

MEDICAL LIBRARY ASSOCIATION

ORAL HISTORY COMMITTEE

INTERVIEW

WITH

**JUDITH MESSERLE, AHIP, FMLA**

Interview conducted by  
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November 13, 2008

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## CONSENT FORM FOR ORAL HISTORY INTERVIEW (2002 version)

This confirms my understanding and agreement with the Medical Library Association (MLA) concerning my participation in an oral history interview as a part of MLA's Oral History Program.

1. I agree to be interviewed by Lucretia McClure on November 13, 2008. I understand that my interview will be recorded and that a transcript and edited version of my interview will later be created.

I understand that I will be given an opportunity to review and edit the edited transcript before its release.

2. I hereby grant and assign all right, title, and interest to any and all recordings and transcripts of my interview including copyright [and all rights subsumed thereunder] to MLA. I will be given a copy of the edited transcript for my personal use. I understand that the transfer of these rights to MLA confers no obligations on MLA to promote, market, or otherwise make publicly available copies of the interview.

3. One or more edited and/or condensed versions of the interview, approved by me, may be disseminated by MLA, as it deems appropriate.

4. I understand that the original, unedited recording of my interview and the original unedited transcript will be maintained in the MLA archives at the National Library of Medicine, or at such other place as MLA may reasonably designate, and may be made available to researchers who have demonstrated that they have appropriate qualifications. I further understand that the original unedited recording and/or the original unedited transcript will be made available with the following restrictions (Check one):

☒ No restrictions

☐ The following specified portions of the interview will not be made available to anyone until \_\_\_\_\_.

Judith Messerle  
Name of Interviewee

Judith Messerle  
Signature

Date May 6, 2010

Accepted by: Carla Turk  
MLA EXECUTIVE DIRECTOR

Lucretia McClure  
Name of MLA Interviewer(s)

Lucretia McClure  
Signature

Date June 11, 2010

Date 7/7/10



## Biographical Statement

The career of Judith Messerle, AHIP, FMLA, began in a one-person hospital library and culminated at one of the largest academic health sciences libraries as director of the Countway Library of Medicine. At every stage of her career, she played a leading role in bringing colleagues together and contributing to the medical library profession.

Messerle earned her master's degree in library science from the University of Illinois in 1967. Her first position as the librarian for a small school of nursing at St. Joseph Hospital in Alton, Illinois, combined her original interest in medicine with her student experience in libraries. While at St. Joseph (1967-1985), her responsibilities expanded to include first the medical staff library and then hospital administrative areas such as education, public relations, and data processing. She served as the hospital liaison for the planning and construction of a large physician office building. She organized a successful consortium of hospital libraries in southwestern Illinois and secured grant funding from the National Library of Medicine, which led to her involvement in the Medical Library Association. She taught a CE course on consortium development and was the president of the Hospital Library Section as it became a section. She also represented the Midwest region at a seminal 1978 meeting of hospital librarians at the National Library of Medicine that led to the adoption of changes in NLM services affecting hospital libraries and enhanced communication. She was president of the St. Louis Medical Librarians and was elected to the MLA Board of Directors.

After eighteen years, Messerle realized she wanted to move from hospital administration, for which she lacked academic credentials, to focus on libraries. She transitioned from hospital to academic libraries and became director of the St. Louis University Medical Center Library (1985-1989), where she instituted strategic planning and a library committee and built a cohesive staff. During this period, she also served as president of MLA.

In 1989, she was recruited to be librarian for the Countway Library (1989-2004), which jointly serves the Harvard Medical School and Boston Medical Library, as well as other Harvard health professional schools, affiliated hospitals, and the Massachusetts Medical Society. She addressed collection and staffing issues arising from the complex organizational structure of the library. A strategic planning process resulted in a unified mission that provided direction. She led fundraising efforts for a major facility renovation. She improved service and computerization in the library, and, among other accomplishments, she brought medical school records management and an anatomical museum under the leadership of the library.

During her MLA presidency (1986/87), Messerle focused on the strategic planning process, leading to *Shaping the Future*, a blueprint for the future direction of the association. She chaired the MLA/NLM Liaison Committee and the Joint MLA/AAHSL Legislative Task Force, and she served on the Knowledge and Skills Task Force. She was associate editor for the text *Hospital Library Management*, which was awarded the Ida and George Eliot Prize in 1984. She was included in the centennial "100 Most Notables," named a Fellow in 1999, and received the highest professional distinction, the Marcia C. Noyes Award, in 2005. She gave the Janet Doe Lecture, "The Road Not Taken," in 2000. She also served as president of AAHSL (1992/93) and on a number of National Library of Medicine advisory committees.

## Medical Library Association Interview with Judith Messerle

[tape one, side one]

Lucretia McClure: This is November 13, 2008. We are meeting here in the home of Dr. Fred Roper in Columbia, South Carolina, to conduct an interview with Judith Messerle, a long-time leader in medical librarianship and a long-time leader in the Medical Library Association. Judy, what led you to librarianship?

Judith Messerle: Well, it seems like an awfully long time ago that I had to make these decisions. I started out in college not really knowing where I was going at all. I found I really liked biology and decided that I wanted to be premed. The bad thing about being premed in 1961, and graduating in '66, was that a lot of my colleagues, my fellow students, were trying to get into medical school. As a woman, and a person who didn't particularly do well in organic chemistry, I wasn't a good candidate for med school. So, I had to decide what else I was going to do. I had worked my way through college in a college library. I knew the librarians very well, and they encouraged me to go to library school. And one person, whose name I have totally forgotten, said that I should go into medical librarianship, because I could be close to medicine even though I didn't have an MD degree. And that launched me. I got a scholarship to go to the University of Illinois, and I got a wonderful library degree there with what I thought was great preparation to get out in the field.

LM: Well, Judy, will you describe your first job? Did this education provide you what you needed for the work, and what was valuable about what you had to learn on the job?

JM: Well, that's another story that relates back to my work as an undergrad in the library. I was about to finish library school, and I didn't know where I was going to apply for my first job. I got a call from another one of the librarians at this library that I was working at as an undergrad. She told me she was about to have her baby. She was at St. Joseph's Hospital [in Alton, Illinois]. They had told her they needed a librarian, and would I be interested in that job? I really never had a full-blown interview. I just went, met the director of the nursing school program, and she hired me. So, I was launched rather easily into my career. It was a small, three-year school of nursing, it was a Catholic school of nursing, and attached to a hospital. And it turned out it was a very good place to start my first job. It was a one-person library. I was it, from shelver to cataloger to reference librarian, I got to do it all. It was a small collection, and I quickly discovered that I had to know everything about every tool in the library, because I didn't have alternative sources. Mind you, this was really before MEDLINE, so I was very reliant on paper tools. I knew the books, I knew the journals. I was lucky, I got to really read the literature in my early career. As far as being prepared, I'm not sure, without an internship, that you can ever really be prepared for your first job. It was quite a learning experience for me. The person who had been there before me didn't know how to catalog, so there wasn't a good catalog, so that was sort of job number one. There was a vertical file that had wonderful resources, and I had to learn how to manage a vertical file, something I didn't learn very much about in college. As I said before, I had not done

well in chemistry. When my boss, the director of the nursing school program, learned I had taken chemistry, she decided it would be a good idea if I taught the nurses chemistry. So, I became a part of the faculty. I was one course ahead of the students. I was really quite terrified because I knew that these students would be playing with drugs and that they had to understand what they were doing when they were with patients. I learned more about chemistry in my first job at the school of nursing than I did in all the years in undergrad. While I was in this position, I had two children. I was absolutely in a nine-to-five job. I had the time to have children and be with the kids as they were growing up, so it was really an ideal position for me. It was small, and the faculty became great colleagues. They were about my age, some of them, and we really had a very good relationship. I gained a lot of confidence in that job. I became a good colleague of the director. We had a major battle with a two-year program at the junior college. I was with her every step of the way to try to get the principles of the three-year school integrated into a two-year program and to make sure that St. Joe's Hospital was one of the teaching facilities for the two-year program. I learned a lot in that position. I think the thing that I brought most from library school was cataloging and understanding cataloging principles and organization of materials. That was a very strong point at the University of Illinois. I had a great instructor there, and I give her a lot of credit for helping me organize that collection.

LM: Judy, it seems that your hospital had many changes during this period. How did all those changes affect your job?

JM: Well, the school of nursing eventually closed, and I knew it was coming. We had lead time, because we had students we had to get through the program, although we stopped taking new classes. I realized at that point that I needed to do something to keep a job there, and, with the children being small, I didn't want to move anywhere. I went to the administration of St. Joe's Hospital, and I talked them into combining the school of nursing library with the hospital doctors' collection, which was a very small collection managed by medical records. So I had a whole new clientele. The nurses and the nursing students were still my clientele, but, all of a sudden, I was serving a 200-bed hospital with all the physicians. It was a very different game, it was very exciting for me. The collection was atrocious. It really did not have any new books in the collection, so there was a lot to do in a larger setting. I went from being a sheltered, one-person library to a whole new experience with taking on the whole hospital. I have this very bad habit of saying, "Why don't we?" I was reading all the time, so I would say, "Well, this sounds like a good idea, why don't we do this?" And the administrator would say, "Well, why don't you?" So, I ended up changing my job so many times during the eighteen years that I was there, just because I was curious and I wanted to do more. Probably the most important step I made during this time was to support the administrative group, and then I will tell you the story about supporting the physicians. But supporting the administrative group meant getting my hands on hospital administration literature and really looking to see what was happening in that world. And in a 200-bed hospital, there weren't students bringing new ideas. The new ideas came from the literature, and I started a current awareness service for everybody in the hospital and the administrative staff. Eventually I was asked to sit on the administrative council and to almost do a

clinical librarian program on the administrative council. I was not there initially as a voting member, but I was there as the information person who would bring ideas and “have you thought about this” to the table. It was exciting because I was able to see some of my ideas really come to fruition. At the same time, the physicians—and I don’t think I am telling tales out of school here but—without medical students, the physicians were really not driven to remain current. I could usually tell when a physician had graduated by the kinds of articles he asked me to get, some of them dating back to the ‘40s. I was rather horrified that they weren’t more current than that. I really worked hard to get current information into their hands with the table of contents service we developed. It was rewarding to see the doctors getting a little more current. It’s a little scary to be in a hospital where practice was about twenty years behind the times. But they did improve, and younger people came to practice at the hospital. It was a very good thing.

Part of the “can we do this” got me into education, really first supporting education making sure there was literature that went along with the teaching programs that were being offered. There was a small educational staff, and eventually the educational department reported to me. In a similar vein, we had a contract employee relations person who was also our public relations person, and we were paying him, I think, \$6000 a month to do a newsletter basically. I kept saying, “Why don’t we do that? Why are we paying somebody to do that?” So, I became the director of public relations and community relations. All of that meant that I had a large learning curve. I had never studied how to do public relations or community relations. So, if you were to look at my CV, you would see that I ran around and took a lot of classes and learned as much as I could from people who were knowledgeable about the field. I had some challenging times as director of public relations, all things that I could use in my later career. I didn’t realize it at the time, but a lot of the principles that I learned from public relations and relating to people and getting people interested are tools that I used throughout my career. It was wonderful to have that opportunity, but it was a lot of responsibility. One time I purchased billboard space for the hospital, and we were trying to encourage people who had emergencies to come to our emergency department. I put up one that had a child on roller skates who had fallen. That was the image on the billboard. And I got a call from the roller rink asking me what I was trying to do to their business. Was I trying to put him out of business? So, I learned about politics. We eventually took that billboard down. It was too controversial for the community. But, we also had a problem in which the hospital was sued for a bad malpractice case, and the physician was guilty. It was a very serious case of malpractice. The woman he had done surgery on lived, but it was very serious, and she was hurt for life because of the surgery. Our insurance company talked us into fighting the claim that was made by the family of this woman. It was a 5.7 million dollar claim at a time when that was really a lot of money. It turned out that the physician didn’t have malpractice insurance, as he claimed he did. So, we were the ones that the family was going after—the hospital—in their sights. I had to deal with the press on this issue. We were all sympathetic to the patient, but yet we had to defend the hospital’s position. It was very difficult. All the St. Louis media were on our doorstep with their cameras. It was a real head-on learning experience, the kind of thing that you just never forget. We ended up settling that case, but it would have been terrible if we had lost, because it would have made hospitals responsible for patient surgery instead of



the physician being responsible for patient surgery. It would have set a precedent that would have been used nationwide. So we really could not fail in that case, and with our insurance company, we finally settled. It was not a library experience by any means, but I did learn how to deal with the media and to be on point as spokesperson for the hospital in a way that I never would have dreamed in library school. I would have been just kind of shocked.

The other thing that happened while I was there—I probably had been there a little more than ten years—the hospital was looking at building a physician office building. I still had my office in the library, and the planners came, and there was no place to put them but in the library. So, I got to know the planners quite well, and I was their go-to person for information about the community. I helped them work through city hall and got regulations and helped them understand the competition, all information related to planning. They had an architectural arm to the planning firm, and they ended up being the architect for a 10 million dollar office building. Because I had been with them probably more than anybody else in the hospital, I ended up being the liaison to the building of this facility. So, it was another thing I never expected going to library school. I learned about concrete slump—how fast a pile of concrete slumps down tells you how thick it is. I learned how to manage a 10 million dollar budget, to hold money when the contractors weren't doing what we thought they should be doing. It was kind of thrilling on one hand, it was terrifying on the other hand, but it was a major accomplishment in my life to see that office building come together. And of course, in a new space like that, I had to convince the hospital that that was the appropriate place to put the library. The physician building was attached to the hospital by a bridge, and we got a very lovely library space out of it and new journals. We became quite a center for the physicians in the office building. Again, not something I would have planned in library school.

