

6-18-2021

## Florence Jandreau Oral History Interview By Andrew Thomas Huse

Florence Jandreau

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### Recommended Citation

Jandreau, Florence, "Florence Jandreau Oral History Interview By Andrew Thomas Huse" (2021). *USF Oral History Projects*. 1.

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USF History Oral History Project  
Oral History Program  
University of South Florida, Tampa Library

Digital Object Identifier: U30-00011  
Interviewee: Florence Jandreau (FJ)  
Interview by: Andrew Huse (AH)  
Interview date: May 27th, 2021  
Interview location: Tampa, Florida  
Transcribed by: Brandon B. Dezha  
Transcription date: June 9th, 2021 to June 15th, 2021  
Audit edit by: Brandon B. Dezha  
Audit edit date: June 15th, 2021 to June 17th, 2021  
Final edit by: Matthew Barganier  
Final edit date: June 17th, 2021 to June 18th, 2021

**Andrew Huse (AH):** All right. So, yeah, it's May 27th, 2021, which is a real mind-blower. I'm here with Florence Jandreau, and we're on the verge of her retirement after a very long tenure here at USF. So we've talked in the past about your history here, but I just want to see if there's—what should we revisit about when you arrived? Give us just a little reminder about what the library looked like when you got here and some of the memorable characters you've worked with over the years.

**Florence Jandreau (FJ):** Okay. Well, I came in 1971, and we were still in the SVC [Student Services] building, which was the library then. And we had lots of stacks and books, instead of computers. We had no computers, really, in—before technology came in. So it was cram-packed with books, books of the floor, stacked up on the ends of the aisles. You couldn't really do a shelf reading, because they were just everywhere.

The characters around the building were—the first thing I noticed is that there was a division between librarians and the staff. And I didn't understand, being a little country girl, that you're not supposed to talk to the director, or you're not supposed to talk to the assistant directors, back then because it was just not protocol. But in the most part, they were all very, very friendly, but there was definitely a division between the faculty and the staff. There were more staff than faculty, and they probably felt threatened. If we walked out, then I don't know where they would be.

AH: Right.

FJ: The building itself was a really friendly building. It was open spaces on some floors. There was a little garden out to the side that you could go out and have breaks on if you were not afraid of lizards like I was. We had weddings out there. Some of our student assistants got married out there, and it was just—the characters were just the—such a large amount of different personalities.

AH: Right. Give us a little idea about what you were like back then, too, a little more about your background. If you don't mind, how old were you when you arrived?

FJ: I was 17.

AH: Okay. And what—you didn't have much prior work experience, I take it?

FJ: No. I came right out of high school. I went to work with my sister, in the registrar's office, as an OPS person.<sup>1</sup> And I remember my first day of registration, they held it in the gym, and I was handing out IBM cards. I didn't know what I was doing. I'm sure that there were some people going, I signed up for this class?

AH: Right.

FJ: But we made it through it. So then I came over to the library, and my first job was to work in the copy room. And I was very timid and shy, and I came from the country.

AH: Yeah, where?

FJ: In Thonotosassa.

AH: Grew up—okay, right.

FJ: I lived in the house that my grandfather built and my mother was born in. And I lived there until 2009, and then I sold it after she had passed. So—and they've remodeled it, and it is so beautiful now.

AH: I bet.

FJ: They've turned it into a whole farmhouse, and it's just—it's gorgeous inside. Wish I could buy it back.

AH: Well, and for the uninitiated, Thonotosassa was the country once upon a time.

FJ: Yes, it was.

AH: I mean, it doesn't seem so much now, but it really was.

FJ: It was way out in the country. Our road wasn't—it was not a dirt road, but it was a shell road, I think, and it was named after my grandfather, Joe Ebert. And it was only—ended at our house, and then they expanded it. And it's a two-mile-long road, so there were not many neighbors around. My siblings are older than I am, so I didn't really have anybody to play with or hang out with. One of the other employees at the library and I—we used to meet halfway, between the orange groves, and our mothers would stand on the porch, watching us, and we would go to each other's house. But that was about it.

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<sup>1</sup> OPS refers to temporary jobs.

AH: Right.

FJ: So, other than that, I was very naïve about everything. I was very protected in my younger years.

