Jo Anne H. Hale

Interview # 91

Interview Navigation Materials

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Interview Information:

Two sessions: 19 April 2018, 31 May 2018

Total approximate duration: 98 minutes

Interviewer: Tacey A. Rosolowski, Ph.D.

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About the Interview Subject

JoAnne Hale (b. July 1938, Hammock, Missouri) worked as an administrative assistant to three MD Anderson presidents. She came to MD Anderson in 1968 to work as administrative assistant for R. Lee Clark, and was eventually invited to work in the President’s Office for Charles LeMaistre and then for John Mendelsohn. She has a unique perspective on these three executive leaders and on the workings of the President’s Office. She retired in 2005 and, since 2010 has worked as a part time administrative assistant in Clinical Cancer Prevention.

Major Topics Covered:

Education and personal background

Overview of administrative duties for R. Lee Clark, Charles LeMaistre, and John Mendelsohn

Observations about the organization and function of the President’s Office

Transitions between presidents

Personal views of Drs. Clark, LeMaistre, and Mendelsohn

Work culture and working environment for administrative assistants
**About transcription and the transcript**

This interview had been transcribed according to oral history best practices to preserve the conversational quality of spoken language (rather than editing it to written standards).

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JoAnne H. Hale
Interview # 91

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Interview Session: 19 April 2018

Chapter 00A

Interview Identifier

Chapter 01

*A Path to Houston and the President’s Office*

A: Personal Background;

Codes
A: Personal Background;
A: Influences from People and Life Experiences;
A: Faith;
A: Joining MD Anderson;
A: Character, Values, Beliefs, Talents;
A: Professional Path;

Ms. Hale begins this chapter by sketching her family background, her education in a one-room school, and her early secretarial experience at Monsanto that made her application attractive once she moved to Houston and started looking for employment at MD Anderson.

Chapter 02

*The President’s Office Under R. Lee Clark*

A: Overview;

Codes
A: Overview;
C: Portraits;
B: MD Anderson and Government;
B: Fundraising, Philanthropy, Donations, Volunteers;
B: MD Anderson History; B: MD Anderson Snapshot;
B: MD Anderson Culture;
B: Working Environment;
In this chapter, Ms. Hale provides a snapshot of how the President’s Office worked under R. Lee Clark. She notes that he was “very hands on.” As an example of Dr. Clark’s political effectiveness, she tells a story about how staff researched the backgrounds of significant patients and briefed Dr. Clark about them prior to his trips to Austin, so he could mention specific individuals to legislators. She notes that the development office was created under Dr. Clark and explains her own role of keeping up with all faculty records. She also talks about her own growing commitment to MD Anderson’s mission. She talks about staff office politics.

Chapter 03

**Key Activities Under R. Lee Clark**

**B: Building the Institution;**

Codes

A: Overview;
C: Portraits;
B: Fundraising, Philanthropy, Donations, Volunteers;
B: MD Anderson History; B: MD Anderson Snapshot;
B: MD Anderson Culture;
B: Building/Transforming the Institution;
B: Growth and/or Change;

Ms. Hale talks about some key accomplishments under R. Lee Clark: selling land to raise funds to build the Lutheran Pavilion; breaking ground on the Bastrop research location; increased activities once Nixon declared the War on Cancer. Ms. Hale notes that her work for Dr. Clark shifted focus over the years: she spent more time working with international organizations as Dr. Clark was increasingly invited overseas to speak. She tells a story to demonstrate how Dr. Clark “would make a statement and have to make it true.” She shares other comments about his character and lists some of the individuals with whom he worked closely.

Chapter 04

**Changes Under Charles A. LeMaistre, MD**

**B: Building the Institution;**

Codes

A: Overview;
C: Portraits;
B: MD Anderson Culture;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;
B: Fundraising, Philanthropy, Donations, Volunteers;
B: Building/Transforming the Institution;
B: Growth and/or Change;

Ms. Hale begins this chapter by explaining that when Dr. LeMaistre assumed MD Anderson’s presidency, she stayed on with Dr. Clark until 1981 before transferring to the president’s office. She notes changes to the office under Dr. LeMaistre, who was a more distant administrator than Dr. Clark, with activities more focused on MD Anderson. She offers observations about Dr. LeMaistre and observes that Dr. LeMaistre “brought us together like a family” as well as greatly increasing fundraising.

Chapter 05
John Mendelsohn and the President’s Office
A: Overview;

Codes
A: Overview;
C: Portraits;
B: MD Anderson Culture;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;
B: Building/Transforming the Institution;
B: Growth and/or Change;

Ms. Hale begins this chapter by explaining how she coordinated meetings with candidates for president of MD Anderson when Dr. LeMaistre decided to step down. She then talks about the transitions in the president’s office once Dr. John Mendelsohn took over. She notes that he had a very different temperament (a “researcher’s temperament”). As an example of the transition and intra-office communication, she explains how the staff was operating according to procedures established by Dr. LeMaistre, and Dr. Mendelsohn had to become aware of these policies and the rationale for them.

She tells a story about Dr. Mendelsohn carrying a reminder card to help him be collegial. She also comments on a shift in Dr. Mendelsohn’s persona during his first years at the institution. She notes some challenges he faced.

[Equipment failure at 53:13, “treat people and be kind.”]

Interview Session Two: 31 May 2018

Chapter 00B
Interview Identifier
Chapter 06
Thoughts on the Presidents’ Communication Styles; the Challenge of Working in the Office of the President

A: Overview;

Codes
A: Overview;
C: Portraits;
B: MD Anderson Culture;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;
B: Building/Transforming the Institution;
B: Growth and/or Change;
A: Critical Perspectives;

Ms. Hale begins this chapter with some observations about Dr. John Mendelsohn’s temperament and how he grew into the social dimensions of his role over the course of his presidency.

Next she shares her observations about differences among the presidents’ communication styles. She also discusses the challenges of working in the Office of the President and comments on how better communication patterns could have made work run more smoothly. Finally, she reflects on the power that an administrative assistant has in an executive office. She gives examples of how quickly things would get done when she was assistant to Dr. LeMaistre (1978 – 1981) and how she felt her power dissipate when he stepped down from the presidency.

Chapter 07
Significant Accomplishments Under Each President

B: Building the Institution;

Codes
A: Overview;
C: Portraits;
B: MD Anderson Culture;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;
B: Building/Transforming the Institution;
B: Growth and/or Change;

In this chapter, Ms. Hale identifies some of the primary achievements under each president. She notes that Dr. Clark was particularly concerned about the overall health of MD Anderson employees. She also tells anecdotes to illustrate his difficulty remembering names. She comments on the support Dr. LeMaistre was able to create for basic researchers via the PRS system. She talks about Dr. Mendelsohn requiring that faculty generate 30% of their salary via
grants. She also tells anecdotes to demonstrate the Dr. Mendelsohn and his wife, Anne Mendelsohn, functioned as a team.

Chapter 08
*Working on Dr. LeMaistre’s Book and Thoughts about Hierarchies and Retirement*
A: Overview;

Codes
A: Career and Accomplishments;
A: Post Retirement Activities;
C: Portraits;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;

Ms. Hale begins this chapter talking about what motivated her to retire in 2005. She then sketches her work with Dr. LeMaistre (2006 – 2008) on his book about the first surgeon general’s report on cancer and smoking.

Next she talks about returning to the institution in 2010 at first in a volunteer capacity, filing for Clinical Cancer Prevention. She talks about sifting to a part time position and reflects on the value of having past employees come back to work for the institution. Next she reflects on the position of women at MD Anderson and gives examples of how education was the biggest factor in determining the hierarchy among the administrative staff.

Finally, Ms. Hale talks about her involvement in the MD Anderson Retirees organization.
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Chapter 00A
Interview Identifier

Tacey Ann Rosolowski, PhD
[00:00:00]
My name is Tacey Ann Rosolowski and today, I am in the Reading Room of the Historical Resources Center in Pickens Tower, on the main campus of MD Anderson Cancer Center, and I am interviewing JoAnne Hale for the Making Cancer History Voices Oral History Project. Let’s see, you came to the institution in 1968.
[00:00:22]

JoAnne Hale
[00:00:22]
Correct.
[00:00:23]

Tacey Ann Rosolowski, PhD
[00:00:23]
Yes. To work as the administrative assistant and departmental coordinator for R. Lee Clark, the president of the institution at the time, and after he stepped down… Mrs. Hale, do you prefer Mrs. Hale or Ms. Hale?
[00:00:35]
Interview Session: 01
Interview Date: April 19, 2018

JoAnne Hale
[00:00:35]
Ms. I’m divorced.
[00:00:36]

Tacey Ann Rosolowski, PhD
[00:00:36]
Ms. Hale. Ms. Hale continued to work for Charles LeMaistre [oral history interview] and then for John Mendelsohn [oral history interview], so three presidents you worked for, and we’ll be talking about the details of all of that. Since 2010, she has worked as part-time administrative assistant in Clinical Cancer Prevention. So, I don’t think I mentioned the date, which is April…

JoAnne Hale
[00:01:00]
Nineteenth.
[00:01:00]

Tacey Ann Rosolowski, PhD
[00:01:01]
Nineteenth, that’s right. I had 18th in mind because of tax day. April 19, 2018, and the time is just about 10:31 a.m. Thank you so much for coming in—

JoAnne Hale
[00:01:14]
You’re welcome.
[00:01:14]

Tacey Ann Rosolowski, PhD
[00:01:14]
—and agreeing to talk to me about a fascinating perspective, the kind of inner workings of the president’s office, in an institution that grew dramatically. So, I’d be interested in your insider’s view of all of that.
Chapter 01

A Path to Houston and Work in the President’s Office

A: Personal Background;

Codes
A: Personal Background;
A: Influences from People and Life Experiences;
A: Faith;
A: Joining MD Anderson;
A: Character, Values, Beliefs, Talents;
A: Professional Path;

Tacey Ann Rosolowski, PhD
[00:01:14]+
First, I wanted to start in a traditional place and I wanted to ask you where you were born and when, and tell me a little bit about your family background.
[00:01:37]

JoAnne Hale
[00:01:38]
I was born in St. Louis, Missouri, in July of 1938. Then, I moved from the city to—we brought my grandparents’ farm, so I was actually, from third grade on, raised on the farm and went to a local, one-room school. I stayed there until, when I went to Anderson, Anderson University now, it’s Anderson College back then, and I took one year there. My father became ill, so I went back home and I took a job at a local hospital, just in the office there and like a local, you just did everything. Then, after he passed away, I went to St. Louis and worked for Monsanto Company, and I stayed there until I got married, and then I went with my husband and I worked for the Army while he was in States. When he went to Vietnam, I came back to Monsanto and I stayed there until I came to Houston, in 1968.
[00:02:55]

Tacey Ann Rosolowski, PhD
[00:02:55]
Nineteen sixty-eight. And your husband’s name?
[00:02:57]

JoAnne Hale
[00:02:58]
It was William Hale.
[00:03:00]
William Hale. And your maiden name?