And I guess the other big thing that happened to me while I was at St. Joe's—I kept taking on new titles and new responsibilities, but early on, when I just had responsibility for the library, I was lonesome. I didn't have any peers. I knew more about libraries than anybody around me. I was the expert, but I had nobody to go to to ask questions of or to moan and groan with. I didn't have a confidant, I had no one. So, I was moved to contact the libraries within about a 200-mile range in southern Illinois. I convinced the administrators of these hospitals to join me in writing a grant to the National Library of Medicine, whereby they would get a little money for their collections, and we would create this consortium, the Areawide [Hospital Library] Consortium of Southwestern Illinois. And it was very successful. There were twelve hospital administrators who agreed to this. Some of them had medical records people managing small collections. There were a couple of other professionals in the group, and they were lonely too. It was a big, wide-open territory without a lot of urban development, so it was terrific for all of us to be able to get together. We were unique in that the hospital administrators actually met as a group as a requirement of the grant, so they came together, and we were able to teach them about libraries and library needs. Every one of the libraries in that consortium actually grew, because there was more care and attention from the hospital administrators. It was a wonderfully successful two-year grant, and [the consortium] still goes on today, many, many years later. I think we were funded in 1974, that's when that

grant was funded. It's alive—it's not as well as it used to be—but it is still going on today. I mark that down as an accomplishment and a fulfillment of a dream to have people to talk to.

LM: Well, Judy, also you looked beyond yourself for comrades in library groups and organizations in your area.

JM: That's very true. I don't know if I am a rabble-rouser or an organizer or somebody who just has to be involved in a lot of things, but I did represent the hospital in a lot of different areas. I was the representative—not the representative but a representative—to the Illinois Hospital Association. I got chosen by my administrator to represent the hospital in the bi-state planning commission, largely because I had gotten involved with the planners who were in the library. That was very eye-opening too, because we were in the St. Louis Metropolitan Statistical Area, and the planning commission covered both Illinois and Missouri. It was a very large urban center. I learned a lot about the politics, needs assessment, how people made determinations on beds, about over-bedding, things that were very useful for me to bring back to the hospital and make a difference for the administration there. At the Catholic hospital, we were also involved with the politics of the Catholic church. There were two competing Catholic hospitals in town, and one of them was based in the Springfield diocese and the other was based out of Pennsylvania. There was a real disagreement between the two orders that ran these institutions, and, for whatever reason, I was part of the small contingent that was involved in debating these challenges of how to deal with really too many beds in a community that couldn't manage that many beds. It was very interesting, what I would say, very interesting. As you can imagine, as time went on at St. Joe's, I moved further and further away from the library as a focal point, and I hired a librarian, an assistant. I had built a public relations staff around me. I really did take on more and more responsibility. The year before I left, I was an assistant administrator of the hospital, with data processing, communications, education, public relations, community relations, and the library reporting to me. And I realized that I didn't have a degree in hospital administration and I was in the wrong place. I couldn't go anywhere from there. I was ready to grow beyond the hospital, but it couldn't be in administration. I was uncredentialed, I could not go there. So, that was really kind of a turning point for me when I realized I had to go back to libraries, that I enjoyed it, and I thought in a larger library there would be plenty of room to keep on growing.

LM: And that's when you made your change from a hospital library to an academic library and that's when you went to St. Louis University as head of the medical library there.

[Editor's note: Messerle was at St. Joseph's Hospital 1967-1985 and St. Louis University 1985-1989.]

JM: That's right.

LM: Quite a different environment from your hospital and your wide range in duties at St. Joe's.

JM: Well, completely different. Any listeners to this tape who have been in a similar situation will recognize there is a leap to go from a small institution of 200 beds to an academic setting, and it's not a small leap. I had absolute confidence in myself that I could do this job, but I knew that I had a lot to learn in the process of making this change. I feel very fortunate that I was selected, because with a résumé that says that you were the librarian in a 200-bed hospital to go to the director, not a support staff [position], not a reference librarian, but the director of a large medical library is, in some ways, taking a leap of faith...

LM: But your administrative work at the hospital also must have given you a lot of background for administration that you wouldn't necessarily have had from the library.

JM: That's correct. The other thing on my résumé, on the side was I was doing quite a bit of work with the Medical Library Association. We will talk more about that later, but that was a parallel stream in my life at St. Joe's. The other thing that was extremely fortunate for me was that during the course of my travels, I had been president of the St. Louis Medical Librarians group. At that time, when I was elected, I decided that it would be important to see Dr. Estelle Brodman, who was the head of the [School of Medicine] Library at Washington University. I had always admired what she did and I [thought] she had started the St. Louis Medical Librarians, so I thought it would be the politic thing to do, to go talk to her about her vision for medical libraries. So I did, I chatted with her, and we had a very intensive interaction. She brought her staff to the meeting, so they, too, could hear about her ideas for the St. Louis Medical Librarians. Some of those things I did, some I did not. That was probably about ten years before I decided that I was going to—maybe not that long—six years before I decided I needed to leave St. Joe's. And she was on the search committee for the librarian at St. Louis University. When my résumé showed up, she was the one, as I understood it afterwards, who said that I would be worth looking at. So, I owe her a debt that could never be repaid. She was probably the person who was instrumental in helping me get that position, and I am grateful for that referral. But you just have no idea how it felt walking in the door of that new library for the first time, having come from a small place. It was sort of breathtaking is the only way I would describe it. I had to quickly meet the new staff that I would be working with, get the lay of the land pretty quickly, and meet the leadership. I started out by setting up meetings with department chairs, meeting all the staff. I absolutely believe that the staff is the energy for the library, and you need to understand who is working for you and what their thinking is. I also asked to have a library committee put in place, because the medical center library served the school of nursing, the school of public health, and the hospital. I knew with that breadth of need, I had to have representatives that I could be talking with on a regular basis. Fortunately, co-chairs were put in place for the library committee. One member was from the school of nursing, the other from basic science. They were terrific in helping me get my feet on the ground and helping me meet the right people when I first started. I think I got off on a good foot. I had just been elected president of MLA [president in 1986/87 and president-elect the preceding year], and they knew that when I was coming. That was part of the negotiation, could I continue as president-elect of MLA? So, I had all of that activity on one hand and

learning the new library on the other hand. They were challenging times. We did not move to St. Louis, so I also had a commute that became invaluable think-time before I had to hit my other life as a mother. The commute was probably a lifesaver for my children and my husband, because they didn't have to hear all of the things that were on my mind when I walked out the door of the library. We did a lot at St. Louis U while I was there. We really managed the collection and put in a CD-ROM catalog at that time, and built a staff that was a terrific team. They gelled. Our management team meetings were exciting, and I think everybody got really enthused about what the library could do for the students and faculty. We really moved the place forward enormously.

LM: Judy, what do you think is the biggest difference between a hospital library atmosphere and administration and an academic institution? You are not directly serving patients the way you are in a hospital.

JM: Well, the biggest change for me, at St. Joe's, my boss was always my boss. I was fortunate that I always reported to the CEO, either the director of the nursing school or the director of the hospital. So, the leadership direction was always very clear in the hospital. When I got to the medical school, that wasn't necessarily the case. Power was more distributed, so it wasn't always clear who was in charge. If the faculty wanted one thing and the administration wanted another thing, who would win that debate was always a challenge. And for an organization that thrives on funds, you had to make sure you were getting support from both sides of the street. That took a bit of juggling because there is never enough money in any institution to do everything you want to do. The faculty would want a lot and administration would say no, and how to juggle those two priorities was a big challenge for me. It was something I had to figure out that I had never had to figure out before, because, at the hospital, if the CEO said, "Yes, we need more resources," there would be a parallel handoff of money. So, it was very centralized in the hospital and decentralized at St. Louis U. It was just a whole different ballgame for budgeting and thinking about managing the problems that we ran into.

LM: And did you have any relationship with the academic library of the university?

JM: Not a lot. At that point in time, the St. Louis University library was considered a very separate entity from the law library and the medical library. We actually rarely got together. The only place the libraries came together was with the library faculty, which was another change. The librarians were faculty members with different rights and privileges, and that was a new experience for me. They had their own set of guidelines and bylaws that I needed to learn to deal with, not the kind of thing where I could just walk in and assume whatever I wanted from my staff and the hospital would happen. There was negotiation with the librarian faculty members. So, that was another difference. But we weren't quite separate. I think now at St. Louis U that has changed, and the medical library is under the direction of the central library, but that was not the case at all when I was there. In fact, there was a paper union catalog that we all contributed to, but it was very out of date and very ineffective. There was some work during my tenure there to try to coordinate an online catalog. That didn't happen while I

was still there, but effort was underway to at least get the records automated so that down the road there could be some kind of central online system.

LM: Well, it must have been another giant leap when you moved from the small university and a small medical school to the giant of all medical schools, Harvard University.

JM: Well, yes. As a matter of fact, that was a lot bigger leap than I had anticipated. I was very happy at St. Louis U. I had such a wonderful team of librarians and staff and everything. It was one of those situations where you really couldn't go wrong. Everybody was on the same page, and there was energy directed in all the same direction. It was really kind of the ideal scenario. At that point in time, I had become president of MLA, and at an MLA meeting, Harvard had asked [MLA] headquarters to put together a small group of librarians that they could meet with as they thought about writing a job description for their director of libraries. The Countway Library was under the leadership of an acting librarian at the time. Representatives from Harvard came to Chicago and met with seven of us. I was one of the folks included, probably because I [had been] president of MLA. I really naively did not realize that they were trolling for potential candidates. So, we met with them over lunch. We had a good lunch meeting and gave them lots of ideas about what they needed to think about in the new hire. And then I went on my merry way, came back to St. Louis, and about two weeks later I got a phone call asking me if I would apply for the job at Harvard. I was totally taken aback because I wasn't looking. I was at St. Joe's for eighteen years. I expected to be at St. Louis U for eighteen years. I am not a job hopper. I was very taken aback and I had to talk to my husband. Our children were in high school by then, so there was a lot to think about. Did I want to put my résumé into the pot? So, finally, it was [my husband] Darrell who said, "Well, you should do that just for the heck of it. It would be a good experience, and you should just do it." So I did. I sent in my résumé, and the next thing I knew, we were invited to come out and interview. That was a shock because all of the librarians at Countway before me had been men, and I made an assumption that the next librarian would probably be a man too. I had no reason to think otherwise. So, I went for the interview and I really was pretty carefree, because, as Darrell said, it was an experience, it wasn't something I was desperate to get, a job at Harvard. I thought it was an interesting opportunity, but I wasn't fighting to get the job. And I think probably because I was relaxed and not very uptight about the process, the interview went very well. I enjoyed it. I think the people who were involved in the interview enjoyed it, and the next thing that happened after I was back home, I was asked to write a plan for the Countway Library, having been there for one day. I thought that was a shocking request for as little knowledge as I had after one day. I did a lot of footwork reading the literature about Countway, and I ended up writing a plan. I got their budget, I pulled a lot of things together, and I wrote a plan, and then I came back for a second interview. During the course of the interview process, particularly the second interview process, I became quickly aware of what a complex place it was, not just on paper, but the fact that there were two libraries made it more complex than I had imagined than when I first looked at the possibilities.

LM: Well, Judy, when you came to Harvard, it was an interesting institution, but there were problems. And tell us about what you found at Harvard and how you addressed the issues.

[Editor's note: Messerle was at Harvard University 1989-2004.]

JM: Well, let's start first with the power scenario. If you think about the hospital being very top-down, and St. Louis U being more the shared power between administration and faculty, Harvard was the extreme of that. At the medical school, the basic scientists had enormous power and really shaped how Harvard Medical School worked. There was a lot of research money, and they were the power factor. There was not only that kind of real shared authority between administration and faculty, the Countway Library itself was created by the merger of two major libraries, the Harvard Medical School Library and the Boston Medical Library, and there was another power differential. The BML, Boston Medical Library, had its board of trustees, and they thought they were equal to Harvard's side. There was a joint library committee that was to oversee the bringing together of these two libraries. Plus, we served the school of public health and the dental school and, by extension of the Boston Medical Library, we served Massachusetts Medical Society with a huge number, 80,000 physicians. So, we had a very large clientele and a lot of people who thought that they were my boss. The dean of the school of public health thought he was my boss, the dean of the dental school thought he was my boss, so did the dean at the medical school and this board of trustees. Twenty-seven people thought they were my boss. So, going from a single head to all these people who had authority and power, and trying to think about how to bring these folks together, was a huge challenge. Plus, unlike St. Louis University, the medical school library was considered a part of the university library system. There was a university librarian who had no authority over me, but had really responsibility for the kinds of things that the libraries collectively did in common. So, many, many players in this game.