AH: Well, and you were just 17 when you got here, so—

FJ: Yeah.

AH: Right. So it sounds like USF was always flying by the seat of its pants.

FJ: Yeah.

AH: Piles of books, et cetera.

FJ: [Inaudible.]

AH: Right. And so—and this, of course, we have to remind everyone, is in the old—the Student Services building, so hadn't migrated to the library yet. So tell us a little bit about more—how your responsibilities changed over time, because I know we kind of covered some of this older stuff, but I want just bring this up to speed and—

FJ: When I first got there, I met Pat Oaks, who was the director's secretary. And I knew her because I went to school with her son. And she was in PTA with my mom and all, so she was at events. So she said, "So what is it that you're going to do after you start work here?" And I said, "I want to be you. I want to be the director to some"—I mean, "I want to be the secretary to some director or vice president or something. My plans are to stay here for 10 years and get vested in retirement, and then since I'm young enough, I can go to a lawyer's office or, you know, somewhere downtown, to a corporation." So she said, "Well, best of luck to you."

So with that in mind, I started as a clerk I, and I went through all the clerk numbers. I worked my way up. I had a good adviser. At the time, she was the director for our public services, Mary Sepanik. And she sort of took me under her wing and helped me out throughout the years until her retirement. And I just—I wanted to be the director's secretary, and that was my focus, and I did what I had to do to get there.

AH: Right.

FJ: I learned new software, I went to additional schooling, because I had schooled for that in high school. We had a vocational education program for secretaries because back then you were either a secretary or a teacher.

AH: Did you learn shorthand back then?

FJ: I did. I had shorthand, and I couldn't stand it, so I learned ABC Stenoscript, and now I can't spell worth a darn, so—because you leave all the vowels out. And I wasn't a good speller, anyway. I did ask my first boss how to spell “librarian.” I didn't know how to spell that, so that was embarrassing.

AH: So yeah, so—

FJ: But I learned a lot.

AH: —when did you first become the director's secretary then?

FJ: Well, when I moved out of reference, after—let's see, I worked in copy, then I went to reference and interlibrary loan, and then I moved to—

AH: What was your role in reference? I'm sorry, what was—

FJ: I was a—well, I started as a clerk/typist, then I moved my way up to LTA, which is a library technical assistant supervisor.

AH: Right.

FJ: Then, in interlibrary loan, I more or less ran interlibrary loan, and that was part of reference then. And I moved to circulation reserve, and I was in charge of reserve and putting all the books on reserve and everything. And back then, there was a lot of books and articles that we had to copy, and we made multiple copies. That was before copyright came in. And I had a staff that had been there for a while, and they knew much more than I did. But I also was in charge of student employment, which was very strange because we were located down in the basement, and the director's office, who handled hiring those other people, was on the second floor. Well, it's like—I don't know.

So Mary Sepanik had a big play in me moving up there, because she knew the role of the secretaries that had been there. They were moving out so I can move in. And she knew my goal, so she helped me accomplish that. So I moved up there, and I did student employment, and I did human resources. And then once the secretary left, I did get to be Mary Lou's for a week.<sup>2</sup>

AH: Oh, before she left?

FJ: Before she left.

AH: Right. Okay, interesting.

FJ: And then I transformed on up. And I just worked my way up. I was very intrigued with the computer. I learned how to do research, and I learned the library lingo so I could help out more with the faculty and their research and things like that. So that's why—how I became an

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<sup>2</sup> Mary Lou Harkness served as director of the USF library from 1968 to 1988.

administrator, eventually, because the deans used me more than a secretary. Because, I mean, who doesn't keep their own calendar now? Who doesn't type their own letters?

AH: Right. Well, you know—

FJ: [Inaudible] before I had to type the letter.

AH: One thing I wonder is how many secretaries were working at USF when you arrived, you know? I bet I can find out, but I'm sure there were a lot, because—

FJ: There were, because you were either a clerk or a secretary or a typist, and then you became a secretary.

AH: Okay.

FJ: Probably, though, the higher ones were only at the dean level of the colleges, you know. But there were a lot of typists. A lot of data-entry people.

AH: That's—I guess, yeah. I didn't mean to use the terms interchangeably.