JoAnne Hale

Hammock. H-a-m-m-o-c-k.

Tacey Ann Rosolowski, PhD

I notice that you use your middle initial.

JoAnne Hale

Yeah, I use that as… Well, actually, my middle name is Anne, my first name is Jo, but the only thing that comes like that is any official documents like Social Security, because years ago, I would get things, J-O-E, and so I just put them together.

Tacey Ann Rosolowski, PhD

Right, right, that makes sense, that makes sense.

JoAnne Hale

We had a neighbor asked Dad, when my mom was expecting, to name the next child after him. Of course back then, they didn’t know, and so Joe was his name, and so that’s how I got the J-O.

Tacey Ann Rosolowski, PhD

So, why did you move down to Houston?
My husband’s relative had gone to the University of Houston, so when he got out of the service, his uncle had him already enrolled in the University of Houston. So that’s what really brought us here. And I had a brother that lived here too, so we just—that’s what kind of brought us after he got out of the service.

So tell me about getting the job at MD Anderson, how did that happen?

Not knowing anything in Houston, I went to M. David Lowe Employment Agency and actually, they sent me out to interview as an assistant secretary to a department head. Virginia Kilgo was the head of the HR, and she was a very good friend of Marion Lowrey, and so she sent me up to the president’s office to interview for the job and that’s how I got it.

Why do you think she did that?

I guess the qualifications that I had were more than what they were—I mean, I had the experience. So, I worked in international at Monsanto, I worked in several departments and I worked for several people, several researchers, and I just assumed it was the experience there.

What was the special experience you had acquired, working for these different folks at Monsanto?
JoAnne Hale
[00:05:23] Well, I worked with schedules. I really worked with—the last particular area I was with, that was international, where Monsanto had companies all over the world, and my bosses did what they call tax equalization. Employees would not be sent to a country that had higher tax, you know they would equal it out or they couldn’t go for benefits on those. Prior to that, I worked in the Credit Department, where we assigned credit to various companies that were ordering from Monsanto. I also had—prior to Monsanto, when I worked at home, I worked for the University of Missouri and their Extension Service, and so I was a laboratory technician and I kind of worked with all of the women’s home economics clubs and 4-Hs. So you know, that was planning meetings and getting things together for those, and I think a lot of that had a lot to do with that.
[00:06:34]

Tacey Ann Rosolowski, PhD
[00:06:34] And tons of multitasking too.
[00:06:36]

JoAnne Hale
[00:06:37] Yes.
[00:06:37]

Tacey Ann Rosolowski, PhD
[00:06:37] Because those things do not just happen in isolation.
[00:06:39]

JoAnne Hale
[00:06:39] No. You had, I mean in every position I pretty much had all kinds of responsibilities. I really don’t remember exactly what I did when I was working at the hospital, and the reason I went to the hospital was because my dad was ill and he was in the hospital. My mom worked for the government, she was a dental assistant, and she worked from nine to four, while I could go to work at one and work until nine at night. And so it was easier for us, we only had to get a couple hours for someone to stay with my dad.
[00:07:15]
Wow, what a challenge.

So, I did all kinds of stuff there in the office. Actually, prior to going to college, I worked in the Circuit Clerk’s Office and swore in witnesses, you know, when boss was out, and did plats and things like that, on land transfers. So I’m assuming that everything, the little bits that I had from all of that, must have kicked off something for Virginia. Probably also, you know I didn’t jump around a lot and maybe she was looking at longevity, I don’t know.

Yeah, could be. I neglected to ask you your parents’ names.

My mom’s name was Ethel and my dad’s name was William Richard.

So, did you interview—who interviewed you for the position with R. Lee Clark?

Marion.

Okay, Marion did. R. Lee Clark never interviewed you, she made the decision?
JoAnne Hale
[00:08:16]
No.
[00:08:16]

Tacey Ann Rosolowski, PhD
[00:08:17]
Okay.
[00:08:17]

Chapter 02
The President’s Office Under R. Lee Clark
A: Overview;

Codes
A: Overview;
C: Portraits;
B: MD Anderson and Government;
B: Fundraising, Philanthropy, Donations, Volunteers;
B: MD Anderson History; B: MD Anderson Snapshot;
B: MD Anderson Culture;
B: Working Environment;

JoAnne Hale
[00:08:18]
I basically worked you know, I took all his—when I first started, I did all his dictation, did his travel and all of that, kept up with the mail. It was sort of interesting, Dr. Clark was a very interesting person. He was more of a hands-on person, you know versus LeMaistre and Mendelsohn, where they had… what is the word? You know, gave out the possibility of making decisions. He made most all the decisions.
[00:09:06]

Tacey Ann Rosolowski, PhD
[00:09:06]
So R. Lee Clark, he…?
[00:09:07]
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**JoAnne Hale**

[00:09:08]
He was pretty much, he pretty much—but then remember, we were less than two-thousand people.
[00:09:13]

**Tacey Ann Rosolowski, PhD**

[00:09:13]
Absolutely, a whole different institution.
[00:09:15]

**JoAnne Hale**

[00:09:16]
So yeah, it was a little bit different than that.
[00:09:18]

**Tacey Ann Rosolowski, PhD**

[00:09:19]
So tell me how the office was organized. I know absolutely, I mean this is really an insider’s view to the nerve center of an institution, so give a portrait of that.
[00:09:30]

**JoAnne Hale**

[00:09:30]
He had several—all of the presidents had several people that worked for him, that had their own specific [roles]. Marion was his assistant. I don’t know what her title was at that time, but she pretty much, she could sign his name just like him, you couldn’t really tell the difference, and she was pretty much just the overseer, but she didn’t really do the day-to-day things for the office, or over the assistants, the secretaries. We were all secretaries. Beth Ryder, Beth White at the time --no, Beth Ryder was her name then, and then she married one of our doctors. She was the one that—I don’t think she interviewed me. No, it was Marion that interviewed me. Beth was the one that sort of took over supervising all of us, and there were—we had one lady that did all of his travel and another one that did his patients. Dr. Clark, like I said, he was very hands on, and when he would go to Austin… He had a ranch in Rosanky, Smithville, and when he would go up there, he would drop by Austin and he would drop by all the legislators’ offices to say hello, kind of keep his name in front of them. What we would do is before he would go, we would look up all the patients that a particular legislator was interested in. We’d give him the background, where their treatment was, so that when he would go up there, he would say oh, so and so was in, you know. So when it came time for getting funding, it was very easy for us to get funding. They would just say, “Lee, what do you need?” That was a practice that when I
went to Dr. LeMaistre’s office, I told them about it and we kind of kept that up. [00:11:30]

_Tacey Ann Rosolowski, PhD_

[00:11:31]
Oh, wow. [00:11:31]

_JoAnne Hale_

[00:11:33]
Some of the girls will say well, they know he’s too busy for that, and I said that’s why it’s important, because they know he’s busy and for him to know a constituent of theirs makes a difference. [00:11:45]

_Tacey Ann Rosolowski, PhD_

[00:11:47]
And that’s really an amazing story too, about how the work that assistants do is so key to that professional persona of the leader. [00:11:59]

_JoAnne Hale_

[00:12:00]
Right. [00:12:00]

_Tacey Ann Rosolowski, PhD_

[00:12:00]
You know so that—and you guys were responsible for getting funding essentially, by doing that. [00:12:04]
JoAnne Hale

Right, right. Right, by helping on that. Then, I’m not sure what all the other ladies’ duties were. They had much more than just travel and stuff like that. My original was to of course, I kept track of all the correspondence, did the filing, and at that point, we kept up with all the personnel. We had all the faculty, all of their, the faculty’s, not the underlings, but we kept all the faculty records, and I know one of the ladies did a lot of that. Also, under Dr. Clark is when the Development Office was kind of developed. We only had one person and one girl, but before that, at the end of the year, all the donations that came in, we wrote the thank you letters, we wrote the acknowledgement letters for them to use for their purposes, tax purposes and so forth. So that was, you know, that was part of our duties that we did at that time.

Tacey Ann Rosolowski, PhD

What were your impressions of the institution at the time?