And the library itself was in trouble when I got there. There had been a hiatus from the previous director. There was an acting person who was in charge for about eighteen months or more before I got there. She was actually the business school librarian and was only there two days a week, so she was virtually absent most of the time. Morale in the library had sunk to a real, real low. It was my understanding that the previous director actually paid for staff to travel to meetings out of his own pocket. There was no travel budget whatsoever. He wanted to make sure that people were keeping up, so he dug into his own resources to send them to the conferences. The budget was in tatters. The collection hadn't been really well managed since the merger of these two very large collections. There were tons of duplicates everywhere. There were three different classification systems or more in the collection. You really had trouble following one author—you could find them in ten different places in the library. It was difficult for the users to figure out where materials were. The collection hadn't been inventoried since the merger. The merger happened about thirty years before I got there, and there were just a lot of issues with the collections themselves. So, the staff was low, the collections were in trouble, the state of automation was primitive. They had a few computers for searching, but they were largely in the librarians' cubicle. I don't think we had one

public terminal at that point in time. People had to get queued up to get a search, and sometimes it would take days before you could actually meet with the librarian and get a search request placed. It was in trouble. The roof leaked. Maintenance was minimal. It was pretty clear the library hadn't been at the top of the budget heap. The budget was weak, and things were in such a state that the librarians actually used sample journals and added those to the collection, which was shocking that you would find one issue of a journal at Harvard Medical Library. It was shocking. So much to do. I guess the kicker for me was when I was interviewing. We were given a pass to the library so that we could go in, my husband and I, could go in whenever we chose during our stay there. So, we went in on a Sunday, and my husband found an 1850 book propping open the door to a study carrel. He picked it up and handed it to me, and he said, "This place needs you." That was the deciding point that I was going to take the job there.

It was an uphill challenge, with the staff issues probably being among the most difficult, and, I want to say, rancor almost between the Boston Medical Library and the Harvard Medical School. The Harvard Medical School felt that the Countway's sole purpose should be to serve the research faculty and the clinical faculty, and the BML, the Boston Medical Library, believed strongly that we were there as the historical repository and that we should own everything that was ever published in medicine. Those two warring, competing missions had led to disarray among the staff, who were divided in what they thought the purpose of the library was, and never the twain shall meet. There were people who were urgently trying to collect everything there was, taking in tons of gifts with no plan or staff pattern to deal with the gifts, so they were amassed in boxes in various places throughout the library, and the other part of the library staff feeling that the job was to deal with today's user now. It was a divisive kind of place at the get-go. My first order of business was really to get some strategic planning going, so we could get everybody on the same page. I launched a process that was itself quite convoluted, bringing in various levels of faculty from all the schools, the Boston Medical Library, and the Mass Medical Society, to try to get them to work through the issues and to come up with one mission statement that everybody could support. It was a process that my boss was not particularly happy with, because it took eighteen months to pull it off. The end result, though, was a very strong mission and goals that we could really believe in. During the process, we narrowed down the scope of collecting so that we weren't trying to collect everything there was in medicine, and we ordered the work so that the bulk of our energy was going to go in serving today's user while maintaining and embellishing the historical collection to serve a broader group of users. I think we were successful in the development of the mission. Staff were very involved in thinking about this. We hammered hard on some of the belief systems of the librarians, but I think in the end we were able to get almost everybody on board. There were a few people who were holdouts who didn't stay too long after we put the new mission in place, but it was important work. As I have done throughout my career, I was able to use the experience that I got as president of MLA working through a strategic planning process for the association. I used the same protocol and everything that I had learned from the fellow [G. K. Jayaram] who was the strategic planner that we hired from the American Management Association in MLA. I used all those principles to get this troop of people, probably 200 people, involved in the process together on the same page. I will say it was

quite successful. I was pleased with what transpired. We were able, using that plan, to put some order to the work that needed to be done and really accomplish a lot of the things that I set out to do when I got there.

LM: Well, Judy, along those lines, thinking of your three institutions that you served, what do you consider the most successful accomplishments of each and what do you find disappointing in each of the three?

JM: Well, that's a big question, Lucretia. At St. Joe's, I think I was able to develop a current awareness program for the physicians to make sure that they were getting today's information. I can't say that I totally educated the doctors to new ways of doing things, but I do believe that patient care improved because they were using more current resources. And we were tracking issues and sending information to the nurses' desk and to them when we identified a problem that a physician had. So, there was a way to encourage new behavior. It didn't always happen, but I think the physicians grew to really appreciate the service that we provided. That was big for me, a woman who wanted to be a doctor. That was important to me. Probably the most unexpected accomplishment for me was building that new building, the new office building. It was a 52,000 square foot building, and each of the doctor's offices had to be fit out individually depending on the specialty. It was quite an elaborate construction project with more change orders than you could ever imagine. That took an enormous amount of energy, but it was thrilling to see a new building there after the work was done.

The other thing that was accomplished at St. Joe's was the development of the Areawide Hospital [Library] Consortium [of Southwestern Illinois]. I must tell you the story about a fellow who was hired by the Midwest Health Science Library Network. This is a part of the RML [Regional Medical Library Program] in the Midwest. I was there early on in the beginning of the RML in the Midwest region. In the Midwest region, they hired a representative in every state. In Illinois, we had a fellow by the name of John Coyne, and John took it on himself to do a circuit rider process throughout the state. One day he came to St. Joe's Hospital. This was about in 1972 or '73. And there I was, the single hospital librarian. John came, and here was another medical librarian, and I was thrilled. He got excited about the consortium, and he said to me, "You need to talk to other people about this. You should go to MLA." So, with John's pushing, I went to my first MLA meeting and gave a paper about the consortium. That's the first time I ever gave a talk and got some recognition in MLA. It was quite astonishing, and I remember this so well. I was supposed to go to the meeting with a woman in St. Louis, but she was sick and wasn't able to go. So, I flew for the first time by myself and went to San Antonio [in 1974] where I was terrified. I got in after dark, and I ended up in a hotel that was not the convention hotel. It was quite a beginning experience. I couldn't stay in this hotel, I was just too afraid, and I ended up rooming with another MLA member whose name I have totally forgotten; a woman from Washington State who became a good friend. She really kind of saved my life at MLA. But this was a really good beginning for me, because I got over the fear of flying by myself, I stayed in a new city, I gave a paper, and we were able to begin to talk about this consortium that we thought was terrific and that had gotten hospital administrators involved. This is kind of the beginning of my public career,



thanks to this young man, John Coyne, who is still in Illinois, now working in a public library. The other thing that happened was I got my first NLM [National Library of Medicine] grant, and I was pleasantly surprised at the kind of recognition that that gave me for my own administration and the CEOs of these other twelve hospitals. It was really a way to raise visibility. It dawned on me at that time that if a library could bring in money, it really raised the status of the hospital librarian. Any grant that you could bring in was considered a coup, and people thought more highly of you as a person who was able to create a proposal and actually get funded. That was a bit of a learning experience for me, a pleasant one. I guess, last but not least, since I cut my teeth in a hospital library and a nursing school library, I got a real feeling for patient care and what it meant to be on the floor of a nursing unit and actually caring for patients. I had to be out there enough with the people, and I got a sense that you don't get when you stay in the library all the time. It was a real way to understand the health care milieu that I don't think I would have gotten had I been in an academic institution the first time out. Now, that's a lot, Miss McClure, for my first job. Do you want me to keep going here?

LM: I do want you to keep going. And it all shows that no matter what or how you learn, you use everything you know in the library.

JM: That's very true. That is very true. And you have to be open to the opportunities to use what you know. You asked me about the downside of being at St. Joe's, what I found that was difficult. Probably the hardest thing for me, as I took on more responsibility in the hospital, I was less and less involved in the daily life of the library. I was able to hire another librarian and support staff, and so I can tell you that my searching skills today are rocky and I regret that I...

[tape one, side two]

...library skills. It's been a long time since I've cataloged a book, and I always loved to catalog. That was one of my favorite things to do. So, that's been hard to give up those basics over all these years. I think the other disappointment for me was on a much larger scale. A couple of years after I left, the hospital was sold to the other Catholic institution, so part of me says it stayed alive because I was there. But it's hard to see it under somebody else's umbrella.

LM: What about St. Louis University, your great accomplishments there as well as a few disappointments.

JM: Well, at St. Louis U, it was a similar kind of issue to the Harvard situation that I described. The director had become ill, and the library had been under an acting librarian for some time. The library staff morale was bad, the budget was not good, and we were able to really turn that around and create a fabulous team at the library. And the budget, we were able to build that up too, and that felt very good. We did some strategic planning there, and they used that strategic plan even after I was gone. It was a good launch point for them. I wasn't actually there long enough. I was there about four-and-a-half years, and I think we could have done a lot more if I had stayed longer. But as it

was—and this is another sad tale on the disappointment side—a few years—I think about five years after I was gone—the medical school’s relationship with the university changed as a whole. The dean of the medical school and the whole healthcare complex, the hospital and the school of public health, got pulled in much tighter to the president of the university, and their authority shifted. At the same time this was happening, they decided to change the structure of the library and to make it literally a branch of the university library. So, the staff was dispersed for the most part, and I understand now there are two librarians there as opposed to the seventeen or eighteen that we had when I was the head of the library. To me it’s rather sad, all of the cataloging and a lot of the reference moved to the central library, and I don’t think the students or the faculty got the same kind of service that they did when the library was under the dean of the medical school.

LM: All right, we will move on to Harvard. You have already told us about some of the struggles, but tell us about some of the accomplishments because there is a long list here.

JM: Oh, a lot of really good things happened at the Countway. The Countway was an award-winning building when it was finished in 1965. It was a gorgeous library facility, and it had fallen into a state of disrepair. We were finally able to get the funding and support of the medical school and others to do a complete renovation of the building. That was a huge accomplishment. We ended up moving every one of the estimated 800,000 volumes that were in the library, every staff office moved at least once, and we stayed open the whole time of the renovation. But, we ended up, I think, with a lovely, functional building with a knowledge information center and classrooms. It was really a huge undertaking and, I think, very successful.

There was also a group of us involved in raising funds for the library. Harvard did not want to put all of the money into the renovation, and we were able to raise 10 million dollars in a very, very short period of time to complete our share of the fundraising that needed to go on. And I say, one of the difficulties of my job at Harvard was that because there were so many bosses, very few parent organizations wanted to take responsibility for the library. The medical school would say the school of public health was partly responsible or the dental school was responsible. The dental school would say the medical school was responsible. In many ways, we were orphaned just by the fact that it was such a complex relationship. So, when it came to fundraising, I had to fight very hard to get support from the development office to actually raise funds. We ended up with a faculty committee, faculty and friends committee, that made us successful. It was not driven by the fund development department, it was really driven by this small, active committee that helped us get to their friends and others to raise the money. I’m really very proud of that.

I think the other thing, well, there are a lot of things. We became very active in the Harvard library system and let it be known that the medical school’s library needs were different from the needs of the business school library or the government school library. I think we impressed the Harvard librarians with the uniqueness of our needs, and we became a very vocal and productive part of the University Library Council. Another

thing that I take great credit for was my wise move of hiring Lucretia McClure to assist us with some very difficult activities in straightening up the rare books and special collections department. I consider it a very brilliant move on my part to recruit her to come and help, because the problems were long and deep. I needed somebody with her level of wisdom about medical collections to really make things happen to get the collections under control. Without her, I would still be wading in many, many duplicates, many, many broken books, and many books that appeared in the catalog but didn't appear in the shelves, or appeared on the shelves, but not in the catalog. And I thank you, Lucretia.

LM: Well, it's a great experience to work in this library. And I thank you for the opportunity. Judy, do tell about putting in the up staircase in the renovation. Because you know, not many libraries have the kind of space the Countway has or the size. And everything that happened in the renovation took enormous effort, but one of the most striking things was changing a staircase.

JM: That's true. We have a unique architecture in the Countway Library. And I think about these staircases that are kind of spiral DNA going up in the center of the library. But, it was clear that the pattern that was established by the staircase was not really serving the users' needs. They really could not get easily from here to there. So we were able to put in, with much ado, a second stairway that went up to the second level of the library. And to do that, they brought a great steel beam in the front door of the library and added that to the infrastructure of the facility itself. It was a very tricky operation to get that in, and they were able to match the terrazzo that was put down in 1965 to make it look identical to the original staircase. It was a real architectural feat to have this happen. And I think it left the library with the same feel that the original architect intended. We really didn't destroy the integrity of the building, but we added something that was of great benefit to the users. With a new staircase, you were able to come in and get directly up the stairs to the reference area, which was very powerful. It sent a message, to me at least, that this was the place to go, and you were led into the new staircase. I love it, and I actually have a photograph that my son took leaning off the balcony looking down on my DNA staircase. It's wonderful the way it spirals down—just the cat's meow, Lucretia.

Other really good things about being at the Countway... I think we were able to hire some very bright staff that helped move us forward into service mode and into a technology forefront. One of the staff worked very hard to develop an Alzheimer's research forum that is really the place to go for information about Alzheimer's, not only the disease, but potential cures. We were able to get grant funding to help us do this, and it's still living, this dot-com site is living, not at the Countway, but it's still going on, and it was a very powerful model of what one could do with a disease-specific website; very wonderful. We also developed something called Biomedical Image Library, which took confocal microscopy images, which are data sets, and built a system whereby scientists could go into this BIL and retrieve this holding set and be able to manipulate data sets. I think it was one of the first in the country, and I believe it has the potential to spin off other kinds of projects that would bring data sets together. One of the things that was also obvious when I first got there but didn't get dealt with until late in my tenure—well

halfway through I guess—was the Warren [Anatomical] Museum, which is a famous historical anatomical museum that has an amazing collection of anatomical specimens and artifacts that was in a real state of disrepair. There was a half-time curator who really didn't spend any time in the collections. Things were in very bad shape. I was able to convince administration to bring those collections under the umbrella of the Countway Library, and we were able to hire good staff who put things in order and now have a lovely exhibit that changes and real accountability and a real record of what is still in the collection. So I am very proud of that. The archives were at the Countway, but there was no staff really to manage the archives. We built up an archival staff and we also added records management to the portfolio of the library, so there would be some order to the Harvard Medical School records that were being generated every day and needed to be more integrated into the Harvard University archival system. That work is still ongoing, and I hope it is ultimately staffed to the point where we really can get to good control of the archival record.