FJ: Yeah. Yeah.

AH: The secretary is higher than the typist, for sure.

FJ: Exactly.

AH: Right. And you, in the process, were becoming sort of a hybrid librarian-secretary because you added all these new skill sets, right?

FJ: Right. Right. Well, along with the deans teaching me that way—after Sam Fustukjian passed away, Derrie [Perez] came in, and she needed more assistance than Sam did.<sup>3</sup> And she took me along with her to American Library Association meetings to take notes for her sessions that she was in charge of. She had several committees and things. And that's when I really got into the research, because going through ALA's exhibit hall, you just—it's massive. I mean, again, I had not ever been to anything like that, and I was like, oh my God! It was like the World's Fair to me.

AH: Right, right.

FJ: Because there were just so many people and so many different things. I love picking up the free pens and, you know.

AH: Right. Well, I'm just—all the stuff that's available that you didn't even think about, you know. It could be really interesting, too.

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<sup>3</sup> Samuel Fustukjian served as director of the USF library from 1991 to 1999. Derrie Perez succeeded him and served as dean of the library until 2008.

FJ: Yeah.

AH: So that sounds like it really broadened your horizons.

FJ: Yes, it did. It did. I feel that I really accomplished a lot. I mean, in the beginning, I thought, If made \$10,000, I was going to be the richest woman around, you know. And so your goals change just a little bit.

AH: Right. So now let's back up just a little bit. So why didn't you go to a lawyer's office? What happened?

FJ: I tried. I did go down for a couple of interviews, but the traffic was horrible. I had to wear heels, and they hurt my feet. High heels, you know, those [inaudible] heels.

AH: Right.

FJ: So I thought maybe I would just try to interview on campus and go up that way. Well, I went—I interviewed for the president's assistant. I interviewed for a couple of provost's jobs, which—one of my very best friends got the job instead of me. I was really disappointed, but not afterwards when she told me the real story. So then I just sat back and thought, you know, I am where I am because of the people that work there. And there was such a wide variety of personalities, of diversity, that I would never have gotten to know if I had gone to a little office somewhere to work for a lawyer or anything. I had so many experiences with different people that it just—they became my family. They helped me through some trying times when my folks died, and it just—they were very supportive. And that's the real reason I stayed.

AH: So when did you have that kind of epiphany?

FJ: Probably once I moved upstairs to the director's office. I saw—

AH: So give me a year. What—roughly, what year would that have been?

FJ: In the '80s, early '80s.

AH: Right. Okay.

FJ: And then I just said, you know, just stay. And make your goal and make more of yourself. As well as—I joined an association for administrative professionals. And that's when “administrative professional” came out as the new “secretary.” It was a level up.

AH: I remember. I was a part of that group once.

FJ: That's right.

AH: All right.



FJ: We spoke a couple of times. That's the one I had in-house. I did that one. But this is an international one that I went to, and they were very, very supportive of everything that you did. And I eventually just poured my heart and soul into that, and the more I did that, the more I wanted to work where I was because I had support.

AH: Right.

FJ: Derrie supported me 100 percent. She even joined our chapter—the USF area chapter—just to support me, you know, and to know what I was going through.

AH: Right.

FJ: And that taught a lot more professionalism. It taught more technology that was out there and that was going to come in.

AH: Right.

FJ: And that's where I wanted to go.

AH: Well, and there's something—there's a real value, too, in not feeling alone, kind of in what you're doing, and there's people all over the place, and they're—

FJ: Exactly.

AH: Right. They're just skilled as you are, and they're all kind of maneuvering the same obstacle courses, right?

FJ: Right, right. And they have the same problems that we have, you know.

AH: Right.

FJ: Yeah, so with that association, that's where I think that I flowered out of my little world. I became the Florida division president, and I won five awards at the end of the year. I was nominated for staff of the year. I mean, it just blossomed me. And my family that came to one of my speeches, they said, We didn't think you'd ever get up in front of anybody. No way! I would take an F in school for a book report because I would not get up in front of anybody.

AH: Right. The Florence who arrived at USF, like—

FJ: Exactly!

AH: —would have been mortified, right?