JoAnne Hale

I wasn’t as connected to it when I first came and being new to Houston, I didn’t have any idea where it was, but through the years, working for him, and of course we were the first ones that did the War Against Cancer, I remember over a Thanksgiving, we spent the whole weekend. They had a big meeting here, science researchers and doctors and everything, and that’s when the National Cancer Advisory Board was founded, and NCI, and then Dr. Clark was on the President’s Cancer Panel, which was three, and he was very instrumental in getting it where they reported directly to the president of the United States, and not going through the National Cancer Advisory Board. So, I started seeing how the research, how it started growing, and all the progress that they were making through that. Dr. Clark also reviewed all of the papers that came through, the publications, and that’s how he got a lot of his knowledge when he gave talks. That was part of what we did on that one. But he was more into—he and kind of the clinicians, were the thing, the researchers. I don’t even know how big our research area was at that time, but by the time my tenure ended with him, of course I was very connected to MD Anderson, but initially it was a job.

Tacey Ann Rosolowski, PhD

Yeah, sure, sure.
JoAnne Hale  
[00:15:23]  
You know? And he was very personable with all of us and Marion, she was—you really wanted to make things great for her, you wanted everything to be perfect. She was just that type of person, that she wanted, she expected a lot. And of course back then, we didn’t have automation, so you would carbon copy letters and you didn’t make a mistake. You redid it, you know, because she wanted it to be perfect when she went in. She didn’t have much as to whether we had any personal interactions with Dr. Clark, but of course I took all of his dictation, you know he did all of his letters dictating, so I got more of a personal attachment to him, but he would invite my husband and I and this other girl, her husband was in school too, we’d go up to his ranch on the weekends and fish and stuff like that. So the office, there was a little politics there.  
[00:16:40]  
Tacey Ann Rosolowski, PhD  
[00:16:41]  
You mean amongst the staff of the office?  
[00:16:43]  
JoAnne Hale  
[00:016:44]  
Well, one girl, like I said, her husband was in dental school, and at one point she, all of a sudden just didn’t have anything to do with me any more. She had been told not to, and I think it was because this lady, Beth, had a college degree. I didn’t have a college degree but I could do the work, and I think there was a little bit of jealousy there. We later worked through it. But after Susan left, she told me, she said I’m sorry I couldn’t be the friend, because they told her, you know it was her job. That type of politics there in that office, but as far as the girls getting along, we all got along.  
[00:17:30]
JoAnne Hale
[00:17:57]
The biggest challenges.
[00:17:58]

Tacey Ann Rosolowski, PhD
[00:17:58]
Or high points, you know, kind of the big landmark moments in his presidency, from your perspective.
[00:18:04]

JoAnne Hale
[00:18:05]
Well one of the things with him was when we were given 51,000 acres of land in Florida, by the Johnson Foundation, and we sold it, and that’s what we built the Lutheran Hospital [Pavilion] with. So that was a big project that he really did very well in commandeering that. And then also, the War on Cancer, he was pretty involved in the national scene. His philosophy was not so much that the government should give us a lot of money for cancer research, versus giving money to students, that they could recognize the early signs of cancer, physicians, he said, in the
local community. But he said if it’s in the schools, where they can see, where they can recognize, because that was it, you had to catch it early.

[00:19:18]

*Tacey Ann Rosolowski, PhD*

[00:19:19]
Right, right.

[00:19:19]

*JoAnne Hale*

[00:19:22]
From what I remember is well, we started Bastrop, we started the Science Park under Dr. Clark, and then the War on Cancer and then he also worked with a group from overseas and put together a directory of cancer institutions all over the world, and their expertise, (inaudible) I thin worked on that. What the purpose was, [ ] you could benefit with what they’ve done, the reports, the things that they’ve done, that could help us in furthering research in cancer.

[00:20:12]

*Tacey Ann Rosolowski, PhD*

[00:20:13]
When I was doing research about him, he had had that international experience, the American Hospital in Paris.

[00:20:21]

*JoAnne Hale*

[00:20:21]
Right.

[00:20:22]

*Tacey Ann Rosolowski, PhD*

[00:20:22]
It was interesting, that he brought that international awareness to the institution very early. And I notice that on your CV, you noted that in your later years working for him, you focused more and more on international and national connections.

[00:20:36]

*JoAnne Hale*

[00:20:35]
Right, right.

[00:20:36]
So tell me about that shift in perspective.

Well, whenever we did—because we had two different… The day-to-day things were under a different assistant area, and mine was strictly on—I still did his travel, but it was strictly on his international, with speaking engagements, the Congress, the 10th International Congress that we had here, we were very much involved in that.

What’s the 10th, what is that event?

We had a congress where they came from all over the world, and researchers and clinicians they came here and they had conferences, speeches and things like that, research, giving information on the research that are being done all over the world. What our role was, is doing the outside—you know, the housing and then entertainment type stuff, gave them tours. And then we had several things at his penthouse, which was on top of the Anderson-Mayfair, which is now Rotary House.

About what year was that?

That was in ’70.
Interview Session: 01
Interview Date: April 19, 2018

Tacey Ann Rosolowski, PhD
[00:21:53]
Okay. Yes, only two years into your appointment here, that’s a big deal.
[00:21:58]

JoAnne Hale
[00:22:00]
And it was—they had a congress every four years, and that was the one that we did. Dr. Murray Copeland and his office pretty much worked with that, because Dr. Copeland was also pretty much international, and his office did the bulk of the nitty-gritties of putting that congress together, but we were involved in it. And then we also had the dedication of the new hospital, that was in seventy… That must have been in ’72 or ’76.
[00:22:48]

Tacey Ann Rosolowski, PhD
[00:22:48]
The hospital called the Pink Palace?
[00:22:50]

JoAnne Hale
[00:22:51]
No, not the Pink Palace, the Lutheran.
[00:22:53]

Tacey Ann Rosolowski, PhD
[00:22:53]
The Lutheran Pavilion.
[00:22:54]

JoAnne Hale
[00:22:55]
I think maybe it might have been ’76. I remember, we had this one gentleman from Brussels that would come over every so often, and he would work here and we would work with him. Now, I can’t remember exactly what we did, but I just remember because my son was real sick at the time that we were having this dedication, and we had all these representatives from the foreign countries that I had to take care of; and I was—you know, I told him at one point, I said don’t yell at me, because I feel like a [failure as a] mother, because I’ve left it to a neighbor to watch my child. He just had strep. But in any event, I know that was a big… An interesting thing about Dr. Clark is sometimes he would make a statement and then he’d have to make it true. I think, at the
dedication, he omitted [thanking] a family, and so his way of handling it was well, we were going to name this other area for this family, and so he made it happen. That’s the way he handled whenever… [00:24:07]

**Tacey Ann Rosolowski, PhD**

[00:24:07]
Interesting. [00:24:07]

**JoAnne Hale**

[00:24:08]
They do, you know, it’s typical, people forget to acknowledge, but it was a significant donor. We thought that was funny. He said, “That was my intention all along.” Well, it wasn’t, he just forgot. [00:24:23]

**Tacey Ann Rosolowski, PhD**

[00:24:23]
That’s funny, that’s funny. [00:24:24]

**JoAnne Hale**

[00:24:25]
He was very personal, a very Southern gentleman, and he handled all of us the same way. He couldn’t remember names, very bad at names. He’d forget our names half the time, but he always called me Ms. Hale, never used—it was not the first-name basis on all of us. He was just a Southern… And that’s kind of the way he was, was easygoing. I don’t know that much about his interaction with the family as much as I did with LeMaistre, because I was in a different role, but I know that if you sold him on a project he was behind you totally, you know he wasn’t deterred very much. [00:25:18]

**Tacey Ann Rosolowski, PhD**

[00:25:18]
Did you have a sense of who his key people were at the institution, I mean were there certain people he relied on for support, advice? [00:25:27]
JoAnne Hale
[00:25:30]
Well, like I said, he controlled things, but I think he really relied on Mr. [Joseph] Boyd and Mr. [Elmer] Gilley, the businessmen. However, luckily, both of them really… I don’t want to say hid money, but they were very frugal with it. I remember him saying, when Dr. LeMaistre came, look, you have control of these funds and you need to know where they are. He knew the money was there and that’s why, when managed care came in and we had all of this, the statement, how much we had in… I don’t know how they reserved. So, from my perspective that I remember, in order for us not to give all that money to the state, we started collaborating with other institutions, like Scott and White, and we’d send our faculty there, and we’d pay their funding for it and they would go there and consult with them. But I know that we weren’t hurt as bad as other institutions because we had that reserve.
[00:26:44]

Tacey Ann Rosolowski, PhD
[00:26:45]
That’s interesting.
[00:26:45]

JoAnne Hale
[00:26:47]
Other than that, of course, Dr. Hickey, his director, they were very close and met quite often. Surgeons, he was close to the surgeons, and Dr. Robert Morton [sic], he was right in our office. He had his own office but it was connected to ours. So we had Dr. Hickey and Dr. Morton that were his administrative, and then Mr. Boyd and Mr. Gilley, those would be the ones that he relied on the most.
[00:27:22]
So tell me about the transition to Dr. LeMaistre.

I stayed with Dr. Clark. Dr. LeMaistre came onboard in ’78, I think, and Dr. Clark became president emeritus. I stayed with Dr. Clark, and Dr. LeMaistre came and he had—I helped recommend people for him, assistants. We were all secretaries but you know, that later became assistants. Anyway, I recommended Micha, she was working for Dr. Hickey at the time.

Micha’s last name?

Micha [Larson] Gregory. That wasn’t her last name then, it was Larson. Anyway, she went to work for him and of course, he brought Judy Johns [Watson] with him, from Austin, Dr. LeMaistre did, and that was his associate vice president I guess. They changed titles all the time. Then they hired other people in their office. So, I stayed with [Dr. Clark] for a long time, until ’81, and then Dr. LeMaistre said, “If you’re going to come, you’ve got to come now.” So that’s when I went, and I think Dr. Clark, at that point, I think he gave up his office and he had an office over at Medical Arts and kind of worked with that, and just worked with his writings. He
did some consulting, he did quite a bit of consulting. I don’t know when Dr. Clark had his stroke. But [the transition] was fairly smooth. When I went to Dr. LeMaistre, basically all I did was handle his schedule, which at the time that I went there, his structure was a little different. Judy, she was the person, you didn’t interact with him, everything went through her. So I would schedule an appointment and then I would get all the material together and I would give it to her, and then she would brief him. The appointment book stayed on her desk, so every time I had a call for an appointment, I’d have to go get it.