LM: Well, it's important because the Countway has the largest collection of medical manuscripts of any library in this country, and it's one of the great elements of that library. Also, Judy, would you comment on the fact that in addition to the schools and to the Mass Medical Society and the Boston Medical Library, you had seventeen affiliated hospitals.

JM: Well, there is that. Another level of complexity of the Countway. The medical school actually sends its students to seventeen different hospitals, and the vast majority of those had their own libraries with their own librarians. And they had been content really to do things on their own without the Countway Library. I think a new librarian at the Countway made them a bit nervous about what would happen to their libraries. I think they could imagine a scenario in which their administrators might give up their libraries for the Countway. That made entry into their world a little difficult on the front side, because I think they were nervous about what a new librarian would do. We were able to work with them, not to the level that I would have liked, given my experience with the consortium. But we were able to test out an online library that we all subscribed to. We got a grant from the university president to put together an online collection that all of the hospitals could get into and their staffs could get into. It didn't stick together because we didn't have full consensus on what databases we should be combining. That was an interesting experiment. I would say that that's kind of on the list of what didn't work to the extent that I would have liked. The faculty often had their principal affiliation with their hospital and an appointment with the medical school, so it was difficult to tell for them where their library affiliation should be placed. We did have some faculty who felt their loyalties should be with their individual hospital library and fought very hard for separation of church and state. And there were an equal number of faculty who felt the other way, that the Countway should be the hub and the hospital library should be subsumed under the Countway. We ended up with a truce, I think, and we ended up leaving things rather as they were. Most of the hospital libraries had their own consortium that they were involved with and their own relationships that they had established for interlibrary loans. But there was a period of time in which many faculty in the hospitals were being sent to the Countway for interlibrary loan as opposed to going

to their own hospital library for interlibrary loans. So it was always an interesting dance for me. I have a lot of respect for hospital librarians in those affiliated institutions. I think many of them are providing excellent service to their clientele. But I do believe that because we had the larger collections, many people wanted to come to the Countway for service and space to be able to do their research. So, it made for an interesting time.

LM: Well, I think we were going through a lot of library revolutions at that time, and that was one of them. And many hospital libraries, just as they are today, faced closing or merging, and it's been a difficult time for all hospital librarians in this country.

JM: I think that's right, and even when I came, we weren't in quite the straits that we are today. But I think they were still nervous about what would happen with a new central...

LM: And rightly so, because they had been through struggles before, and it's very important that they are part of the information world that centers around the Countway, because they are right there.

JM: Well, and as you heard, one of my best experiences or accomplishments is really being able to deliver the right stuff to the clinicians, and I don't think in a university library that has many affiliated hospitals that a central library can do that kind of hands-on work with the clinical units.

LM: And we're not open all night. Hospital libraries are available to their residents and physicians and nurses all night. And I think that's the kind of thing that we cannot do in an academic library to the same extent. So, I think it was a great combining of activities and a feeling that we are all in this together that you engendered at the Countway.

JM: I hope that's true, I hope that's true.

LM: Well, I think that librarians in general are nervous today anyway, because they see budget cuts, they see space being taken away for use by other units in the university, and so it's been our job to keep ahead of this.

JM: Well, absolutely, and I think the bigger concern now is that people can search for themselves, and they worry that they are going to be obsolete because they are not needed to do those searches. But I would argue that there are a lot of things that the hospital librarian who has the direct connection with the client can be doing. It's a matter of looking around and figuring out where the information holes are and how they might fill those holes, because there's never enough time for a clinical person to get the resources that they need. There's never enough time. And if you've got a specialist who does this all the time, you really are faster and more efficient, and more to the point, you get more quality results if you've got a professional who's really doing the...

LM: And a lot of them are also furnishing patient libraries in the hospital, which is a tremendous asset to the patient and the family. So they are not easily replaced.

JM: No, I wouldn't recommend that at all.

LM: Judy, were there any other disappointments for you as you concluded your work at Harvard? You worked there fifteen years, and there were tremendous things to accomplish.

JM: Well, you know the work is never done. It doesn't matter who you are, the work is never done. I remember after I made my first round of hires, I told my boss—one of my bosses—that I had put my team together, and he said to me, "Well, you put your first team together." And that was true at the Countway. In fact, one of the things that I regret is that I was never able to put together a team that gelled like the one at St. Louis U. I have thought about that a lot as to why it didn't work. My conclusion was that we had seventy-six staff members at the Countway at the height of its glory, and at St. Louis U I had thirty-seven staff members total. I think that St. Louis U was just the right size to really get cohesion among the staff. At the Countway, it was just a little bit too big. It wasn't big enough like a large university library, where you could really have divisions, and units could do their own thing, it was right in between. And I think that made it difficult on many levels to really come together in the kind of way that we were able to do in a smaller institution. Having a team that worked together brought me great joy, and while I took great pleasure in the individual work that the managers and the staff did at the Countway, there was never that overall sense of joy that we were really all together in the same way. And that's too bad.

LM: It's too bad, but inevitable probably in the setting that it was.

JM: Probably. The other thing I think in reflecting on the Countway is that the organizational structure of the library made it hard for the director. In part, because we officially reported to Harvard on one side and to the Boston Medical Library on the other side. And the director at the Countway Library was—I'm not sure if this is still the case—also the executive director of the Boston Medical Library. So, you were not only running a library, you were running a not-for-profit organization. And the Boston Medical Library was a full-blown not-for-profit. It had a portfolio of 15 million dollars and twenty-seven members on the board of directors, it had functions that it wanted to have on a regular basis, the history of medicine lectures, other lectures and meetings, bylaws to work with, committees to work with. That took a lot of energy to get a volunteer group to keep it going. And the level of need from retired physicians who were on the board was pretty high, and you had to be accessible to them when they wanted to talk to you. So, phone calls would come, and it's the president of the BML or it's the secretary of the BML. It took a lot of time. I learned about managing a portfolio, even though we had to work through a bank to manage the portfolio, we also had to deal with the BML lawyers. We had to deal with the interaction between Harvard and the Boston Medical Library all under the constraints of a treaty that was written in 1965 [1960] that spelled out the requirement for a joint library committee, spelled out the requirements for thinking about the collection and labeling which books were bought with which money. It was a level of complexity that I think would make it difficult for any director coming in, and we weren't able to do some of the things that a typical library would be able to do. Putting in an

approval plan took a lot of head scratching to think about how you would manage who bought this book. Was it the BML or was it Harvard? Thinking about what to do with duplicates. Do you keep the Harvard book or do you keep the BML book? Lots of very idiosyncratic problems that are not typical in an academic library. Before I got there, the contract between the BML and Harvard read that the head of the Countway would report to Harvard and the associate director would report to the Boston Medical Library. That exacerbated the division of the staff in ways that are just not calculable. It was very split loyalty and made for very, very difficult times. And I asked—in my plan for the Countway—I asked that that be changed before I came on board, because I did not think it would be tenable to have an associate director that didn't report to me. But in doing that, I took on the burden of being the BML executive director, which was that layer of complexity. I believe that since I have left, the contract has been shifted again—at least I hope so—for the new director.

LM: Well, Judy, in addition to all of the things that you've done in your three institutions, and I must say they are enormous, you have also given a lot of your time and energy to other library organizations and to other librarians across the country. So, tell us a little bit about some of your satisfying activities outside the library. First in your institutions and then in organizations.

JM: Well, it's probably pretty clear that for just fun and games, I haven't had a lot of free time in my life. At Harvard, at least during the first ten years, there were an awful lot of fourteen-hour days and a long commute on each side of that. So, I spent a lot of time at work. I worked very hard, probably much to the regret of the staff, because I would be seen at all hours of the day, but I was there. I was at the Countway on the weekends, and it was a good thing my kids were in college, because I was at work a lot. Around the side of that, probably seven or eight years into the job, my husband and I bought a boat, and we did escape to the water, which was a wonderful thing. We also got a real kick out of exploring the East Coast, being Midwesterners. We loved the ocean and the mountains and the proximity to all these wonderful New England towns, so we had a good time on the weekends, once I felt like I could break away from the routine of the library. It was wonderful to be in New England. As much as I'm a Midwesterner, I think I have become a New Englander at heart. At St. Louis University, again it was really busy because the kids were still needing mom, and I had a fairly long commute to St. Louis U. I was very active in MLA during that period of time, so there wasn't time to do symphony or even read novels, something I had gotten away from in my career. So, not a lot of fun time except for the joy that I could get at work from colleagues. At St. Joe, it was a whole different game. In the beginning, it was absolutely a nine-to-five job. I didn't take a lot home mentally. I did my work and actually gave time on the side—my free time when I wasn't with my husband or the kids—my free time went to two things. One, we ran an antique show one weekend a month for about five years, which was a learning experience in and of itself. And the other thing I did during that period was get really involved in MLA and other library groups. So, I was not one to slouch around here, and you can tell, or I will tell more in a little bit, but I enjoy working with librarians. That's got to be clear.

LM: Well, tell us more about your work with MLA.

JM: I think I was a member of MLA shortly after grad school, but I never went to a meeting until the San Antonio meeting [1974]. That really did—with the paper on our consortium—did kind of launch me with the hospital librarians. They were all very interested in consortium development. It was a very hot topic at the time. So, I got involved. I started teaching a course on consortium development, and that took me around the country. I taught in a number of different places. I am not exactly sure how this happened, but a woman from Texas put my name up—I think she may have taken my consortium development course—for president of the Hospital Library Section. And I won, just at the very time that what used to be the Hospital Libraries Group was becoming the Hospital Library Section. Lois Ann Colaianne was the president the year I was elected president-elect. She took the responsibility for turning things from a group to a section and created committees, and I was right behind her writing charges for committees, making committee appointments. I put out the first newsletter for the Hospital Library Section. Poor little mimeographed two-pager that I personally cranked out on the mimeograph machine and sent personally, labeled and sent to the members of the section. So, right away, I knew a whole lot of people, hospital librarians. I knew them kind of instantly. It was great to have hospital librarian colleagues. It was absolutely wonderful.

[Editor's note: The Hospital Library Section (formerly the Hospital Libraries Group, established in 1948) was established in 1977 according to section records. Colaianne was president in 1976/77 and Messerle in 1977/78. Nomenclature in Medical Library Association publications varies, but MLA directories support the transition to section, listing the Hospital Library Section under Special Interest Groups beginning in 1978/79. The Section and Chapter Councils first met in 1981 as part of the implementation of the new MLA group structure. In 1987, Hospital Library Section members voted to change the name to Hospital Libraries Section.]

Kind of an aside, this is not MLA itself—but I had gotten involved shortly after I met John Coyne with the Midwest [Health Science] Library Network, which was the regional program in the Midwest, and had met young whippersnappers. To name a few, Jana Bradley, Ruth Holst, Sally Harms, some really good hospital librarians who became my friends for life, the kind of relationships you get when you spend a lot of time together on committees and go to dinner together and hang together at the national meetings. These became really kind of my core group as I moved into the Hospital Library Section of MLA. Plus, appointing people to be heads of committees, to nudge them along into new committees—we were just trying to figure out what we were doing in the Hospital Library Section—made for a larger circle of colleagues.

It wasn't too much later that I was nominated and ran for [MLA] Board of Directors and lost. But it was name recognition. The second time they asked me—the next year—I ran again, and that time I won. So, I got on the Board of Directors [1981-84] and had a really fabulous term of office with more bright, good people. We started a planning process with Nancy Lorenzi [MLA president 1982/83]. I learned a lot then, and I continued to



learn throughout my career with [MLA]. Probably the next big thing that happened was that I was off the board for a little bit, and then I was nominated to run for president. [Messerle served as president 1986/87.] I did and was named president-elect, and about that time the board was thinking we needed to do something more with planning. We ended up hiring a fellow, G. K. Jayaram, from the American Management Association to help us with planning for MLA. That in itself is a whole story that I'm not going to go through here. But the long and the short of that activity is that a core group of us—I think there were six or seven of us—with Ray Palmer, who was then the executive director, and Kent Mayfield, who was the director of education, met almost every weekend for about a year to do planning. We were the core group, and we would wrestle issues down and then take those things to the Board of Directors. We would wrestle the issues all over again and then go back in the core group and continue to work to get a strategic plan put together for the association. It was a long, hard process, and I earned lots of frequent flyer miles going to Chicago just about every weekend. I was a missing-in-action mom and owe a great debt of gratitude to my husband. But I think we were able to accomplish something that has helped MLA even to this day. The work was then taken to the membership as a whole during my year as president. We were able to sign off on a document called *Shaping the Future* [: *the Strategic Plan of the Medical Library Association*, 1987] that became a blueprint for where we were going with MLA. I have to say, I am very proud of that. But the sidebar is that when you work that closely with a group of folks, you get to know them very well and again are more friends for life. We are back together for five minutes, and it's like we never were apart. What a wonderful thing.

From there, one thing leads to another. There was the Knowledge and Skills Task Force, and at the beginning I think I was the board liaison to that group chaired by Fred Roper, whose house I'm at today. Like I said, friends for life. It was another wonderful experience with incredibly bright people. I think one of the things about me is that I get excited about ideas, and I love challenging debate and thinking about things in new ways. So this was a wonderful opportunity to get your opinions out there and to debate and reflect on knowledge and skills. We ended up with *Platform for Change* [1991], which was the educational policy statement for the Medical Library Association. In the process of getting there, we wanted to talk about ethics, we wanted to talk about certification, we wanted to talk about continuing education, we wanted to talk about individual responsibility and the role of the National Library of Medicine and being an educated medical librarian. We talked about the world and brought it down into a document that has just, not too long ago, been updated. It was, I think, a powerful exercise around a topic that has been one of the strengths of the Medical Library Association. For years, it has been known for its educational programs. I think we have just strengthened that with the *Platform for Change*.