FJ: Yes! Yes! Because, I mean, my sister was just sitting there in awe. She's like, "I can't believe that you're doing this and that you're not afraid. And you just talk and"—so it was a—

AH: Well, they obviously—they missed a lot of your growth while you were at work and—

FJ: They did. They did.

AH: They got to see the end product rather than the process.

FJ: Exactly. Exactly.

AH: So you really think that your kind of blossoming coincided with Derrie's tenure then?

FJ: I do. I do. I think she really turned me around and showed me the way.

AH: Right. Well, and sometimes you need a fresh look at where you already are, right? But it sounds like you've done that a few times, you know, like you were thinking about going downtown, and you're like, Look what I have here—I have something that's worthwhile.

FJ: Right. Right.

AH: So let's talk about how the culture has changed, because it doesn't sound like the sort of hierarchy that you walked into in 1971 is still the order of things.

FJ: Uh-uh.

Ah: You know, it sounds like things have flattened a bit as—between faculty and staff, et cetera.

FJ: Yes. At times, it went up and down depending on the director or the dean, how they viewed it. But I tried to change them to make it—we're all even.

AH: Right.

FJ: I mean, there was a couple of times that, back in the revolt days, that the staff had a sick-out because, you know—let the librarians check out books at the desk. Let them go get the books off of the shelf.

AH: Right, right.

FJ: That didn't work out very well, though.

AH: Okay. When would you say that was? Was that in the '70s, you think?

FJ: That was in the '70s, yeah, late '70s. We had some radical USPS leaders there, so—<sup>4</sup>

AH: Right. Well, and I think that was—it sounds to me like that kind of thing was happening all over campus, as far as, like—

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<sup>4</sup> USPS here refers to non-faculty staff.

FJ: It was.

AH: —this kind of flattening and, you know, faculty not being quite so lofty in their positions. So, yeah.

FJ: Yes, yes.

AH: Okay. So, yeah—well, let's pick up with—because I know that last time we talked about a lot in the past, but—so we'll pick up when Derrie arrives then and go forward from there, because I think when we talked, she had already—she was already out, I guess, at that point.

FJ: I think so.

AH: Yeah. So, yeah, let's pick up about 20, 25 years ago, which is crazy to think about. So by that time, you'd already really—you had a lot of experience. And we already talked about kind of the new path that she set you on. The other thing that was happening here is that directors were starting to become deans, and that whole thing was starting to shift, sort of shift upwards, too.

FJ: Yes. And we also were unconsolidating at the same time that the deans and all were trying to get control of things.

AH: Right. Right. Yeah, we've had a lot of administrative disruptions because of that over the years, right?

FJ: Yes. I said I was there during the divorce, and now I'm getting remarried again to St. Petersburg and Sarasota.

AH: Right. Or at least we're cohabitating.

FJ: Yes, we are. Yes, we are. Much better than I thought we would, but we're doing it.

AH: Yes. Right, right. Well, and in the end it's—hopefully, it's a good thing and, you know, we don't get broken up again at some point, so—

FJ: I hope not.

AH: Right. So let's talk about—I think we covered—anything else about Derrie's tenure before we move on?

FJ: Well, she came in when we really needed nurturing, and the building was suffering. She was more of a mom coming in and straightening out furniture and making it nice for us. And we had had some hard times with Sam and the previous deans or directors, so a lot of people needed some stroking, and saying, It's going to be okay, you know, we're going to go forward. And she

had the first forward thinking, and then she brought in teams that also did a lot of forward thinking.

AH: Right.

FJ: That's when even Todd began, is during her era.<sup>5</sup> And even then, he was spouting out things of the future, and everybody was like, Yeah, yeah, yeah, Todd. Sure.

AH: Right, right.

FJ: And now—

AH: And I think you and Todd have a few things in common, because you've, like—between you two, you've probably worked every other position in the library.

FJ: Just about.

AH: There's so much that both of you guys have done over the years. So—and I think that, you know, with that experience comes a little wisdom, too, of kind of understanding how everything fits together and everything. So let's do this as a little exercise. You don't have to name any names if you don't want to, but I just want—I'm interested in what you've learned about leadership. You know, you have demonstrated a lot of leadership in your later career, but you've also been close to a lot of leaders, so I'm kind of curious about what do you come away with? I mean, I know there's lots of different styles of leadership and everything. And I'm not digging for dirt or anything here. I'm just kind of interested in what you have seen that's worked over the years, I guess.