[00:30:15]
Well, I quickly learned that they were making appointments every 15 to 20 minutes, and people were just sitting and waiting, because you can’t have a meeting in 15 or 20 minutes. Eventually, I said, “I’ve got to have it at my desk,” and so we did that, I put the things together, still went through her. In fact, pretty much, most things went through her until she retired, but not at that point, because then I started just—I did his travel, and so I would brief him at night, toward the end of his tenure. I kind of liked research, and particularly with Dr. Mendelsohn, but with Dr. LeMaistre… Dr. LeMaistre didn’t do any international travel. He was [with the] American Cancer Society, he did a lot of in country. Most of his was related to MD Anderson; raising funds and so forth, like that. The transition wasn’t too bad, Dr. Clark was very good. When I left, I told him, I said, “My allegiance now is to Dr. LeMaistre, don’t make me have to choose between the two of you,” and he was real good, he was real good. He didn’t push me to do things for him.

[00:31:53]

Tacey Ann Rosolowski, PhD
[00:31:53]
What kind of things were you concerned you might get into a conflict over?
[00:31:58]

JoAnne Hale
[00:32:00]
I don’t know, programs, I think, you know he needs to put this person in charge of this program. I just didn’t know what he was going to ask me to do. At the same time, when I worked for Dr. Clark, the Board of Regents would meet, I can’t remember now, I don’t think it was monthly, I think it was quarterly. I don’t remember how often they met, but every Board of Regents decision that affected MD Anderson, I kept a card file on. So, that card file, he wanted to keep and I said, “No, it’s got to come with me.” Because that’s the history, you know, and I don’t know where, I’m sure they’ve got it here somewhere.

[00:32:54]
Interview Session: 01
Interview Date: April 19, 2018

Tacey Ann Rosolowski, PhD
[00:32:54] Well, the library received the presidential papers, so I’m sure it’s here in the archives someplace.
[00:33:02]

JoAnne Hale
[00:33:02] And then they also—I had later on, did it all electronically. So that sort of type thing that I was concerned about.
[00:33:19]

Tacey Ann Rosolowski, PhD
[00:33:20] But it sounded like it was smooth.
[00:33:21]

JoAnne Hale
[00:33:22] Yeah, it was pretty smooth. Dr. LeMaistre liked Dr. Clark, they’d worked together for years.
[00:33:32]

Tacey Ann Rosolowski, PhD
[00:33:33] So tell me about your impressions of Dr. LeMaistre. It sounds like you had a little bit more of a distant connection with him.
[00:33:40]

JoAnne Hale
[00:33:40] At first, yeah. At first we just weren’t, we weren’t allowed, you know, to have any connection with him. But Micha is just, she’s not that kind of person. She’s outgoing and everything, and so she kind of, I think she did his telephoning and worked with his patients, so she had a little bit more where she was with him. When I started going in and going over his trial with him and things like that, then you started getting this little personal relationship with him. One of the things that Judy did, she was what they called associate director or vice president, I can’t remember what her title was, but she was the one that everything kind of went through. She didn’t use the email, so whenever she had an email, she would write it out, we would type it, and then send it under her name. So, budget wise, I would do the budget, it would go to her, and then she would look at it and she would go over it with Dr. LeMaistre. One time, I made a comment to Dr. LeMaistre about the budget and I got called on the carpet, and they said he doesn’t know that much about the budget type stuff.
[00:35:17]
Tacey Ann Rosolowski, PhD  
[00:35:19]  
Was this the institutional budget, for the whole institute?  
[00:33:22]  
JoAnne Hale  
[00:33:22]  
Well, back then, we [did not run] on a zero-based [system] and everything, and so you know, if they overspent on an M&O, they would just give him more money. You would ask Joe Boyd to give you more money. Well, my comment was, why can’t they live within their budget and he said they need to, and so apparently he said something to her and I got in trouble for it. Also, the scheduling of his appointments were very strict. I didn’t schedule anything after four and if I didn’t have the necessary material from whoever wanted the meeting, and what the topic was, if I didn’t have it, then I was—because I couldn’t brief him if I didn’t have the material. If I didn’t have that by noon, I had the authority to cancel the meeting. I do remember one time, with Dr. [Robert] Bast’s [oral history interview] office, I just didn’t get it and I kept asking his assistant, the gentleman who worked for him, and they just, they didn’t even give me the topic or anything, and it was with the Welch Foundation. So, when I didn’t get it, I just said we’re going to have to reschedule it. Well, I didn’t set it up with the Welch Foundation, I thought it was just with Dr. Bast, and all the people from the Welch Foundation board were ready for this conference call, I guess it was, and so Dr. Bast thought I had canceled it and I hadn’t. Dr. LeMaistre had told me he said, “I knew what it was about,” and I said well you know, “I didn’t know that.” So, that changed when Mendelsohn came. Just things like that.  
[00:37:25]  
Tacey Ann Rosolowski, PhD  
[00:37:26]  
Right, right. Well, and it seems, I assume the reason that information had to be acquired before the meeting, was that so the president’s time is used well, he goes into a meeting fully aware.  
[00:37:38]  
JoAnne Hale  
[00:37:38]  
Yeah, he needs to be fully aware of what’s going on. He was easygoing and things like that, but it was more of a controlled access to him. Dr. Mendelsohn and I just talked back and forth and worked together, whereas this one, you had to go through her.  
[00:38:06]
Tacey Ann Rosolowski, PhD

Interesting. So what were some of the high moments during—when you were in his office?

JoAnne Hale

Well one of the biggest things that I think that Dr. LeMaistre did for the institution was he brought us together as a family. Dr. Clark… Before, the researchers weren’t really kind of included. Dr. LeMaistre was instrumental in the PRS, getting the PRS funds, parts of that to go to the researchers, because without their research, the clinicians couldn’t do a lot. But he would get out and visit the people, that’s when they started doing the T-shirts. So you’d see one of your fellow employees out at a grocery store, you know, you got to know each other. So he kind of pulled the institution together as a family.

Tacey Ann Rosolowski, PhD

Because it was growing pretty fast at this point.

JoAnne Hale

Yes, it was, it was.

Tacey Ann Rosolowski, PhD

So, something had to be done, to kind of recreate that small feeling.

JoAnne Hale

The biggest thing for Dr. LeMaistre was philanthropy. He was very good at going out and like I say, raising funds. He did not do any scientific papers, speeches and stuff like that. Most of his was telling what we did at Anderson. He reviewed some of the research, so he was aware of some of the research, but not as detailed as Dr. Clark and Dr. Mendelsohn, to know what type of research, you know. He would take the research doctors with him, for them to answer kind of questions. That’s when the Living Legends thing started, those programs. The Development Office completely exploded under him, and then he also brought the Clinical Cancer Prevention, Dr. [Bernard] Levin [oral history interview]. That department was started under him. He was
very instrumental in that. And of course, after I retired, I went back to work for him. He came onboard and we wrote a book. It’s not come out yet, because we kept adding to it. But that’s the biggest things there.
[00:40:41]
Chapter 05

John Mendelsohn and the President’s Office

A: Overview;

Chapter 05

John Mendelsohn and the President’s Office

A: Overview;

Codes
A: Overview;
C: Portraits;
B: MD Anderson Culture;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;
B: Building/Transforming the Institution;
B: Growth and/or Change;

Tacey Ann Rosolowski, PhD
[00:40:42]
What about the transition to Dr. Mendelsohn?
[00:40:45]

JoAnne Hale
[00:40:45]
When Dr. LeMaistre was going to retire, they didn’t want our office involved in anything for a new president. Well, they’d learned very quickly, that they had to have somebody to coordinate all of the visits, because we had 13 candidates. So, the Advisory Board consisted of people here at the institution, the Board of Visitors, they had like a representative from each of the committees, and then the community. So, they decided that I would do it, I would coordinate all of it, and all of the people were told, when I called and I said we’re going to have this meeting with this candidate at a certain time, whoever is on your committee is available to go does it. We’re not working around schedules because we had two months to do it. So, I literally had a candidate going out the back door and one coming in the front door just about. We did that and then they narrowed it down to four, three or four.
[00:42:04]

Tacey Ann Rosolowski, PhD
[00:42:04]
Can you share who those candidates were at the time?
[00:42:06]
JoAnne Hale
[00:42:07] 
Dr. Hohn, I think was one, David Hohn, Charles Balch, Ed Copeland, which I knew quite well, he was from Florida. He was the nephew of Murray Copeland that was here. And then John Mendelsohn. The interesting thing was they told all the candidates that you have to accept, if you’re offered—when they would bring them in and they made the final decision, you had to accept at that time, because a lot of faculty, when you bring them in, they go back and forth, well I’ve got my wife here to make—and I want this much money, I want this lab. All of that, you know? So, they were pretty well told that you have to accept or not.
[00:43:01]

Tacey Ann Rosolowski, PhD
[00:43:02] 
Why was it such a strict timeframe, two months?
[00:43:06]