LM: Well, you laid out a plan for the individual librarian. If the person wanted to take advantage of what's there, this gave you the outline. And I think it was also important for other associations to see, because it's a challenging job, it doesn't let you sit down.

JM: No! And we didn't sit down. Fred had us working from morning till night, and we used up more flipcharts than you can imagine. On a similar vein, I got involved in the Joint [MLA/AAHSL] Legislative Task Force, trying to craft our message to take to Washington to convince legislators to support the National Library of Medicine and to support medical libraries as a whole. That was another kind of intellectual opportunity to shape the thinking of our lobbyists. I was on the scene when Bradie Metheny was first hired as our first lobbyist. He had very good connections with Congress and the Senate. We took many trips up and down the halls of Congress, sitting in the legislator's office or their aide's office talking loudly about the importance of medical libraries. My first trip out, I remember distinctly being with Nina Matheson, and she had an early Apple computer. We were going to show them how you could do a search and how wonderful it was. We had a typewriter cart, and we were rolling this machine up and down the halls of Congress. And Nina said to me, "Judy, do you want to show them how to do this?" Now mind you, my searching skills weren't great, but I had never, ever worked with a mouse. I thought that the mouse worked off the shape of the mouse pad. So, when I put the mouse on the upper right-hand corner, I expected the cursor to move to the upper right-hand corner. Of course, that wasn't the principle at all. So, I unexpectedly made a real fool of myself right there in the halls of Congress. Another experience I will never forget.

I have really been involved in a lot of interesting things with MLA. I chaired the group on criteria for hospital library consultants, brought together a great group of hospital librarians, again wrestled with real issues for hospital librarians. I think we came up with a very good document that was actually accepted the first time out when we took it to the Board of Directors. They bought this from our little ad hoc group. And I was on a committee to study the feasibility of hospital library standards before we really ever had a set of standards for our hospital libraries. I feel like I have been fortunate in my life to have been at the crux of new initiatives for MLA and new arenas that actually made a difference, and that feels really good.

LM: Well, and the reason that you were there is because people recognized that you could do it.

JM: Well, it was fun, Lucretia.

LM: Well, it is fun, being a librarian is fun.

JM: Well, I agree with that.

LM: But I think also it's partly recognition that people have given you because you have come through on these real difficult issues. I mean ethics is a very hard subject to tackle, so is rules for standards. It's not "anything goes" anymore. You have to do some of these things with a purpose in mind. So, I think that not only the association but the profession has benefited from your presence in these committees and organizations because you have given us leadership that we desperately needed.

JM: Well, I do appreciate that, Lucretia. I feel like I have gotten so much from MLA, so it is a small thing to have given back. I certainly have gotten back more than I gave. One thing that I will take absolute credit for, and I think every incoming president of MLA should thank me: when I got to MLA as president-elect, the job of the president-elect was to serve as chair of the Committee on Committees. We were responsible for all of the appointments and extension of appointments on each committee. We hadn't had a full-time executive director for very long, and I did it. I wrote letters to every new member of a committee, every past member of a committee, even thanked the ones that were going out. I wrote those letters, sent them out, and I said to Ray Palmer, "The next person cannot do this." And bless Ray's heart, he took up the responsibility and really systematized it at headquarters. The next person only had to name the names. They didn't have to write the letters or handle any of the logistics. That was all taken care of by headquarters, a real step forward for a young organization with a new executive director.

LM: And a great plus for the person coming in. Older presidents used to say they spent every morning on MLA business and every afternoon on my library. So it was a real commitment, it is today. But to spend that much time on this kind of work at MLA was difficult, and you freed us from that.

JM: I take full credit.

LM: And I thank you. Well, Judy, MLA, I think, has always been the primary organization that medical librarians work in because it covers all kinds of medical librarians, not just hospitals and academics, but special libraries and educational institutions and so on. So, we have a wide range, but there are others. The Association of Academic Health Sciences Libraries is also of particular value to the library director, and you were also president of that organization and worked in it for many years.

JM: I was a relative newcomer to AAHSL, having worked mostly in hospital libraries for the first eighteen years of my career, so only when I became director at St. Louis U was I eligible to be a member of AAHSL. You know, it's a natural group, the directors of the academic libraries. You have lots of interests in common, plus it's a fairly small group, so you are able to interact easily amongst the membership. I'm not sure how I came to be elected president, but I was happy to do it. I think it's a very important organization. I think we had a good year—I had a good year as president. We were looking at the budget, which is typical. We had just hired a new executive director for the association, moving away from being a volunteer group, so our first executive director. And we had to look at more money. We did a very interesting exercise during my annual meeting in which we took a theoretical number of dollars for each person, and everybody was to spend those dollars on the priorities that they felt we should be addressing. It was a very simple exercise, but it was very powerful in identifying how the directors wanted us to shape ourselves around addressing legislative issues and really trying to get a forward look for where academic libraries were going. That was fun, and I think they have moved increasingly to planning and thinking about themselves. At that meeting, the membership voted to increase their dues, I think we went from \$500 a year to \$1500 a

year, and that was a phenomenal change for the organization. It made some people fairly unhappy, but for the first time we had the resources to act like a real grown-up organization and to bring groups together between annual meetings to do real work. I think it moved them forward a great deal.

Before I became president, I was on the editorial committee for the statistics [*Annual Statistics of Medical School Libraries in the United States and Canada*], another learning experience. And another opportunity to really rub shoulders or test your brain against some very bright people. We were trying to think about how the statistical indicators that we were using really reflected the business of the library as we were moving to more and more online work. And to think about whether it was really measuring value to count how many people came in the front door and how else might we measure our value to the institution. So, we did a lot of work. I was on that committee for five years, and we did a lot of thinking about performance measures. But we were never able to put anything specific in place, and we continued with a lot of the same measures that we had in the past. But I think there is still ongoing work to try to figure out how we can document value in a more proactive way to get the message out to what a difference the library makes.

The other fun thing that I did, if you will, was to get appointed to the Charting the Future committee, which was an extension of the thinking of *Challenge to Action* [1987 joint AAHSL and MLA planning and evaluation guidelines for academic health sciences libraries], which was done by a committee chaired by Erika Love, I believe. This was another young Turk group that got together to think about exactly how we should be measuring our progress towards an unknown future. Again, it was a lot of work and a lot of fun, and we burned through lots of flipcharts and emails back and forth. A small group of four people, Michael Homan, Karen Brewer, Gail Yokote, and myself, developed a document [*Building on Success: Charting the Future of Knowledge Management Within the Academic Health Center*, 2003] that became a marketing tool for us to share with the administrators in our home institutions. I think it was another really positive step for the profession. We looked professional ourselves in getting this document out and tying the thinking to the current hot topics and interests of the CEOs or the deans of the medical schools. It was another contribution to the medical library profession that was a lot of fun.

LM: It's too bad that people don't realize how much fun we have as librarians both in our jobs and in our organizations.

JM: I think that's true, and I think we have very, very bright people, once you get past the superficial "hello" chitchat, some really deep thinkers that you can go to amazing levels with and come up with something that's quite meaningful. Unless you stick your toe in the water and try it, you never recognize what's below that surface. Too many members just skate along, thinking that it's the "hello" at the annual meeting that is the draw. It's really an opportunity to compare notes on a philosophical level.

LM: And challenge each other, which you do in a small group. Well, Judy, in addition to those kinds of organizations, and you have been in chapters and you have been in regional groups and a whole lot of other things, but one of the most important areas in which you contributed is some work at the National Library of Medicine. After all, I don't think any of us could function in our own work if we didn't have the National Library of Medicine and its contributions and resources that we all use. Now, one of them is called the Bethesda 11. I know there has been an oral history of that, but I think you should just comment on that for people who have not heard it. What is the Bethesda 11?

[Editor's note: The 2002 interview with Messerle, one of a series with participants in the January 1978 Bethesda 11 meeting, is available as part of the MLA Oral History Project.]

JM: Well, long ago, there were eleven regions in the country that NLM had set up as part of the RML. Dr. Martin Cummings was the head of the National Library of Medicine. Someone there decided it would be good to get input from hospital librarians for the Regional Medical Library Program. John Coyne, the fellow who was kind of my mentor early on in the Midwest region, recommended me to represent the Midwest region. Each region had one librarian who was supposed to come to the National Library of Medicine to talk about hospital libraries. At this point in my life, I had barely been out of Illinois for professional reasons. I was still a one-person librarian and being invited to come to the National Library of Medicine was quite an honor, and one that I took quite seriously. And so did every one of the ten others, we were all very serious in our purpose. At first, it appeared as though it was going to be free form, just come and talk. And then we got a message from Peter Clepper, who was at the extramural programs at that time. The direction was that we were to speak on a certain topic, and there was an array of issues that they wanted to address. We were each to choose a topic. The topic I chose was the issue of small hospital libraries. Because I was in a small institution, I thought I could represent that fairly well. And not good enough to just pick a topic, the next requirement was that we write a paper and submit it to NLM. So, I wrote a paper on "Two Hundred Beds and Under: the Hospital Library in a Small Institution," and I sent that off. Then came a response from NLM responding to the paper. So, we had their position and our position side by side, and we were to come then to NLM and discuss it. Well, of course we are all in the same boat. We all had done our papers, and we'd all had NLM's responses. Some of them disagreed with our position, so we knew individually if we had support or we didn't have support, walking in the door. We ended up being brought into the boardroom at the National Library of Medicine with many staff around the perimeter and a darkened room with Dr. Cummings at the front of the room. We got a slide presentation on the National Library of Medicine sort of setting the stage. I should say, before that, the night before that, Peter took us all to dinner, so we met each other for the very first time. And I was feeling anxious. I suggested that we all come to my room afterwards. So, we came in, and we talked about what we would like to see from the meeting, what would be a good thing to see. We had a general idea that it would be nice for them to hear us and for us to hear them, but we didn't have a game plan. There was one bed, there were eleven of us, and we were in a little bitty hotel room, so we were all jammed in there. It was a chance for us to talk without NLM staff and get to know who

was who. Then we got to the meeting, and it became pretty clear that one of us, Judy Topper, who had the topic of interlibrary loan, was the most controversial in the group, because Dr. Cummings did not believe that hospital librarians...

[tape two, side one]

[filled more ILLs than NLM]...the house was set against her, so to speak. Dr. Cummings challenged Judy directly on her facts, and it got pretty tight in the room. I think part of what made us the Bethesda 11 was that at that moment Jane Lambremont was leaning forward in her chair, and off the chair went Jane and down under the table. It just broke up the tension in the room completely. There was poor Jane with her hands on the table, trying to pull herself up, and all these men rushing to her rescue. It really did kind of save the day. We went back to the hotel after that day's session, and we had another three-quarters of a day to go with everybody in the boardroom. So, I suggested that we come back to my room, and we did. All of us were crowded in, and we plotted and we came up with a set of principles that we wanted to come out of the meeting. Judy Topper was, in an earlier life before she was a librarian, an editor. So she was a very good writer, and she agreed to write up our discussion. In the morning, we presented NLM with our principles. And much to their shock that we had organized overnight and that we were taking a stand as a group, not as a bunch of individuals, made it kind of hard for them to deny us. We all went home feeling very good about ourselves and bonded at the hip, because here we were from all over the country, and we became instant, lifelong friends. NLM finally responded to our document, and they bought just about everything we had to say. We became heroes within MLA among the hospital librarians. We were really a force to be reckoned with. For many years afterwards, we had our annual Bethesda 11 reunion, at which we would regale ourselves with the tale of how we conquered NLM.

I think we all made a reputation at that meeting, and many of us were invited to come back to NLM and participate in other ways. I was lucky to be chosen to serve on the BLRC [Biomedical Library Review Committee] and review grants. I was there for the early MEDLARS review. I got to be on NLM's planning panels looking at what NLM should be collecting, and after that I served on a lot of individual review panels. So, I have a lot of respect for what the National Library of Medicine does. I think it certainly gave me more visibility into their world, all this participation, and I really do respect what they have done to help the medical library cause. Lucretia, you and I were both involved in the [Joseph] Leiter Lecture when that was held at the National Library of Medicine. I was on the daylong symposium on building new libraries, and I was there for a discussion about the use of acid-free paper by the publishers. So, I have been involved with NLM and MLA, and I have to say much of what I know and am today is because of those two organizations.

LM: Well, I think it's true for all of us. The products they produce, the people that they have who willingly share with all of us, I think they would do the same for all librarians. And I think we are unique in the library world in that others don't have that kind of library as their support.

JM: Well, I think we are privileged in that regard. The [National] Agricultural Library is the only one that is parallel, but it never developed agricultural librarians around the country and never had that kind of immediate need of patient care. So, I think it's rather dramatic what NLM has done for us.

LM: And a tribute to their leadership.

JM: Exactly so.

LM: Well, Judy, you've had a lot of other library organizations in your career, the White House Conference [on Library and Information Services], the Midwest Health Science [Library] Network, all of these others. They have played an important role in your profession and your career. You've given to them just as you learned from them. What do you think about the future of our profession? Do you have some concerns about the future?