FJ: Well, I've definitely seen a lot of things that did not work.

AH: Right.

FJ: And I've seen a lot of things that I was very resentful for and didn't understand, but after the person left it was like, oh, I get it! Especially when I became a supervisor and a leader. It was like, oh, that's why they were so crass in that and didn't let me do that. I see now. So you learn a lot if you just step back and look at your people. Everybody has their bad styles and their good styles, so you just have to sort of meet a—match a medium.

AH: Right.

FJ: They made me a supervisor during Sam's era, and I wasn't ready. I didn't know what I was doing. I didn't know how to treat the people. I didn't know their feelings—I didn't care about their feelings because I had Sam yelling at me to do stuff, and so I was yelling at them to do stuff. And then, I mean, it was after him that really we were forced into leadership, because while he was ill, it was me and two other people that ran the building. You know, we were making the decisions. They included me in it, and it's like, little old me? You know, I'm doing

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<sup>5</sup> Todd Chavez became dean of USF libraries in 2015.

this? So you just—you have to learn by practice, that's for sure. But now I feel, as a supervisor, I can be in their shoes, and you have to see how other people feel.

AH: Right.

FJ: You know, you can't just go on your gut feeling sometimes; you have to take everyone's feelings into consideration. And I'm all big about feelings, being so sensitive as I was, and my feelings on my shoulder.

AH: Right.

FJ: So I see that a lot, that I want to just go up and just shake them, and say, "No, you cannot do that. You cannot see that."

AH: Right.

FJ: And the deal with diversity, too, has shown a lot of people it's not just, you know, black, white, whatever. You have to treat everyone equal. And that's the biggest thing. And it's the hardest for a lot of people.

AH: Right.

FJ: You know, if they become dean, they get—they think that they're wearing a crown and that whatever they say, people will just jump and do. Well, that's not going to happen.

AH: Right. Well, I think for the more self-aware of us, like you, getting a leadership position is incredibly humbling.

FJ: Yes, it is.

AH: You know, because you kind of realize—you realize some of your own limitations and things like that, and that it's not just about you. So, hopefully, more people react that way than, yeah, the power-mad thing. But then again, none of us have ever been dean, so who knows. But—so tell us what else has been going on in your later career? You know, what—I mean, obviously, Derrie kind of helped you go to a next level, and then—

FJ: Yes. And then—

AH: —and then since then we've really been—sort of been the competitive mindset. ARL [Association of Research Libraries], all this other stuff.

FJ: Yeah.

AH: Yeah, was there a lot of talk about that before?

FJ: There was, but no one at the higher level was listening to us. When Bill came in, he negotiated ARL in his hiring.<sup>6</sup> I mean, they were looking for someone who could take us to ARL. And they wanted us to go to ARL, but yet they didn't support us enough. And so he failed almost automatically because he couldn't get the resources that he needed to push us forward. And he is the one, really, that sent me out of the secretarial, administrative professional, because I did a lot of research for him. He was a member of an international—I can't think of the name of it. But we traveled to Puerto Rico, and he put on a seminar on cataloging. I didn't know anything about cataloging, so I had to learn what the heck they were talking about. So he's the one that really, you know—he wanted information. He wanted data. And then when Todd came along at his side, yes, then he—data was the only thing that we wanted. You know, collect this, collect that, go research that. So that's what I turned to. That was the big turning point. And that's when Bill went ahead and made me an administrator, at the time.

AH: Right.

FJ: And I didn't think that I was qualified, but he really pushed me to do it. And I'm glad that he did, because I've learned so much more, and I think I've become a better person because of what I'm doing now. I mean, I'm sitting at the leadership table as a—what I started as is a clerk with no college. I didn't—I don't have a college degree. And it's just my experience that they're learning from. In the past year, I've been saying, "You know, back in the day"—and it was like, stop saying that. You know, because I was dating myself, but what goes around comes around.

AH: Right.

FJ: I mean, the same problems in 1971 are the same problems we're having in 2021.

AH: Right, right.

FJ: It's just maybe a different altitude.

