the specialized tasks of the bibliographers (including those of the Medical Resources Librarian). Each of the librarians belongs to more than one of these groups, and many belong to all three. This organization was an outgrowth of performing many tasks with few people, but it makes distinctions between medical and non-medical services practically impossible. Furthermore, figuring the time spent on medical and non-medical tasks by circulation, clerical, and maintenance staff is equally difficult. The problem dividing up the Library of Science and Medicine, should matters ever go that far, may be likened to Solomon's problem in dividing the baby: cut an interdependent library organization in half, and it might well die.

There is little doubt that in the years to come a formal agreement will have to be reached for the satisfaction and protection of both sides. If the Rutgers Medical School continues to use the Library of Science and Medicine, it is only fair that regular budget support for staff, for materials, and for processing and other services be provided. On the other hand, the precise nature of services desired by the Medical School must be spelled out in full, with a knowledge of, and responsibility for, the price tag attached to them. These are not new ideas; they are the ones demanded by the logic of the situation since 1970. Unfortunately, the major problems ahead for the Library of Science and Medicine are not library problems: they are political in nature. Reaching a formal agreement with which both sides can live in an atmosphere free of political overtones will be difficult. The pattern of events dating from 1946 guarantees that the marriage of convenience between science and medicine in the Library, although often a rewarding one for users and librarians alike, will continue to be a troubled one.

EPILOGUE

THE LIBRARY OF SCIENCE & MEDICINE 1977-1982

BY SHIRLEY BOLLES

Ms. Bolles is now Associate University Librarian, Rutgers University

IN the six years since Ms. Tipton's history was completed, most of the problems which plagued the delivery of library service to the Medical School have continued, a few have been solved or have gone away with time, and some new ones have been added.

Certainly the character of the library has shifted since the time of its opening, when it was clearly a medical library with another science component; in 1982 it is just as clearly a university science library which also serves a medical school. Symbolic of this shift was the final settling in 1982 of the issue of the "front" of the building. There is no doubt now that the Library of Science and Medicine faces the science campus. A special gift from the Sheng brothers of Verona, New Jersey, enabled the library to remodel the lobby into a functional book circulation and reserve area and to solve the problem of too many exits and entrances to provide adequate security for the collection. The back doors toward the Medical School were locked, the tunnel closed and a "front" entrance overlooking the Busch Campus established.

The escalation in the cost of medical books and journals has caused the medical collection to shrink considerably in the last five years. Faced with an annual inflation rate of 30% and a stationary budget, the inevitable happened: four to five hundred journal titles were dropped from the medical subscription list. The combined resources of University and Medical School still support a fine, mostly English language, bio/medical research collection, but the depth and breadth of the original medical collection has been lost.

The inter-institutional paperwork jungle continues. The move of some clinical teaching departments to the new Middlesex Hospital facility has further complicated the logistics of library service. But the Library of Science and Medicine's program still stands as a reminder that people's determination to preserve a relationship and provide a needed service can survive.