JM: Well, I do, actually. I graduated from library school in 1967. They were just figuring out that DNA made a difference in the world. That was new knowledge, and look where we are today with the genome. I had to build a little database with punched cards when I was in library school. There was no such thing as the Internet, no such thing as MEDLINE. The world has changed so much since I graduated. I did my library training with books and journals. There is a whole new world out there of different things and different tools and different ways of thinking about things. And part of my worry about the future of the profession is really how we can continue to be valuable to the communities that we serve. In the old days, I think we were absolutely the keys to the kingdom. If you wanted to get into the literature, you almost had to know a librarian who knew where to look for what. And in the day of Google, people have access to information like they never had access to information. I read someplace that everybody in this country will one day be a knowledge worker, responsible for managing knowledge in one way or another. So, if you think about the physicians, they're now responsible for bringing together lab results and information on the latest drugs and drug interactions. They need information in a way they have never needed information in the past. And they're expected to manage information in a way they never did when they were in their training. So, where does that put medical librarians for tomorrow? I'm concerned that employers are less and less convinced that we're needed to keep people up to date, that we're needed to manage information and knowledge. I have always thought that if NLM becomes stronger, the need to do things individually becomes less. As OCLC grew in its power, there was less and less need for us to catalog individually. So, I don't know. My crystal ball is not clear as to where we are going in the future, but I do believe that the librarian of tomorrow is going to have to know a lot more about basic science and genetics and a whole new vocabulary and a whole new way of accessing knowledge resources. And I suspect a whole new way of managing things that heretofore have not been managed, like BIL, our Biomedical Image Library, which is aligning the manipulation of data sets, something that I would never have dreamed of when I was going to library school. And quite frankly, at the Countway, when we developed BIL, we

had a geneticist working to develop that, a fellow who had a library degree, but was principally a geneticist. How do we incorporate that into our thinking so that we can really partner more with our clients to get real access to what they need? I remember talking to a geneticist at Harvard. I was talking about the Countway being more involved with biomedical informatics, and he looked at me and said, “Why would I turn over files on informatics to the library when that is my work for the future? I am the bioinformaticist. I do my research with this data. Why would I hand that off to somebody else to do?” I think there is room for us for the long-term management of this data, but the active use is going to be with the researchers, and they’re going to have to work with us on how to organize it so the retrieval makes sense. We can’t go off in a corner and do it by ourselves. We don’t have the Ranganathan rules to guide us on how to organize this. So, I think there’s a whole new world out there, and a lot of our future will depend on how library schools are training the new graduate and post-graduate. I think there is going to be training after graduation to be able to manipulate data and knowledge in a way that is meaningful. We’re drowning in it right now, and I think—I worry—I watch these folks, who I do believe need to manage some of their own things, but I worry about them discovering things that librarians knew a long time ago, and making bad mistakes in setting up databases in ways in which their information is not retrievable... You don’t have a vocabulary or common terminology to label things, so you get garbage back in return. I worry a lot about that. And beyond the question of employment and management of new knowledge, I worry about the milieu in which we’re working. I worry about the reliability and integrity of the scientific writing, why there is too much fraud out there, and can we trust the product to be delivered to the hands of the user? I worry about privacy. I don’t like what I see that the federal government is doing, but I know about DoubleClick and how cookies can be planted in computers and all of your keystrokes can be shipped off to another world. And what about our deep-seated belief in the privacy of the user? Where is that going to go? What’s going to happen to our ethics? What’s going to happen to censorship for tomorrow? Will we be able to deliver things that are controversial? I am concerned about where society is going and where that is going to take our profession. I have personally found this to be kind of the best place in the world to be—the crossroads of new information, science and medicine, and new technology helping us discover, and all of our basic ethical things coming together. The milieu has been wonderful, but it’s beginning to be skewed. And I don’t know if it’s because it’s different than it was when I was graduating, or whether I am just getting old, or whether it’s truly shifting in a way that is fundamental and will change the way people have to think about delivery of information and knowledge in the future. It’s a concern, it’s a serious...

LM: I think it also is a concern for the historian, because we are in the era where now rare books are not under copyright and old materials are not under copyright, so they can be freely digitized, but what does that mean about their security for the future? If you can put it on the Internet and you can take it off and manipulate it, then how can you trust that, and what do rare book librarians have for the future? I think the same concerns.

JM: Well, exactly. I remember when I was still at the Countway, there was an incident with one of the major publishers who published something in digital form and print form, and



they discovered the error of their ways and they took it offline. They just deleted the article, and they wrote to libraries and asked us to take it off the shelf. Well, we didn't do that, but it did disappear from the online record. So, I think you are absolutely right that we can no longer ensure that integrity unless we have got something that is not erasable—the print word—and that's disappearing.

LM: That's right, and the threat with personal papers and manuscripts is equally of concern because when that's digitized, then you have no control over where it goes. If it gets to your computer, then you can forward it or you can take it off and scan it and manipulate it, do all this kind of stuff. So, it seems that there is a threat at every corner.

JM: It leaves me cold, because there may come a point when you can't trust anyone, and that would be tragic for everybody.

LM: Because that doesn't allow you to distinguish the true from the false. Judy, one of the last things that we want to talk about is, over your career you have met dozens of people, not all librarians, but people interested in libraries and knowledge and learning. Who are some of the standouts that you recall?

JM: Well, the list is long, and I risk, in naming names, missing some very important people. But I will share a few. Probably I will start chronologically. I think about the librarian who told me I should go to library school. She stands out in my mind. She was a dear lady who was very kind to me as a student worker, and she certainly pointed me in the right direction, so she gets a lot of credit. I have to thank Estelle Brodman for getting me out of hospital libraries—not that they're a bad place—but because it was time for me to move on. She really, I think, with her recommendation, launched me into the academic library world. So, she jumps out.

LM: Also, doesn't she also just challenge you every time you talk to her?

JM: Well, Dr. Brodman was a unique individual. I get excited about smart people, and I enjoy the intellectual back and forth, to some extent. But Dr. Brodman was also so smart, she was a little intimidating to a hospital librarian.

LM: To anybody.

JM: But I always felt, right or wrong, whether I agreed with her or not, she always made me think, and that was important to me just to be stretched to think about things differently. So, she gets really high marks for that, even though sometimes my knees were knocking because she expected you to be prepared. I think some people thought about Dr. Brodman, that she wanted acquiescence, but it's my distinct impression that she wanted you to push back. And when you pushed back, sometimes you got that rare smile from her that was worth it all. It said to me that she wanted the discussion just as much as I did, which was a good thing—it was a good thing. So, she's up there pretty high on my list. I have to put Lucretia McClure up there near the very top of my list, because I have not had a lot of real mentors in my life. I have been on my own way too much in the

sense that I was the director of the little nursing school library, I was the director at St. Joe's, I was the director of the medical center library at SLU and at Countway. So, I have always been the director. And one of the things you learn early on is that you cannot be friends, in the true sense of the word, friends with your staff. It's just too easy to get caught up in politics if you do. It's just a hard thing. So, I had to look outside my own institution to find mentors, and because most of these people are on the go—just like I was—my opportunity to sit down with them was far and few between. So, maybe once a year, I would see Estelle, or the periods were far and few between. With Miss Lucretia McClure, I have had a much longer, tighter relationship with you than I have had with anybody, any other professional librarian, and it has been my fortune to be with a woman who will challenge you intellectually and make suggestions and make you feel cared for, practically my whole time at Countway. So I really value that, Miss McClure.

LM: Well, thank you Judy. It's reciprocal. I consider you my mentor, so we are equal.

JM: Cheers.

LM: But I think we both think the same of Nina [Matheson].

JM: Absolutely. Nina is another dear person. But again, my relationship with Nina has been long distance, so I haven't had that much time in her presence. She is another incredibly smart woman who just makes my brain overflow. Lois Ann Colaianni is on the list, largely through my connection at NLM when she was there, and because she preceded me in the Hospital Library Section, we had to work closely together. Jana Bradley and Ruth Holst were my co-editors, Jana was the editor, [Ruth and I were the associate] editors for *Hospital Library [Management]*, 1983. Good people—we worked a lot together. Eugenie Prime is another person who's danced in and out of my life. I met her when she was a host at one of the CE courses that I taught in Glendale, California. Eugenie was the editor of the CINAHL—*Cumulative [Index to Nursing and Allied Health Literature]*, and we became friends. She went on to become the librarian for Hewlett-Packard and did wonderful things. We bumped into each other on the Advisory Committee on Special Libraries for OCLC. She has just appeared at various times in my life and has been kind of an inspiration, a really good person. And the list—I have to say the list is long. Peggy Sullivan and Beverly Lynch were in Illinois when I was involved in the White House conference on libraries. Glenn Brudvig and Bill Budington and Irwin Pizer were all involved in the Midwest Health Science Library Network. And then I have these people, nuns who were my bosses at various points in time at St. Joe's, without whom I wouldn't know a thing about public relations or concrete slump. Sister Virginia Boos who was the director at St. Joseph's School of Nursing, Sister Alma Pukel, Sister Mary Catherine, and there is really a long list of Daughters of Charity and Sisters of St. Francis who believed I could do anything and made me believe I could do anything. So, they get lots of points from me.

LM: Well, Judy, you could go on and on with that I am sure, because all of us have been touched by so many people through our association with the organizations that we work in and love, and I think that we will wind up this afternoon with one final question, and

then if you have other things you'd like to say, we will have time for that. But, what would you tell a young person today who is looking for a career? At one time, you would have said, "I wouldn't trade this career for anything." But it's not the way you and I learned or had most of our career. So, I come to you as a college senior saying, "I want a wonderful career. Is librarianship right?"

JM: I really and truly don't know what my answer would be. I really and truly do not know. I had an interesting experience a couple of weeks ago. I have a new doctor. I'm in a new town. She is a woman, she is probably twenty years younger than I am, and I asked her how she got into medicine. She wanted to be a doctor—I think she had trouble with chemistry too—and she became a medical technician and worked for quite a few years and then decided that she was going to go back and go to medical school. And she became a doctor and she is quite good. It gave me pause to say, "Well, perhaps that would have been the right thing for me." My response, I think, to anybody who is thinking about a career, is to dream as big as you can dream. And if your goal is to become a physician, then by all means, go for it. If you really want to be a librarian, I think there are opportunities out there, but I think they are quite different than the opportunities I had in 1967. If you are going into the field because you love books and journals, I don't think it's the right thing to do. If you enjoy the pursuit of knowledge with computers and interacting with people and helping people, then, perhaps, if you get the right school, you'll be well armed to be a librarian in the future. But if you are in it for the books and journals, I think that is a shrinking world. I have to say that today, if you were to put the question to me and I was just starting out, I would probably try to get into medical school. I think the new world is going to be so different than the one I just experienced in my life. It's just going to be very different. The bottom line for me was always helping people and being close to medicine, and I always believed that people deserved an answer—to be able to find the answer—and I'm not sure that people are going to come to librarians anymore to find the answer. So, it's going to have to be a different driver in the sense of the new student in library school.

LM: Thank you very much. This has been an interview with Judith Messerle, November 13, 2008. Judy, thank you so much.

JM: Thank you, Lucretia, and thank you, Fred, for lending us your sunroom.

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## CURRICULUM VITAE

**Judith Messerle**

### ***EDUCATION:***

Bachelor of Arts, Zoology. Southern Illinois University, Alton, Illinois. (1966)

Masters of Library Science. University of Illinois, Champaign, Illinois. (1967)

Post-Graduate Course. Medical Bibliography, University of Illinois School of Medicine, Chicago, Illinois. (1967)

### ***CAREER HISTORY:***

**August 1989-December 2004. Francis A. Countway Librarian for the Harvard Medical and Boston Medical Libraries.**

#### *Responsibilities and accomplishments.*

Developed and implemented a strategic plan for the Countway Library serving the Harvard Medical School, Harvard School of Public Health, Harvard School of Dental Medicine, Boston Medical Library and Massachusetts Medical Society membership. Created a new Mission Statement for the Countway Library that was accepted by all constituents.

Responsible for the creation and work of a special fund raising committee that raised \$10M for the complete renovation of the Countway Library.

Worked with planning committees and architect to effect the renovation of the 30 year old award-winning Francis A. Countway Library of Medicine.

Planned and managed an annual budget of \$6.5M and a staff of as many as 74 FTE. During hard times also planned and managed necessary downsizing of budget and staff while continuing to serve a large and diverse population of library users.

Oversaw the computerization of the Countway Library, going from 5 public computers to over 50 public workstations. Implemented marketing and training for user access to databases such as OVID, PubMed., and launched a Digital Library for affiliated hospitals and their libraries.

Created an electronic classroom for use in teaching by Harvard faculty and Countway Librarians

Worked with faculty to create an online biomedical image library housing confocal microscopy data sets.

Served as Executive Director for the Boston Medical Library, a 100 year old not-for-profit physician's organization with an endowment of \$17M.

Collaborated with other Harvard University librarians and libraries to assure user access across a broad spectrum of library resources. Served on the University Library Council under the leadership of the University Librarian.

Developed grant proposals for the creation of a Knowledge Laboratory at the Countway retroconversion of 25000 serial and bibliographic records and holdings, AIDS resource education program, and outreach grant, funding for preservation, etc.

Brought the free-standing Warren Anatomical Museum under the leadership of the Countway Library, creating an updated inventory of holdings, initiating conservation efforts, and establishing a standing public exhibit of items in the collection. Worked to build appropriate staffing models for the museum.

Established the Harvard Medical School Records Management unit at the Countway, creating retention schedules for HMS records across departments. Integrated record management practices at HMS with those of the larger university.

Integrated online records of all monographic and serial collections into the University library holdings via HOLLIS. Oversaw the first inventory of the collection since the Harvard Medical Library collections were integrated with those of the Boston Medical Library in 1965. Started a weeding process for duplicate books in multiple parts of the collection. Started automated checkout of materials. Installed a security system for materials.