AH: You know, it's interesting because it sounds to me like along your career, you've sold yourself a little short, and that the people around you have been like, She's not an administrative assistant anymore, she's doing higher-level stuff.

FJ: But I would also do those administrative professional things as well.

AH: Right. And yeah, exactly. And so the shoe didn't fit anymore, but you were the last one to realize it, I think.

FJ: Yeah.

AH: But so much depends on that proximity. I mean, don't you think, Florence? I mean, getting moved up to the second floor in the '80s, just being visible in your role makes a huge difference. Because if you're in the basement, it might take years more to advance. "Florence? Who's that? She's in the basement? Oh yeah," you know?

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<sup>6</sup> Bill Garrison served as dean of USF libraries from 2008 to 2015.

FJ: Yeah. “She does student things.”

AH: Right, right. So then, obviously, that was another big step for you under Bill. And then so, obviously, the next in line is Todd, and it feels like the culmination of a lot of the 21st century in the library.

FJ: Right, right. I don’t think that there’s a day that goes by that I don’t learn something from Todd that’s non-library-related. And one day, when we were in some boring meeting, he started talking about something, and it was like, I bet you know about everything. And I really do respect him because he knows just a lot of stuff.

AH: Right.

FJ: It’s up there in his head, that it just comes out. And it’s like, really? So I’ve learned a lot from him. We were all very afraid of what he might do, because he was known as the bull in the china shop.

AH: Right, right.

FJ: And so I took that on as my project, to try to make him even toned, and that’s why you probably saw us in meetings a lot, because I would talk to him. We’d talk it out. We’d talk things out, and I think that’s the one thing that I’m going to miss the very most, is our daily talks. Because they went sometimes to birds and, you know, things that he liked to talk about.

AH: Right.

FJ: I felt like I helped him, as well as the library, because I became, like, the mentor of several people. It’s like, Okay, should I go in there and tell him this or that? And I said, “Oh no! Neither one. Approach it this way.”

AH: Right, but—

FJ: And I think that I have that skill of reading people and how to make them better.

AH: Right. Yeah, interesting. So it’s a—

FJ: We’re going through that now, because we’ve got a lot of changes going on, personnel-wise and procedure-wise. There’s not a day that goes by that the darn procedure doesn’t change one way or the other. So I’m trying to be that mediator.

AH: See, I’ve got a better title for you. You’re the consigliere.

FJ: Consigliere?

AH: To the godfather, you know? And he’s got questions, you know, whatever.

FJ: I'll find out.

AH: Whisper in his ear before the meeting, you know.

FJ: I have friends.

AH: Right. But I think that gives you the status that you deserve. A consigliere.

FJ: Yeah. Well, thank you.

AH: Well, and the other thing is not only does Todd know a lot, but he's just kind of receptive, you know. It's like his receptors are totally out there, so I'm sure you get an earful everyday about something new.

FJ: Yep. Everyday. The things I could spill.

AH: Right, right. I have no doubt. Well, that's coming later.

FJ: Oh, okay.

AH: I'll interview you after you're safely off campus.

FJ: I see. It'll be in my memoirs.

AH: Right. What have I missed here? What else has happened? I mean, first of all, 50 years. You must have made that decision at some point that you're going to stay that long.

FJ: Yeah.

AH: And when was that?

FJ: It was probably after 30 years, when I was—Nancy Jacobs-Dilley and I were going to retire on the same day. Things didn't work out, but, I mean, we talked about it. It's like, okay, both of us are going.

AH: Right.

FJ: And then we figured out, and it's like, you know, I can do 50 years. And that was like, dang. That's pretty good. So I'm always one to make goals for myself, and sometimes I get them, sometimes I don't. But this one—it just makes me proud to know that I set out what I wanted to do, and I can do it.

AH: Right. Well, and you're a much different person than the one who arrived.

FJ: Yes, I am.



AH: Right. And in a lot of good ways.

FJ: Yes, yes. I look at the times back, and it's like, oh my gosh.

AH: Right.

FJ: Being so naïve was the worst thing that could have happened. And I was in reference, and you know those reference librarians, they're—sometimes they're a little tough. And I when I left them, I looked back, and it's like, oh my gosh, I was one of them. You know, people probably thought that I was like them, and that's when I decided I was changing my attitude.