JoAnne Hale
[00:43:07] 
I don’t know whether it was because of Dr. LeMaistre leaving, because he was—I think they were selected in the spring, Board of Regents meeting, and he came onboard in July. I don’t know whether it was a timing thing, because I wasn’t involved. [Redacted] And so I don’t know how much of the—I don’t remember, at that point, candidates, because that was all done at a different level. It was done through… I don’t even know, I guess the system did it. Well the [UT] System was over Mendelsohn’s also. Dr. Mullins, Charlie Mullins, he was—it was his office that I worked with. It was interesting, Dr. Balch thought he was—he just knew he was getting it. I don’t know whether you know him or not.
[00:44:36]

Tacey Ann Rosolowski, PhD
[00:44:36] 
No, I’ve never—I mean, he’s been mentioned so many times, but I’ve not interviewed him.
[00:44:40]
JoAnne Hale

He was just—just knew he had it, and he was going to fire all of us in our office. Another one of the local candidates, I thought was—he was on one of the committees that was going to interview another candidate. So, I talked to Dr. Mullins and I said, I don’t think he ought to be included in that, because then that gives him the advantage of knowing what questions they’re going to ask, and so Dr. Mullins told him he couldn’t attend. So I got, you know, backlash from him, but he later went on to another institution. He was a good guy, I mean he would have been a good president. Dr. Balch was a surgeon and he was going to fire all our surgeons. I don’t know all of the politics of that, I just know that he—and he was down the hall. He told me to make him the last [candidate interviewed], because he [didn’t want to be] the first—and I told him, I said it’s going to be when I can schedule, when the people can schedule it. He wanted his interview to be the last one, because I’m sure there’s scuttlebutt, and he would get some of the information off of that. But it went real smooth, I mean breakfasts, lunches and dinners, it went real smooth, all of it. In fact, when Galveston was looking for their next president, Dr. Stobo, Dr. Mullins asked them to have me come down and tell them how I did it, so it could move smoothly. But it was completely different because in Galveston, you have to sell the community and here we didn’t, you know it’s the staff. They were appreciative and everything, but I quickly learned that they had a more difficult time than I did, because of the situation.

Tacey Ann Rosolowski, PhD

Well, tell me about the transition to working with Dr. Mendelsohn.

JoAnne Hale

Dr. Mendelsohn was an easy transition. It was really interesting, because when he first came, actually he was still at—I think he was the candidate, when he was here as a candidate, he came into my office and he said, “I want to see your airline guide,” and he looked up his own air flights. Dr. LeMaistre never did that. He said, “I’m sure Mickey did this all the time,” and I went, No, he really didn’t. The transition went pretty smooth, except Dr. Mendelsohn was not used to a big staff and he was used to having everything right here. It was very difficult for him to give up files. He was a true researcher, he questioned everything, ‘you don’t know anything,’ and so you kind of worked with that. Like I said, there was Micha, she was the one that kind of, between the two of us, broke him down to where he’s more human, you know, with people. Now, the one thing, getting back to Dr. LeMaistre, the one thing that always kind of bothered me. We had a situation when somebody came and wanted to talk to Dr. LeMaistre, we had to find out if they had talked to their vice president first and if there was any problem, and see if he could do it, because we had one individual, that his vice president said no, and he came to Dr.
LeMaistre and Dr. LeMaistre said yes. Well that made it very, very difficult. So that’s when we had a process that if it’s a program that you’re interested in, you need to see… And then I would call the vice president and I’d say so and so wants to talk to him about this, are you aware of it. [Redacted] [00:49:03]

_Tacey Ann Rosolowski, PhD_
[00:49:03]
Interesting, yeah. What about John Mendelsohn in that kind of situation?
[00:49:06]

_JoAnne Hale_
[00:49:07]
Mendelsohn didn’t get that much involved in that aspect of it, because he was very questioning, and so you really had to sell him big time on that. Also, that procedure, because he told me one time, he said I understand that you ran, you and Judy ran Dr. LeMaistre, and I said, “I don’t know what you’re talking about.” So, he brought up this instance about Dr. Bast, because he was a very good friend of Dr. Bast’s, and Bast had, I guess given him that information about [the Welch Foundation incident, and I said no, this was the procedure. And I said, I will—I go with what you say, I said that was the procedure and I just followed it. I didn’t have that connection with Dr. LeMaistre, to say do you know what this is about. I just didn’t have that kind of a connection with him at that point.
[00:50:19]

_Tacey Ann Rosolowski, PhD_
[00:50:00]
So what was Dr. Mendelsohn’s response when you explained that procedure that you were following?
[00:50:24]
He said okay, he just said okay. Then, one time when he had—and he was very aware of his calendar, Dr. Mendelsohn was, and I remember Judy had told me to cancel this one lady’s appointment, she said she doesn’t need to meet with him. I don’t know who the physician was. So I canceled it, and so he came out and he said, “Why was this canceled?” I said, “Can I be candid with you?” I said, “I was told to cancel it,” and he said, “Can I be candid with you? Don’t ever cancel without asking me.” So we had that kind of a relationship and I could just say, can I do this. His biggest thing was, “I don’t have it,” and he might have it in his office, and he’d never admit it when he found it, except that by the time he left, he said well, if JoAnne says it’s in here, it’s in here. Towards the end, you could really, really talk to him. Personally, I mean as far as outside of the office, we didn’t have any connections or anything like that, but he was easy to… You could just say and he’d say why did you… I remember one of the girls, she would never accept a responsibility type thing. She’d always ask somebody else, Well what do you think I ought to do? I can’t remember what the situation was, but her office and my office were really close together, so he was standing at her desk and she told him, she said, well JoAnne said yes to this, and he looked me and he said, “Why did you do that?” Finally, I thought well, I don’t know, I just did, and so that’s what I said, I said, I don’t know I just did. He said, well don’t do it again, and I said, okay. But I mean, we just kind of had that, and Micha had that kind of rapport with him. He had this little card that he carried around, to be pleasant, and how to act, and she’d say, “Look at your card,” because he’d get really testy.

So what was on this card?

She would know. I can’t remember, but it was treat people this way. There were three things that were on that, but I cannot remember, for the life of me, what was on it, but it was on how to treat people and to be kind.”
Today is the 31st of May, 2018. It is about 10:25 in the morning and I am in my office, on the 21st floor of Pickens Tower, talking today with JoAnne Hale, for our second session, which is actually a recapture session because we had an equipment failure the last time, unfortunately. So thank you very much for your patience and for coming in. We were strategizing a bit and kind of going to use this not only to recapture but also to revisit some areas.
Chapter 06

Thoughts on the Presidents’ Communication Styles; the Challenge of Working in the Office of the President

A: Overview;

Codes
A: Overview;
C: Portraits;
B: MD Anderson Culture;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;
B: Building/Transforming the Institution;
B: Growth and/or Change;
A: Critical Perspectives;

Tacey Ann Rosolowski, PhD
[00:00:00]+
So I know you made some notes, but let me ask you one little final question to kind of tie up one of the things that we missed on your last interview. You had mentioned that when Dr. Mendelsohn became president, he had this academic, scientific sort of style, and you had reflected on how he changed over his years in office, and I wonder if you could think about that again for me. What was that change in him?
[00:01:03]

JoAnne Hale
[00:01:03]
One of the things that I noticed was that he was not into the employee events, like when they had… I think it was the first Thanksgiving, we were still --the leadership served the rest of the people, we worked on the [serving] line. Or different things, where he would just greet them when they came in, his role was greeting them as they came in for the Thanksgiving dinner, things like that. He didn’t want to do it and you know, why? He just wasn’t that into it and over the years, he just became very involved kind of, with the—not as much as Dr. LeMaistre, but then Dr. Clark did not either. He was, well we just didn’t do those things. It was under LeMaistre that we developed all of the employee events that connected us as a family. But towards the end, Dr. Mendelsohn, I mean you could joke with him and things like that, he had loosened up quite a bit.
[00:02:14]
Tacey Ann Rosolowski, PhD
[00:02:15]
You mentioned that you also thought a bit about the different presidents and how they communicated, how they spoke. What are some of those differences you observed?
[00:02:29]

JoAnne Hale
[00:02:31]
You mean like when they gave their…
[00:02:34]

Tacey Ann Rosolowski, PhD
[00:02:33]
You had said you made some notes.
[00:02:34]

JoAnne Hale
[00:02:35]
Oh yes. Well, Dr. Clark, he would read all of the manuscripts and publications, which kept him up on all the research that was going on, and he would give scientific talks all over the world, but I heard that they were very boring, because he would just read. A lot of it wasn’t that… So I would say he was just more of a just facts type person. Dr. LeMaistre was more of a motivational, and he was a great fundraiser, and he just made people feel like they were part of everybody, part of all of us and everything like that. Dr. Mendelsohn was a very passionate speaker about his work. He didn’t use any notes, he just spoke from his slides, and actually increased our intake from the Development Office, because they would go through the various communities, meetings that were set up or things that were set up by the Board of Visitors, in those areas. He would go in to potential donors and talk about our research and about his research, and so that motivated them to give. That was the different styles that they had. Dr. LeMaistre used notes but he often went away from them or would change them. He had a speechwriter and Dr. Mendelsohn did not.
[00:04:24]

Tacey Ann Rosolowski, PhD
[00:04:24]
Interesting. Yeah, it was Steve Stuyck [oral history interview], I think.
[00:04:25]
Mm-hmm. Mendelsohn, he gave one that I know of, one speech at a commencement. I want to say it was Kinkaid.

Tacey Ann Rosolowski, PhD
[00:04:40]
Oh, really?
[00:04:41]

I want to say that. I’m not sure that that was the place, but in any event, when he got back, they wanted copies of his speech. He said oh, I didn’t write a speech. He just had it in notes type of thing. So, he had to write a speech, write off of that, similar to what he had said. But at a lot of places, they would record their speeches anyway.