Created the Center for the History of Medicine at the Countway Library

Took responsibility for Bioinformatics at Harvard Medical School, adding bioinformatics tools to the online repertoire, creating a faculty advisory committee, and adding staff to assist faculty in common bioinformatics issues across the campus.

Developed and launched the first Harvard Medical School web site

Created the Massachusetts Medical Society Branch of the Boston Medical Library

### **January 1985-July 1989. Library Director. St. Louis University Medical Center Library**

#### *Responsibilities and accomplishments:*

Planned and directed a \$1M annual budget for Medical Center Library which serves the Medical School, Nursing School, School of Allied Health Professions, Center for Health Services, Education and Research, Graduate Program in Orthodontics and the University Hospitals.

Completed a strategic planning process for the library to provide consensus regarding new directions and purpose.

Oversaw the expansion of library outreach programs including clinical medical librarian (CML) programs for pediatrics and ophthalmology.

Provided leadership for a staff of 30 FTE's including 10 professionals, redesigned the organizational structure, reporting and communication relationships.



Served as voting member of an active library committee.

Developed management systems for improved library efficiency.

Designed and implemented a microcomputer lab, and an AV and TV production unit serving all the schools at the Medical Center.

Developed a CDROM catalog. Converting paper records to online records for the collection.

### **1984-1985. Director of Administrative Services. St. Joseph Hospital, Alton, Illinois**

#### *Responsibilities and Accomplishments:*

Provided administrative direction for the following departments: library, educational resources; medical information services (data); communications, volunteers and auxiliary, public relations and marketing.

Provided oversight for the installation of satellite communications network for continuing education, teleconferencing.

Redefined the role of the Director of Medical Information Services.

Defined parameters for a revised management information system for St Joseph Hospital, bringing DRG information together with financial information, working with SMS the data processing vendor.

Worked to restructure fund development activities of the Auxiliary.

Wrote and implemented a complete plan to initiate a formal marketing function for St. Joseph Hospital.

### **1979-1984. Director, Educational Resources and Community Relations, St. Joseph Hospital, Alton, Illinois**

#### *Responsibilities and Accomplishments:*

Directed departmental day-to-day operations of joint library and public relations department (Information Services).

Provided administrative direction for the hospital Education Department.

Served as voting member of the hospital's Administrative Council, involved in long range planning, budgeting and policy making.

Served as hospital liaison for \$7.3M professional building, representing the hospital throughout design, construction and warranty; worked directly on day to day basis with contractor and architect. The new Professional Office Building was completed in 1982.

Assisted in feasibility study for professional building, and worked with comptroller in the development of a bond issue for the hospital.

Initiated and developed computerized literature searching at St. Joseph Hospital.

Produced and published the hospital's monthly newsletter

Developed publicity and promotional materials for the hospital.

Initiated and developed monthly community health education programs to expand the hospital's public image and to enhance the health of the community.

Directly supervised five staff members.

Designed and developed specifications for furnishing and moving Information Services (including library materials) to the new professional building.

**1976-1979. Director, Information Services. St. Joseph Hospital, Alton, Illinois.**

*Responsibilities and accomplishments:*

Expanded library to include public relations.

Increased staff to handle press relations, hospital publicity position statements for the hospital.

Added Assistant Librarian position.

Assisted hospital planning consultants develop five year plan (providing community data and information).

Served as consortium coordinator for the Area-Wide Hospital Library Consortium of Southwestern Illinois.

Developed and implemented a TEL-MED program for Southwestern Illinois.

**1971-1976. Director, Medical Information Center. St. Joseph Hospital, Alton, Illinois.**

*Responsibilities and Accomplishments:*

Planned and implemented the transition of School of Nursing Library to hospital library, combining medical staff collection and School of Nursing Collections.

Was awarded funding for National Library of Medicine Collection Development Grant to build basic core library collection. (\$3000).

Designed second consortium of health sciences libraries in the US. Received \$27K funding from the National Library of Medicine for a six hospital library consortium in southwestern Illinois. Served as coordinator through 1979.

Responsible for library management, planning, budgeting, staffing and services.

Initiated clipping service and selective dissemination of information for hospital and medical staff.

Incorporated audiovisual services in library, coordinating with the education department.

Initiated Network for Continuing Medical Education and other CME programming for staff physicians.

**1967-1971. Librarian. St. Joseph School of Nursing, Alton, Illinois.**

*Responsibilities and Accomplishments:*

Served as Librarian for nursing faculty 250 nursing students and hospital nursing staff.

Wrote collection development plan to build collection to meet needs of student nurses.

Served as full voting faculty member with additional responsibility for teaching Chemistry.

Served on Curriculum Committee.

Planned and implement move of library to a new wing of the School of Nursing.

***LIBRARY CONSULTANTSHIPS:***

University of Pennsylvania, Philadelphia, Pennsylvania 2005

University of California, San Francisco, (UCSF) Medical Library 2005

University of Virginia Medical School Charlottesville, Virginia 2005

Harvard Medical School. Search Committee for the New Countway Librarian. Advisor (2005) Florida International University, Miami, Florida, 2003

Harvard University, Primate Center, Westborough, Massachusetts, 2002

Fruitlands Museum Library. Harvard, Massachusetts August 1999

Duke University, Durham, North Carolina, October 6-8, 1998

New York University Medical Center, New York, New York, 1998

Commission on Institutions of Higher Education of the New England Association of Schools and Colleges. Evaluation team. University of Massachusetts, Worcester, Massachusetts, 1997

University of Mississippi Rowland Medical Library, Jackson, Mississippi (NLM Site Visit), 1992

Howard Hughes Medical Institute, Bethesda, Maryland 1991

St. Louis University, St. Louis, Missouri, (Search for new Director) 1989

Alexian Brothers Hospital, St. Louis, Missouri, 1987

American Optometric Association, St. Louis, Missouri, 1987

National Library of Medicine, Regional Medical Library Reconfiguration, 1981-82

Idaho Health Science Library Network (IDAHEAL-NET) 1978

St. Elizabeth Hospital, Belleville, Illinois, 1977

Capital Area Consortium, Springfield, Illinois 1976-1977

Good Samaritan Hospital, Mt. Vernon, Illinois, 1974

St. Mary's Hospital, Evansville, Indiana 1974

DePaul Hospital, St. Louis, Missouri 1973

St. Anthony's Hospital, Alton Illinois 1972-1974

Alton State Hospital, Alton, Illinois 1968-1982

### ***TEACHING EXPERIENCE:***

Medical Library Association Continuing Education Courses:

“Library Directors: Knowledge, Skills and Career Paths” Co-taught with Wayne Peay, Rick Forsman, and Jim Shedlock. MLA Annual Meetings in 2002, 2003, and 2004

“Development and Operation of a Health Sciences Library Consortium” MLA CE 37

Denver, Colorado September 14, 1977

Vermillion, South Dakota August 11, 1977

Baltimore, Maryland January 20, 1978

Chicago, Illinois June 11, 1978

“Health Care Planning and Administration, MLA CE 33 1979-1980

Glendale, California April 29, 1980

Atlanta, Georgia April 10, 1980

Oakland, California February 14, 1980

Syracuse, New York October 18, 1979

Honolulu, Hawaii June 2, 1979

“Strategic Planning: a practical approach”, 1985-1987

Wichita, Kansas, September 30, 1987

St. Louis, Missouri, October 2, 1985

Clinical Faculty, Department of Hospital and Healthcare Administration, Center for Health Services Education and Research, St. Louis University, 1985-1988

Lewis and Clark Community College, Godfrey, Illinois, “Library Cataloging”, 1975

### ***HONORS AND APPOINTMENTS:***

Massachusetts Health Sciences Library Network. (MAHSLIN) Inducted as Member: “Hall of Fame” April 28, 2006

Marcia C. Noyes Award, Medical Library Association San Antonio, Texas May 2005

Harvard University. Radcliffe Institute for Advanced Study. Schlesinger Library. Search Committee for the Deputy Director of the Schlesinger and Librarian of the Radcliffe Institute. September 2004

National Library of Medicine. Special Emphasis Panel for the Review of Internet Access to Digital Libraries (IADL) and Information Systems Grant Applications. June 9, 2003, April 2, 2004, Chair, July 9, 2004

National Library of Medicine. National Network of Libraries of Medicine. Site Visit participant. Worcester, Massachusetts. June 2003

National Library of Medicine/Association of Academic Health Science Libraries Leadership Fellow Program. (Inaugural Class) Mentor for Patricia Higginbottom. 2002-3

Medical Library Association. Hospital Libraries Section. “Scroll of Exemplary Service. May, 2002

Medical Library Association. Oral History Program. Interview as participant in the NLM “Bethesda 11” May 2002

Gillespie High School Wall of Honor for Distinguished Alumni. Gillespie, Illinois August 31, 2002

New England Journal of Medicine. Inaugural Library Advisory Board 2002-2004

Harvard Medical School, Dean’s Award for Support and Advancement of Women Staff at Harvard Medical School, 2001

Elsevier. North American Science Advisory Board. 2001-2003

Medical Library Association Named Janet Doe Lecturer, ‘*The Road Not Taken*’, Medical Library Association 2000

Medical Library Association, Fellow, 1999

Medical Library Association. One Hundred Most Notables. (In honor of the 100<sup>th</sup> anniversary of MLA.) 1998

American Association for the Advancement of Science (AAAS) Fellow, 1997

Board of the Friends of the National Library of Medicine (member) 1997-1998

Commonwealth of Massachusetts. Board of Library Commissioners. Advisory Committee for the Massachusetts Health Reference Institute. 1995-1996

OCLC Special Library Advisory Committee (member) 1995-1997

National Library of Medicine. Reviewer Fellowship Grant applications. June 30, 1994

President, Association of Academic Health Science Libraries (AAHSL) 1993-1994

Massachusetts Medical Society Automation Task Force 1993-1996

American Medical Association, Committee on Health Education and Accreditation, 1992-1994

National Library of Medicine. IAIMS Reviewer Bethesda, Maryland. March 5, 1992

National Institutes of Health Reviewers Reserve, 1992-1996

National Library of Medicine Region Eight, Regional Advisory Committee, Farmington, Connecticut, 1992-1993

Harvard Medical School. “opening ceremony and reception” Her Royal Highness Princess Maha Chakri Sirindhorn. Boston, Massachusetts. November 12, 1992

Medical Library Association. Academy of Health Information Professionals (AHIP) Distinguished Member, 1995-2000, 2001-2005, Emeritus, 2006-

National Library of Medicine, Region One Regional Library Committee New York, New York, 1990-1991

New England Journal of Medicine. Reviewer. March 1991

National Library of Medicine, Special Review Committees 1989, 1991, 1994

National Library of Medicine Biomedical Review Committee (BLRC) (member) 1988-1992

National Library of Medicine Advisory Group on Resource Planning Grants and Medical Librarianship Education and Training. Bethesda, Maryland. 1988

President, Medical Library Association (MLA) 1986-1987

National Library of Medicine. Sesquicentennial Awards Ceremony and Gala, Invitee. Washington, DC, September 16-17, 1986

National Library of Medicine. Long Range Planning Project. Member Panel #1, Building and organizing the Library's Collection, 1985-1987

YWCA of Metropolitan St. Louis, Special Leadership Award nominee. June 18, 1985

Medical Library Association. Elliot Award for "work published in the year which has been most effective in furthering medical librarianship" 1984

Midwest Health Science Library Network. Certificate of Appreciation "in meeting the goals and implementing the programs of the network. Presented by Irwin Pizer and Ruby May. October 26, 1982

National Library of Medicine. Review of the Regional Medical Library Program (RML) Consultant's Panel, Bethesda, Maryland September 1981

U.S. Office of Technological Assessment. (OTA) MEDLARS and Health Information Policy Advisory Panel, member, 1981-1982

National Library of Medicine. MEDLARS III Task Group and Hospital Librarians Group. February 25, 19880

Outstanding Young Woman of America, 1980

Illinois State Library Advisory Committee 1979-1981

National Library of Medicine, Hospital Library Advisory Panel member, "Bethesda 11", 1978

Illinois White House Conference on Library and Information Services. Official Delegate Springfield, Illinois November 12-14, 1978

Illinois White House Conference on Library and Information Services. Regional Planning Committee, Chair. 1977-1978

Joint Commission on Accreditation of Hospitals. Reviewer: Draft revision of the Professional Library Services section of the Accreditation Manual for Hospitals." August 1977

National Library of Medicine. Review of the RML/RMP Programs. Member of Consultant Panel, San Antonio, Texas 1974

Medical Library Association. Certification Grade 1, 1971, Recertification, 1983 and 2001

Phi Beta Mu International Library Honor Society. 1967

Who's who in the World, 1987, 2008?