AH: Right. Yeah, I got to witness a little of that firsthand.

FJ: Yeah. They're really nice people, but they're just set in their ways.

AH: Right, right. Yes, I remember quite clearly. So as you get closer to retirement now, I mean, you don't have far to go.

FJ: Fifty-six days, but who's counting?

AH: That's amazing. Congratulations. What parting thoughts do you have? Any advice to people?

FJ: Um.

AH: Yeah, I mean, what would you tell the 17-year-old version of yourself when she got here?

FJ: "Don't do it [laughs]." I think just to keep an open mind and to learn how to change and learn how to be flexible and see the people for what they are. Like I said, it's going to be hard not—I mean, all of you guys are my family, because all of my other family is gone now. So it's—that's—I think that's the worst thing that I'm going to miss, the interaction with everyone.

AH: Right.

FJ: But for a new person coming in, just try to go with the flow, and you'll understand it and learn all those crazy library acronyms. ALA, the GAR.

AH: Right.

FJ: So I think that would be my only advice, is just to stick with it.

AH: Okay. And then this is another question I like to ask at the end—your worst time at USF and your very best time. What was the most challenging time for you?

FJ: The worst time was in the '80s, '90s because I had a really tough supervisor, that we both made the mistake of trying to be friends as well as supervisor [and] co-worker. That does not work.

AH: Right.

FJ: It didn't work for us. We tried to go on the little outings. We both liked soccer, so we would follow the Rowdies around. She was a different type of person than I was. She was very harsh, and I—that's the one that I learned the most from, because I learned what not to do. That was the very worst time. There wasn't a time that I did not go home not crying and saying, "I can't go back. I just can't go back."

AH: Right.

FJ: Sam was difficult, but he didn't realize that he was so difficult until I flat out told him that he was the reason why I was seeking counseling, because of him. And he's like, "What? Me?" So he learned a lot too from me, because I straightened him around at the end. And it was just too bad that it lasted that long, because, I mean, grown men would come out of his office crying, so he would take you down below the dirt.

AH: Right.

FJ: But that was some tough times. But I look back on it now, and it was really a lot of learning.

AH: Right. So and then the best?

FJ: The best is the times where—between Bill and Todd—that I was a part of the leadership team. I felt that my voice was being heard and that I had something, really, to bring to the table. And it boosted my confidence, as well as during the time when I was in my association. I just stood proud because of what I was doing.

AH: Right, right. Well, cool. It's been really nice to catch up again and talk.

FJ: Thank you.

AH: And if there's anything that I missed, please let me know. You know, your tenure here has been amazing. I mean, it's most of the life of the university, and I think everyone can appreciate the amazing impact you've had over that time on the people that you worked with, the leadership, et cetera. Yeah, it's really an exercise in soft power, let's say. It's not given to you via your position so much as to what you—just what you've been able to absorb over the years. And that's why I think "consigliere" is the proper title for Florence.

FJ: Thank you.

AH: So I'm promoting you for the next week to consigliere of the USF libraries.

FJ: Okay, thank you.

AH: And thanks again, and enjoy your retirement. Obviously, you've earned every moment of it, but it sounds like you've enjoyed your time here as well.

FJ: I have. I have really enjoyed it, yeah.

AH: Well, thanks again for making the time. Congratulations.

FJ: Thank you.

AH: And good luck. Enjoy your retirement.

FJ: All right. Thanks a lot, Andy.

AH: And where's your furry friend? He's not on your lap anymore? Okay, and what's his name?

FJ: Natasha.

AH: Natasha, okay. She's beautiful.

FJ: Yeah, she is. She misses the library too.

AH: I bet. Right. So do you have any Doggles for her?

FJ: Dog wolves?

AH: Remember Doggles?<sup>7</sup>

FJ: Oh, yes, I do. Of course.

AH: All right. Anyway, an inside joke.

FJ: We dress up every day.

AH: Well, anyway, thanks. We're lucky to have you for six more days.

FJ: Thank you. Thanks. Bye.

AH: Bye-bye.

*End of interview.*

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<sup>7</sup> Doggles is a brand of goggles for dogs.