Tacey Ann Rosolowski, PhD
[00:05:06]
That’s interesting. So, Dr. Mendelsohn really was kind of a natural public speaker in that way.
[00:05:10]

Yeah, it just came natural for him. I told him, in all the years that I worked for him, I never heard the speech and he said, well I’ll just give it to you one day and I went no, no, no, I’ll just try to find one. But I never did. It was very inspiring and a lot of people mentioned that.

Tacey Ann Rosolowski, PhD
[00:05:30]
Now, I was also curious, now that you’ve spoken about all the presidents that you worked with, if you could talk a little bit about what you found most challenging in working administratively, in the Office of the President.
[00:05:48]
JoAnne Hale
[00:05:49]
Well, from the early days, was just getting to know the institution and working with that. Probably the most challenging was—in the early days, I did not do the calendar or anything like that, schedule any appointment, it was strictly taking the dictation, because he dictated everything, and typing those letters.
[00:06:12]

Tacey Ann Rosolowski, PhD
[00:06:13]
And this was Dr. Clark.
[00:06:16]

JoAnne Hale
[00:06:16]
Dr. Clark. I think I mentioned that one time he went overseas and had all this information that he couldn’t get someone to write it up, and I did that. That was a little challenging, to put it all together, with his brochures and things like that. With Dr. LeMaistre, when I first went to work for him, they had appointments scheduled every 15 minutes and of course naturally, just the niceties didn’t—you know took almost that. The challenge was to get them to—just gradually, I would schedule them every 30 minutes, and then I got to scheduling at every hour. Dr. Mendelsohn did not like that, every hour, but I told him, I said that gives you a chance, if there’s a phone call that came in while you were in a meeting, you can return it, or if you want to make notes from that meeting. So finally, you know, but those were challenges with each one, because they wanted to get as much in as they could possibly get in for the day.
[00:07:24]

Tacey Ann Rosolowski, PhD
[00:07:25]
Right, the timing.
[00:07:26]

JoAnne Hale
[00:07:26]
They found that they didn’t—they were able to be more relaxed, I guess, when different ones came in. Dr. Clark, he was steadfast in his decisions, it was hard to get him to… If you got him to approve your program, he pretty much stayed with you. [ ] He kind of listened to everybody and I think Dr. Mendelsohn was the same way, he kind of listened to various … e had people—Dr. Mendelsohn always wanted his staff to question him, because maybe he needed not necessarily my level but above. He’d say, “Now if you don’t agree with me, give me reasons why.” So he was more that way, which was … you know. And I think the biggest challenge
with him was just the personalities, because he just automatically didn’t think you knew anything. He had a level of researchers and clinicians. I don’t know how he was with the administrative staff, leaders of the clinic and things like that, but I just know that he was used to one person when he came, he didn’t have several. He tried to keep everything close at hand, and so those were challenges, to get him to release it and let us file things. We had people that did certain things in the office, and that was their expertise or that was their particular position, and so you didn’t have one person trying to do everything. We had one lady, she still works in the President’s Office, that was just super in all his presentations. She could read Dr. Mendelsohn’s writing very well and she knew all the terminology, she knew graphs and everything like that, she was terrific at that. Another lady took minutes and was great taking minutes at everything, and she kind of looked at the mail and things like that. I did the travel and his appointments and briefed him, pulled together material and briefed him, and I would go to those different ones to ask for materials, to different ones.

[00:10:25]

*Tacey Ann Rosolowski, PhD*

[00:10:26]
Now as you think back, you know from your perspective, was there anything in the workings or the organization of the President’s Office, under the different presidents, that could have been done better, more efficient? From your perspective.

[00:10:43]

*JoAnne Hale*

[00:10:44]
Probably in the early days would have been a little more communication, because there were times that—back then, we worked on a Saturday, a half a day. I remember one particular incident when—I can’t remember, but it was some property, I guess, up near Bastrop, something. Anyway, an opportunity for faculty members to buy this property, and it was also hush-hush, hush-hush. Then, it came on a Saturday and they were finalizing it and nobody wanted to work on Saturday, so I had to work on a Saturday. Well, you don’t know all the ins and outs of those things. So that was a little bit—and probably in all three, you know, but I think by the end of Dr. LeMaistre’s… And basically, that was because of where I was positioned, because I was right outside of Dr. LeMaistre’s and Dr. Mendelsohn’s door, and then the lady that handled all the patients and the reimbursements and everything, we could hear. Even though we had separate offices, it was a glass wall and a door that opened, and I could hear what was going on. So you could kind of put things together, you know, and so it made you a little more knowledgeable. But I would imagine the biggest challenge would have been the communications as to what and why things were, how the programs were working.

[00:12:23]
Tacey Ann Rosolowski, PhD
[00:12:24]
So it was actually pretty important for you to do your work, to have a good sense of detail.
[00:12:30]

JoAnne Hale
[00:12:31]
Yeah, you had to know. Today, I’m still detail oriented, you know, I want to know all the things. If this doesn’t pay, well I want to know why and all of that. But yeah, and I know when I left, when I retired, that was one of the things that I think Mendelsohn had expressed, that he wanted the new lady to research it down to the level that I did, and I said that just has to be something a person likes to do, you can’t [teach anyone how to do] that. But yeah, it was, because when you brief him on a meeting, you have to let him know everything that’s there. Then when I worked for Dr. Clark, because he was so nationally and internationally involved, when we would get all the correspondence, I would read it and highlight what would be of interest to him, so that he didn’t have to spend a whole lot of time. I did that for Dr. Mendelsohn too, and Dr. LeMaistre. Dr. Mendelsohn, I would just underline, particularly for Dr. Mendelsohn, just underline key phrases in the paragraphs and things like that, that they could do. I was not a good writer, and I couldn’t do a lot, and basically, a lot of it was because I didn’t know the background.
[00:14:02]

Tacey Ann Rosolowski, PhD
[00:14:03]
Well I think people find, in any role, people find their strengths, and then of course we all have weaknesses.
[00:14:08]

JoAnne Hale
[00:14:08]
Yeah, right.
[00:14:09]

Tacey Ann Rosolowski, PhD
[00:14:10]
Yeah. Now, you had also reflected, the last time we spoke, on the kind of power that your job had.
[00:14:17]
Interview Session: 02  
Interview Date: May 31, 2018

**JoAnne Hale**  
[00:14:17] You really have a lot of power.  
[00:14:19]  
**Tacey Ann Rosolowski, PhD**  
[00:14:20] Tell me about that.  
[00:14:21]  
**JoAnne Hale**  
[00:14:22] You have a lot of power. You ask and they produce.  
[00:14:26]  
**Tacey Ann Rosolowski, PhD**  
[00:14:27] Give me an example of what do you mean when you say that, what do you mean by that?  
[00:14:30]  
**JoAnne Hale**  
[00:14:31] Well, I mean if you say that I want a meeting on such and such a day, with a particular doctor, a  
time, they would do it if you ask. Now, Dr. Clark was notorious for having people run all kinds of—  
I’m trying to think of a particular incident, but I remember we put together a great big report. In fact, we  
had hired a man to do this, he was an efficiency expert. Anyway, we had hired him to do—you’d ask him for  
documents, you would ask him to put together… I can’t think of anything in particular right now, that we asked  
for, but just anything that you—either a meeting or a program, you know? If you say I want it by such and such  
a date, they did it. Well, one example I’ll tell you about was Dr. LeMaistre was president of the American  
Cancer Society and one of our doctors wanted an invitation to the big dinner, the black tie dinner up in New  
York. You know, you just call and you say I’m representing the president of the American Cancer Society and  
he wants this person invited. Those type of things is what you dealt with.  
[00:16:12]  
**Tacey Ann Rosolowski, PhD**  
[00:16:13] Now did there come a time when you felt there was a change in the power that you had?  
[00:16:17]
JoAnne Hale
[00:16:17]
Yeah, particularly whenever Dr. LeMaistre came, and I still worked for Dr. Clark. I worked for Dr. Clark for about… I guess, Dr. LeMaistre, I think he came in ’78, and I didn’t go over to him until ’81. So all that time, I worked for Dr. Clark and yeah, within the community and within the other, it just didn’t have the, um, I guess it’s just power. I can’t think of the word but anyway, you could tell that they—well we’ll check or they’re slower getting back to you and different things like that. I don’t know that we did that much with the institution at that point, he was president emeritus, because he was still internationally.
[00:17:16]

Tacey Ann Rosolowski, PhD
[00:17:17]
And this is Dr. Clark you’re talking about.
[00:17:18]

JoAnne Hale
[00:17:18]
Dr. Clark. Dr. LeMaistre, of course he was still here with the transition, and I was still in the same office, so the only one was between Clark and Dr. LeMaistre, where I really noticed that you don’t have the power any more.
[00:17:40]
Tacey Ann Rosolowski, PhD
[00:14:40]
Now you had made some notes of thoughts that you had wanted to share today, so why don’t you tell me what you have on your list.
[00:17:47]

JoAnne Hale  
[00:17:47]
Well, I just wrote them down, one, two, three, and I’ve mentioned a couple of them. I think I mentioned—is this me, for me?
[00:17:57]

Tacey Ann Rosolowski, PhD
[00:17:57]
Absolutely, it’s for you.
[00:18:00]

JoAnne Hale  
[00:18:01]
Dr. Clark developed that worldwide directory of cancer centers, so that we would know what kind of research they were doing in France in particular, in cancer, and he was a big part of the National Cancer Institute’s War on Cancer and was instrumental and was on the first President’s Cancer Panel. He cared about the overall health—this is something I don’t think I brought up. He cared about the overall health of the employees. If he saw someone overweight, he’d tell them, he’d give them this book. He did this for doctors too, and if you walked in with him, you walked the stairs, and things like that.
[00:18:48]
Tacey Ann Rosolowski, PhD
[00:18:48]
Didn’t he do boxing or something?
[00:18:50]

JoAnne Hale
[00:18:50]
He did.
[00:18:51]

Tacey Ann Rosolowski, PhD
[00:18:51]
He was really into physical culture.
[00:18:52]

JoAnne Hale
[00:18:52]
It was wrestling, he did wrestling, when he was in college and stuff like that.
[00:19:00]

Tacey Ann Rosolowski, PhD
[00:19:01]
Did his attitude make a change in the institution or create an environment at all?
[00:19:04]
I don’t know. We were pretty well-trying to be protected from him, but this other girl and I we were, we just, we had a relationship with him outside of the office that they didn’t approve of or like, but he did, I mean he was comfortable with it. One of the things about him that I think was interesting, he had a hard time remembering names. He would come back off of a trip and he would say—he sat by this one lady and he said, I think your name is Sarah Fawcett, and it was Farrah Fawcett, was on the plane with him. Another time, he was on the plane with Johnny Cash and he couldn’t remember his name. Sometimes he’d come out and he’d have to look at our nametags, I mean he just, he didn’t, he just didn’t pick up on a lot of names. Now I don’t know how he was when he was out with, I’m sure the doctors and stuff like that, that he would remember, but famous people, he didn’t remember. He would often make remarks and then he’d make them come true. One in particular that I remember, and I may have mentioned it, is when we had the dedication of the Lutheran Hospital. He didn’t mention a particular family, and I think it was the Robertsons, and he said, well the reason I didn’t is because we’re having a special thing for them, and so he named a building, a wing after them. Those, I think were things from Dr. Clark, that I remembered.

I think I told you that Dr. LeMaistre brought the whole financial support together, for the clinicians and researchers. Clark was a clinician pretty much, and researchers, they didn’t get the benefit of the PRS or anything like that. Dr. LeMaistre did not do any overseas travel and he didn’t give any scientific publications, I mean speeches, but his biggest thing was the self—he got MD Anderson the self-referral.

The self-referral, yeah, yeah.

I thought that was good. Dr. Mendelsohn, one thing that I may have mentioned, he encouraged and demanded all researchers have 30 percent of their salary on grants. He also reviewed manuscripts. To him, the research and clinic was most important, I think I told you that. He wasn’t all that interested in employee events. He and Mrs. [Anne] Mendelsohn, when they would go to an event… And I remember this, I think it was when he first became president, they went to an event in Washington, D.C., and they worked the crowd. She wasn’t with him as he spoke to people. She would meet certain—and they would kind of work it out before they got there. And this was given to me, told to me by one of the Development Office people. They
said on the way home, they discussed the different people that they talked to and what their interests were, and things like that. I think they pretty much did that throughout, when they had these fundraising events, is they kind of worked separately, the crowd. And of course she had a degree in biology I think, so.

[Tacey Ann Rosolowski, PhD]
[00:22:51]
Oh, I didn’t know that.

[00:22:52]

[JoAnne Hale]
[00:22:52]
Yeah. He ran all of his papers, a lot of things, he would talk it over with her.

[00:22:59]

[Tacey Ann Rosolowski, PhD]
[00:23:00]
I mean, I got the sense that they were really a team, they kind of crafted that when they were in San Diego too, and in New York. Interesting.

[00:23:09]

[JoAnne Hale]
[00:23:10]
And it was so interesting that he never traveled, particularly overseas, but most of his travel, she went with him, because that was always—you know, always somebody in power is always going to have people looking for them and looking to be close to them and stuff like that. That’s one thing they did do.

[00:23:31]

[Tacey Ann Rosolowski, PhD]
[00:23:31]
What did you mean by looking to be close to him?

[00:23:33]

[JoAnne Hale]
[00:23:33]
Women.
Women, yeah okay, yeah, yeah. Interesting. Well, so that was sort of a double bonus, because you have that protection, but then also, she obviously was a real important partner for him.

It was very rewarding, to see that. That’s, you know, that’s just a lot of little things that I may not have covered.
Chapter 08
Working on Dr. LeMaistre’s Book and Thoughts about Hierarchies and Retirement

A: Overview;

Codes
A: Career and Accomplishments;
A: Post Retirement Activities;
C: Portraits;
B: Working Environment;
C: Professional Practice; C: The Professional at Work;

Tacey Ann Rosolowski, PhD
[00:24:02]
Well, I wanted to ask you about transitioning to retirement. Why did you decide to retire, and that was in 2005.
[00:24:12]

JoAnne Hale
[00:24:12]
Two thousand five. I had gone on a trip to Africa, on a mission trip with a group, and everybody on that group was retired. They were talking about what they did, their coffee and reading the paper. That kind of got me thinking about it, and then over the course—I would schedule, particularly for Mendelsohn, some of it was through Dr. LeMaistre but not as extensive as Mendelsohn’s. I would work all week and schedule all these appointments for the following week and I’d come in on Monday and have to rearrange all of them, and that kind of got stressful because this person is more important than that one, so rearrange all of this. So between the two, I think I just thought you know, and so that was [when I began] thinking of retiring. I had asked them, you know because I could either retire in August or in January, and they would prefer that I do it in August, so that they can do their budget for the next year, so that’s when I chose to do it then.
[00:25:29]

Tacey Ann Rosolowski, PhD
[00:25:29]
But you ended up working with Dr. LeMaistre. So tell me about that.
[00:25:33]
JoAnne Hale

[00:25:34]
I retired in [August 2005] [redacted] and Dr. LeMaistre really needed to come back to work for a little bit, and so Dr. Mendelsohn said well why don’t you write a book on this, the first Surgeon General [report], because being connected with us would give him a little more power to work with that. And they agreed to his salary and my salary, or someone’s salary. So he had called me in January and said, “Have you had enough fun yet?” I actually was a little surprised that he called me, because there was another lady in our office who had retired before me, she handled his mail and stuff like that and I thought that he might have had a better rapport with her. But I guess, with handling his schedule and stuff like that, you know? His first wife was a little difficult to work with and I stood up for myself, and I think that he thought that maybe I could have a little bit more pressure with the people outside. So I worked for him.

[00:26:59]

Tacey Ann Rosolowski, PhD

[00:27:00]
What year did you start working for him?

[00:27:01]

JoAnne Hale

[00:27:01]
I started back with him in [January] 2006, and then we [completed it in August 2008.] [ ] He did more after he retired again. It was 2008, August of 2008, we both left again.

[00:27:20]

Tacey Ann Rosolowski, PhD

[00:27:21]
What was your role, what did you do for him?

[00:27:22]

JoAnne Hale

[00:27:23]
My biggest role was to type the book, but I researched things and I researched people. I was on the Internet an awfully lot and it would have been—I think about it today, I think oh my gosh, it would have been awful if I’d have had to work with it today, because you get on the Internet and it will say… I haven’t noticed that recently but it will say warning, you know, and things like that. I was researching different institutions and all that kind of material, and then worked with NCI. His wife helped a lot too, Andi [Andrea LeMaistre]. She coordinated them going up to the NCI and getting copies of certain papers that were in the archives, they had to go and get the archives, and connected him with some of the people that were involved in that. He must have been the youngest on that team because most of them other than a staffer, and we worked with a
staffer a lot when we were doing his book. Relatives, wives, or relatives of the original people that were on the committee provided a lot of information for us, and then I typed it. And even after I left in 2008, that winter, he sent me things at home and I typed on it from home, and made his corrections and sent it back to him.

[00:29:08]

Tacey Ann Rosolowski, PhD
[00:29:09]
Wow. Now, you retired in 2008 but end up back again. So tell me about that.
[00:29:18]

JoAnne Hale
[00:29:19]
In 2010, I did a lot of volunteering different places. I volunteered at a local school. Not a local, but it was a teacher in my church, she was a first-grade teacher, and I volunteered once a week for them and prepared teaching materials for the teachers, that they wouldn’t have been able to use. Then, I was still friends with the people there in the Clinical Cancer Prevention, and they had that realignment. I don’t know what they called it at the time, but they had a big layoff, and so I said well I can volunteer, I can file. So I would come in once a week and file, and I got their filing caught up, and then I started helping the lady that did the reconciliations, and I started helping her do that.
[00:30:18]

Tacey Ann Rosolowski, PhD
[00:30:18]
Now, when you say reconciliation, just so I know what that means.
[00:30:21]

JoAnne Hale
[00:30:21]
What they would do is once a month you got a report from the general ledger, and what you had to do was you had to verify that the expense that was on there was correct and had all the approvals and invoices, and receiving tickets, all that had to be there.
[00:30:42]

Tacey Ann Rosolowski, PhD
[00:30:42]
So it was part of the budget, the ledging process.
[00:30:42]
JoAnne Hale
[00:30:42]
It was budget. It was a monitoring of those accounts, which is what I basically do now. It was difficult for me to do it because I didn’t have access. So she would have to come over and log in, and I would do it, and then if I happened to go away and it went back, she’d have to come back [and log in again]. And at the time, I think it’s when the market went way, way down, and I’m not on teacher retirement, I’m on ORP, so I thought you know, I may go try to find me something in case this keeps going down. And so when I was just sharing that with them, then they asked if I would be willing to come back part-time, and I said yeah, I can do that.

Tacey Ann Rosolowski, PhD
[00:31:30]
What’s the advantage of having someone who has worked with the institution come back in a role like that?

JoAnne Hale
[00:31:36]
They know the people, they know the policies. I think MD Anderson would do great if they not necessarily put them in the same role. Now if I would have gone back, I would never have gone back to volunteer or to work part-time in the same role, because you got out of it for the stress or whatever, and so you don’t want to, you know. But if people have expertise, there are several that have come back, and what one of the ladies in our department really thought she would do when she retired, was talk to them about getting the—because they would hire people from employment services, is having our own, staffed with people that had worked at Anderson, but that never did materialize.

Tacey Ann Rosolowski, PhD
[00:32:34]
Interesting idea though.

JoAnne Hale
[00:32:35]
Yeah. Well, I had an idea early, when I worked for Dr. Clark, is having our own travel agency. I had it all worked out, how we would do it, but I figured they’d turn it over to some man, so I said no thank you. And then it wasn’t long after that, that I guess they started where they had approved agencies that you could work with, travel agencies.
Tacey Ann Rosolowski, PhD
[00:33:06] Did you notice that a lot? I mean you mentioned they’d turn it over to a man. I mean is that something that…?
[00:33:13]

JoAnne Hale
[00:33:13] Oh yeah, it was very much, very much so.
[00:33:16]

Tacey Ann Rosolowski, PhD
[00:33:17] Can you tell me, kind of what you observed?
[00:33:18]

JoAnne Hale
[00:33:18] Well, not so much that. It’s just that—and I knew my limitations. I didn’t have a degree, you know, and everything I’ve learned, I’ve learned on the job. One of the things that, when doctor… I guess it was when Marion retired, or Beth was going to retire. They wanted to bring over a lady, and I don’t remember her name, from Mr. Boyd’s office, and have her be over the whole office. It would be a promotion for her, but I would [have had to train] her, because in the interim, I was doing everything. So I told him, I said well, she’ll learn on her own, because you know, I’m doing a job. And so that’s when they promoted me to a staff position, you know, because I was approving vice president’s leave requests and stuff like that, so. That was where I thought, you saw it with—I don’t know whether it had to do with education, but I think it was just more personal, you know, they had their favorites type things. It was basically in those years, that I felt like that they had that type of you know, we’ll give it to a man, because women just didn’t have the positions, unless it was in the clinical area. They just didn’t have—in administrative, everything was… And I didn’t have any problem with that. I remember one time, I think I mentioned that I put together that major, major document, from when we received the 51,000 acres in Florida, and we sold it and that’s what we built the Lutheran Hospital with. I pulled together all the documents from the very beginning and System wanted it. Dr. Clark told me I didn’t have to give it to [System], he said they’re just going to take credit for all of that. I didn’t want to make it another copy, it was a big book.
[00:35:42]
Tacey Ann Rosolowski, PhD
[00:35:42]
Interesting.
[00:35:45]

JoAnne Hale
[00:35:46]
I think at that point, education was the biggest thing, because the lady that was over the office, essentially office, I don’t know what her title was, that she was over the office girls, she was very much, you had to have a degree. And then we got a person, a lady in HR, that recognized experience and so she kind of pushed that.
[00:36:22]

Tacey Ann Rosolowski, PhD
[00:36:22]
How did they document experience, how did they do that?
[00:36:28]

JoAnne Hale
[00:36:28]
I don’t know how she did it, but I just know that she said that a certain number of years of experience equaled what a person would be going through college. I think even to this day, I think a college degree pretty much to me, states that you stuck to it. Because now, I’m in a process that we’re interviewing candidates at my church for youth pastor, and I notice one of them saying, he’s gone to college, he’s done this, this and this, but he’s never gotten a degree. And so their thought was will he commit to a program and stick with it. That’s always been my thinking, one of the main reasons that people like to have a college degree, because they know that they’ve put forth the effort, you know?
[00:37:28]

Tacey Ann Rosolowski, PhD
[00:37:29]
And they finished something they set out to do.
[00:37:31]

JoAnne Hale
[00:37:32]
Yeah, and they finished. I just never had the self-confidence I guess, to do it. Now I did, you now I got my certified professional secretary [CPS], which the test was almost equivalent to the CPA, it was very difficult. They gave you six years to go through it, to be able to get it. But anyway, I guess that was particularly the era where I feel like they had the most, men knew what
to do and women were emotional.  

Tacey Ann Rosolowski, PhD  
[00:38:11]  
Do you happen to remember the name of the woman in HR who put forth this idea that experience could...? I mean it’s fine if you don’t.  
[00:38:19]  
JoAnne Hale  
[00:38:19]  
No.  It was when we were in the HMB [Houston Main Building].  I sure cannot remember her name.  
[00:38:25]  
Tacey Ann Rosolowski, PhD  
[00:38:26]  
That’s okay.  I mean you might think of it later and you can add it into the transcript.  Well, are there any kind of final stories you wanted to share, or thoughts about your time at MD Anderson?  
[00:38:37]  
JoAnne Hale  
[00:38:37]  
I just think that really, people that are retiring, and [say] I’m never going to go back, I’m not going to go back into that to visit even, and I just never felt that way.  I never felt that I was just so glad to get out, that I didn’t ever want to go back.  I don’t know what their circumstances are, but I’m involved in the retirees, well I go to the retirees… We have a nice MD Anderson retirees group and we go on field trips, outings, and some of those they state, you know, well I’d just never go back, I don’t want to go back.  
[00:39:25]  
Tacey Ann Rosolowski, PhD  
[00:39:26]  
About how big is the retirees group?  
[00:39:28]  
JoAnne Hale  
[00:39:30]  
I think we may have membership, we have I think between 250 and 300.  We’ll have as many as—it depends on your program, but we have as many as 70 that will come, and at
Christmastime, there are about a hundred that come to the luncheons. We have luncheons four times a year. But they have outings where they all go, and those outings, well the last one, I didn’t make the cut, I didn’t get my check in, in time. I think 35 is all the bus will allow. They have the precinct gives us a bus and they provide a guide to whatever we’re going to. That particular one, the popularity was that we were going to Transtar, but they went to shift channel and then to Transtar. In April, or March, the latter part of March, the first of April, we went to the painted churches. At Christmastime last year, we went to Galveston and had dinner. Usually it’s a dinner, but they’ve done all kinds of interesting things. Some of them I didn’t go to when I first started working back here but now, I can rearrange my schedule and work a different day if I want to go, or they’re having more of them on Mondays so that I can go. But the retirees, they do some—HR really supports us very well. They used to support more financially than they do. And I think we’ve done a lot recently. Linda Korb, who is with the Development Office, when she was our president, she got us into working more with helping the volunteers and things. She’s a volunteer at Anderson, and so she’s kind of stayed connected. Some of them have stayed connected volunteering, especially if they were ones that have had cancer. But you know just, I enjoy the people. Right now, it helps me a lot with not just being by myself all the time, and I see some of the people that have difficulty filling their day. It’s interesting though, to hear some people, not necessarily retirees, but just my older friends or friends my age at church and different places, they wish they had something that they could do a couple of days a week. [00:42:31]

Tacey Ann Rosolowski, PhD
[00:42:32]
Retirement is tough, I think for some people.
[00:42:35]

JoAnne Hale
[00:42:35]
Well, and some of it’s financial. My sister in-law is a retired teacher and she doesn’t want to go back teaching, but she tried to go back to work at a health food store and she just couldn’t cut it. Of course she’d been retired for 15, 20 years, and so that was kind of difficult, to get back into it, but she did it, she wanted to do it for financial reasons.
[00:43:02]

Tacey Ann Rosolowski, PhD
[00:43:02]
How long do you anticipate staying in the job in Cancer Prevention?
[00:43:05]
JoAnne Hale
[00:43:05]
I don’t have any idea. I had thought that I would retire. I’ll turn 80 this year and I thought that I would retire then, but you know, when I start finding myself making a lot of mistakes is when I will retire as I will no longer be an asset to the office. Or [if] it’s just more difficult to get here or whatever, I will do that, but [now] I feel that I’m a benefit. The biggest challenge I have with this one is that I’m so out of touch with everything. You know they’re all young and when we go into meetings, our staff meetings, we have what they call a team building thing, so that people get to know each other, and some of them are just trivial things, and I realize I’m not up-to-date on everything that’s going on in [music, movies, and social media]. But they are really good, to make me feel a part, but I can tell there’s a big difference there.
[00:44:11]

Tacey Ann Rosolowski, PhD
[00:44:12]
Well, is there anything else you’d like to add at this point?
[00:44:13]

JoAnne Hale
[00:44:13]
I can’t think of anything. Of course, I’ve had a lot that’s gone on my—and that’s the reason I wrote these, because a lot has gone on in my life in the last month and a half. My best friend for 20 years passed away.
[00:44:28]

Tacey Ann Rosolowski, PhD
[00:44:28]
Oh, I’m sorry.
[00:44:29]

JoAnne Hale
[00:44:30]
And then my son’s mother-in-law took her life, and that’s been really…
[00:44:34]

Tacey Ann Rosolowski, PhD
[00:44:34]
Oh my goodness.
[00:44:35]
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JoAnne Hale
[00:44:35]
She was only 62.
[00:44:36]

Tacey Ann Rosolowski, PhD
[00:44:37]
Oh my gosh.
[00:44:38]

JoAnne Hale
[00:44:39]
And my daughter in-law is having a real rough time with it. So you know, when I thought about it this week, I thought oh gosh, I don’t think I can do it and get my mind thinking about that.
[00:44:48]

Tacey Ann Rosolowski, PhD
[00:44:49]
Well, you’ve shared a lot, so I thank you.
[00:44:51]

JoAnne Hale
[00:44:52]
Yeah. Well, I don’t know whether it’s interesting to anybody or not, but I liked my time here.
[00:45:01]

Tacey Ann Rosolowski, PhD
[00:45:01]
It’s valuable. Well, I thank you very much for coming back in.
[00:45:04]

JoAnne Hale
[00:45:05]
Thank you.
[00:45:06]

Tacey Ann Rosolowski, PhD
[00:45:06]
I just wanted to say for the record, that I’m turning off the recorder at eleven minutes after 11:00. So thank you very much.
[00:45:10]
Great. All right, thank you.