Who's Who of American Women 1985, 2000

Who's Who in America 1992-2007

Who's Who in the Midwest 1985

Who's who in Medicine and Healthcare 2003-2004

Who's who in Science and Engineering 2003

The World Who's Who of Women. 1984-1985

***MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS:***

Association of Academic Health Science Library Directors: 1989-2004

President 1992-93

Board of Directors 1991-1994

Charting the Future Task Force, 2002-2003

Scholarly Communications Committee 2002-2004

Legislative Task Force, 1995-1998

Statistics Editorial Panel, 1988-1993

Medical Library Association: 1968-present

President 1986-1987

Chair, Nominating Committee 1985-1986; member, 1980, 1991, 1996

Representative to the Coalition for Networked Information 1999-2004

Representative to the Association of Academic Health Sciences Libraries. 1994-1997

Leiter Lecture Committee member 1993-1995

Knowledge and Skills Task Force 1989-1993

Member, Janet Doe Jury, 2001-2003, Chair, 2003

Chair, Joint MLA/AAHSLD Legislative Task Force, 1987-1988



Awards and Honors Committee. Member, 1987-1988

Chair, Ad Hoc Committee for Fellows and Honorary Members 1987-1988

Chair, Committee on Committees, 1985-1986

Member, Publications Panel, 1984-1985

Member, Board of Directors, 1981-1984, 1985-1988

Member, Ad Hoc Committee on Professional Development, 1981-1985

Program Committee for the 1983 Annual Meeting Houston, Texas June 1983, 1980-1983

Chair, MLA/NLM Liaison Committee 1984. Member, 1980-1984

Member, Ad Hoc Search Committee for a Director of Education 1982

Chair, Ad Hoc Committee to Develop Criteria for Hospital Library Consultants, 1979-1981

Member, Ad Hoc Search Committee for an Executive Director 1978

Member, Legislative Committee, 1977-1980, 1993-1997

Ad Hoc Committee to Study the Feasibility for hospital Libraries, 1976-1978

Sections:

Hospital Library Section, 1976-present

President, 1977-1978

Chair, Strategic Planning Committee 1984-1985, 1985-1986

Continuing Education Committee 1980-81

Medical School Section, 1985-

Medical Informatics, 1991-

Library Management Section 2000-

Chapters:

Midwest Chapter, 1977-1985

Ad Hoc Legislation Committee of the Midwest Regional Group. 1979-1981

Midcontinental Chapter, 1985-1989

North Atlantic Health Sciences Library Chapter 1989-2004

American Association for the History of Medicine, 2000-2003

Tichnor Society. Boston, Massachusetts. 2002-2004

Coalition of Networked Information (CNI) 1999-2004

Association of American Medical Colleges. Group on Information Resources (GIR) 1997-2004

Academic Library Advancement and Development Network. (ALADN) 1996-2001

Massachusetts Board of Library Commissioners, Advisory Committee for Health Reference Institute, 1996

American Association of Medical Colleges (AAMC). Group on Information Resources HMS Representative 1995-2004

Massachusetts Health Science Library Network, (MAHSLIN) 1989-present

Public Relations Subcommittee: 2001-2002

Boston Health Sciences Library Group 1989-1992

Boston Athenaeum. 1989-2004

American Association for the Advancement of Science. 1985-present

Information Computing and Communications (T) Section. Nominating Committee 2004-2006

Fellow, 2002

Section Convener. 1994

American Medical Informatics Association 1989-2004

Program Committee, member 1989-90

Publications Committee 1994-1996

Task force to Assess the Feasibility of establishing a clearinghouse of informatics applications for health care delivery products and funding sources. 1994

Co-chair, Metropolitan St. Louis, Special Library Association Education Committee, 1988

University of Missouri School of Library and Information Sciences Advisory Committee, 1988-89

American Association for Medical systems and Informatics, 1986-2004

Friends of the National Library of Medicine Board of Directors 1986-2002

Metropolitan St. Louis Special Library Association

Program Committee. Co-Chair 1988-89

American Library Association, 1985-2006

Hospital Association of Greater St. Louis Education Committee, 1983-1985

Catholic Health Planning Advisory Panel for Metropolitan St. Louis 1980-1986

White House conference on Libraries, Chair, Lewis and Clark Regional Task Group 1979

Member, Illinois State Library Advisory Committee, 1979-1981

Health Science Librarians of Downstate Illinois, 1975-1979

Founding Member, 1975

President, 1976

St. Louis Medical Librarians Association, 1974-1989

President 1975-1976, 1976-1977

Facilitator, Strategic Planning. 1989-90

Southwestern Illinois Areawide Hospital Library Consortium. Project Director. 1974-1981

Midwest Health Science Library Network. (Midwest RML) 1973-1984

Council member 1976-1978

Development Committee 1980

Illinois Advisory Committee on Health Science Libraries 1974

Lewis and Clark Community College Library Technology Program Committee member, Godfrey, Illinois 1974, 1983

Lewis and Clark Library System Five Year Planning Committee. Edwardsville, Illinois 1972-1975

### ***PRESENTATIONS:***

Many speaking engagements for groups such as:

Health Sciences Library Consortium of Maine. "Health Science Libraries and the Roadmap to the Future" September 19, 2006

University Library Council. Retreat Facilitator, June 14-15, 2005

Massachusetts Health Science Library Information Network. (MAHSLIN) Keynote: "Up The Down Stair Case: The Time is Now." Waltham, Massachusetts. April 28, 2005

Harvard University Science Libraries Council. "Update on Countway Library. " Cambridge Massachusetts, November 1, 2004

Harvard Medical School Faculty Council. "The Way Forward: Report of the Countway External Review Committee" Respondent. September 29, 2004

Countway Library of Medicine. Joint Library Committee and Subcommittees and Boston Medical Library Board of Trustees. "State of the Countway." Boston, Massachusetts September 8, 2004

Harvard University Library Visiting Committee. "Facing the Future: Countway at the Crossroads", April 2004

Harvard Medical School, Faculty Council. "Countway's Vision for Tomorrow: Building on the library of Today." With Paul Russell. Boston, Massachusetts, December 4, 2003

National Library of Medicine. Building Symposium: Library as Place. "Changing roles of the Library in the Academic Health Science Setting." Bethesda, Maryland November 5, 2003

National Library of Medicine/Association of Academic Health Sciences Libraries Leadership Program's Capstone Event. "Building on Success: Charting the Future of Knowledge Management: A Review." September 16, 2003

Harvard Medical School. Joint Committee on the Status of Women. "Paths to Success" Boston, Massachusetts. January 23, 2003

Mid-Continental Chapter of the Medical Library Association. Annual Meeting. Keynote Address: Winds of Change" and "Closing Considerations: Yellow Brick Road" Topeka, Kansas, October 6-8, 2002

Harvard University Library Visiting Committee. "Countway Library and The Changing Scholarly Communication Landscape: A Case Study" May 17-18, 2002

Harvard Medical School Faculty Council. "Replacement of the Standing Committee on the Warren Anatomical Museum. Boston, Massachusetts. April 10, 2002

Harvard Librarian's Assembly. "Library as Laboratory or Adjunct Resource?" Cambridge, Massachusetts May 23, 2001

Harvard Library Visiting Committee. Trip to New York Public Library and the Library of Congress. May 9-11, 2001

Harvard Medical School. Department of Social Medicine." Digital Library Demonstration and Presentation". Boston, Massachusetts. February 21, 2001

Harvard Medical School. First and Second Year Tutor Group. "Countway Library Resources and Services." Boston, Massachusetts January 30, 2001

Harvard Medical School. Department of Rehabilitation. Department Meeting. "Countway Digital Library" Massachusetts General Hospital. Boston, Massachusetts. January 25, 2001

Harvard School of Dental Medicine. Department Head Meeting. "Countway Digital Library." Boston, Massachusetts January 12, 2001

Countway Library of Medicine. Rededication Ceremony. Speaker. Boston Massachusetts. September 28, 2000

Harvard Medical School. Faculty Council Meeting. With Suzy Conway. "The Big Picture and the Digital Library" Boston, Massachusetts. September 11, 2000

Harvard Librarian's Assembly. "Harvard Librarians and Professional Identity in the Digital World" Cambridge, Massachusetts May 3, 2000

American Medical Informatics Association. Fall Symposium. "Digital Libraries in Academic Health Centers Panel" with MJ Ball, RM Braude, A McCray and GW Keever" Orlando, Florida. November 10, 1998

Medical Library Association. North Atlantic Health Sciences Libraries. Moderator "New Paradigms, New Relationships: Medical School and Affiliated Hospitals" Boston, Massachusetts September 27-29, 1998

National Library of Medicine/Medical Library Association. Joseph Leiter Lecture. Moderator: "The Digital Library: an Oxymoron." Jean-Claude Guedon, Lucretia McClure, Michele Klein, Robert Braude. Bethesda, Maryland May 12, 1998

Harvard Medical School Faculty Council. "Countway Update" Boston, Massachusetts May 4, 1998

Harvard University. Committee on University Resources (COUR) "Alzheimer's disease and web-based resources." With Elizabeth Wu. Cambridge, Massachusetts April 17, 1998

Harvard Medical School and School of Dental Medicine. Visiting Committee. "Digital Library: The Library of the Future. Boston, Massachusetts. March 12, 1998

Harvard University Library Visiting Committee. "Report on the Past Year and the Digital Initiative." Cambridge, Massachusetts. April 25-26, 1997

MLA Symposium on Collection Development in Health Sciences Libraries. Summary Speaker. Kansas City, Missouri. June 1, 1996

Harvard Medical School Anesthesia Review and Update Course. "Anesthesia and Cyberspace: New Access to Information and Knowledge. Boston, Massachusetts, May 6, 1996

Harvard University Library Visiting Committee. "Medical Libraries Today and the State of the Countway." Countway Library. Boston, Massachusetts. April 26, 1996

Harvard Medical School. Third Quarter Full Staff Meeting. "Countway into the Light", Boston, Massachusetts April 24, 1996

University of Texas at Austin. Graduate School of Library and Information Science. Library and Information leadership Institute. "Leadership and Planning in Health Science Libraries". Austin, Texas March 28-9, 1996

Harvard Medical School Council of Deans and Associate Deans. "Happenings at the Countway Library: The World Wide Web and the Knowledge Laboratory. Boston, Massachusetts, December 18, 1995

Mid-Continental Chapter of the Medical Library Association. Annual Meeting, St. Louis, Missouri, "Report on MLA" October 3, 1995

National Library of Medicine. Departmental Staff. "'Vision for Future Customer Services.'"with Ellen Westling. July 20, 1995

Harvard University Library Visiting Committee. "The Faculty Library Relationship" with Paul Russell, MD. Cambridge, Massachusetts, April 28-29, 1995

Countway Library of Medicine 30<sup>th</sup> Anniversary Celebration Speaker and Host with Dudley Herschbach, Nobel Laureate. Boston Massachusetts. April 1995

Keystone Symposium on Discovery of Therapeutic Agents. "The Role of the Professional Information Scientist in Today's Drug Discovery Team.", Lake Tahoe, Nevada March 14, 1995

Harvard School of Public Health Faculty Meeting. "Happenings at the Countway. Boston, Massachusetts January 1995.

Harvard Medical School Faculty Council. "Countway Update and Demonstration of the World Wide Web." Boston, Massachusetts November 16, 1994

FARNET. Bits and Mortar: Building the National Information Infrastructure for Health Care. Panel Moderator" A view from Health Care" and Panelist for "Getting Started." Washington, DC November 10, 1994

American Medical Informatics Association. SCAMC session. "Benefits for users." Moderator. Washington, DC, November 8, 1994

National Library of Medicine. Regional Medical Library-Regional Medical Program Coordinating Committee Meeting. "Consortial structure and operating problems." San Antonio, Texas June, 1994

NOTIS Health Science Users Group (NHSUG) annual meeting. "Strategies for Computing and Information Technology for the Future." San Antonio, May 24, 1994

Medical Library Association Annual Meeting. Education to Practice Panel with Rachael Anderson and Mary Horres. May 17, 1994

Harvard School of Dental Medicine. Department and Administrative Heads. "The Countway and the Dental School." Boston, Massachusetts. May 10, 1994

Harvard Medical School. Office of Resource Development. "The Countway Library and Resource Development." Boston, Massachusetts. April 27, 1994

American Association for the Advancement of Science. Section Convener “Aids: Information Technology Supporting Research, Healthcare, and the Affected Community.” San Francisco, California February 20, 1994

Harvard College Library Heads and Widener Managers. “Countway Library of Medicine Report” Cambridge, Massachusetts December 8, 1993

Countway Library of Medicine. Convener “Babson Invitational Conference on Organizational Design for Larger Health Science Libraries.” Maureen Sullivan and Mary Grace Duffy, Facilitators Wellesley, Massachusetts 1993

Massachusetts Health Science library Network Annual Meeting. Resource Library Panel participant. Westborough, Massachusetts, April 29, 1993

EBSCO. Annual Director’s Seminar. Keynote “New Leadership, New Economics and New Technology”. Birmingham, Alabama, July 14, 1993

Harvard Medical School Curriculum Committee. “Countway and the Curriculum” Boston, December 15, 1992

Massachusetts Medical Society. Executive Board Meeting. “Countway and the Massachusetts Medical Society. Waltham, Massachusetts. November 14, 1992

American Medical Informatics Association, Annual Meeting (SCAMC), Reviewer for the Education PSG papers. Washington DC, November 1992

Harvard Medical School Department Administrators Meeting. “Countway Plus” Boston, Massachusetts. November 4, 1992

Harvard Medical School Faculty Council. “Countway Update: Countway PLUS” Boston Massachusetts October 22, 1992

Harvard Library Visiting Committee. Strategic Planning Panel. “Reports on Strategic Planning”. Cambridge, Massachusetts. May 1, 1992

New England Consortium for Health Information (NECHI). “Challenges for Today’s Health Science Libraries.” Salem, Massachusetts April 7, 1992

Harvard School of Medicine. Basic Science Administrator’s Group Meeting. “Countway Library Update.” Boston, Massachusetts February 5, 1992

Harvard School of Public Health. First Thursday Luncheon. “Countway Library” Boston, Massachusetts January 2, 1992

Medical Library Association, Annual Meeting. Facilitator for “Fast Break Dialogue” following presentations of Dr. George Lundberg, Editor of JAMA and Dr. Steven Lock, Editor of BMJ. San Francisco June 2, 1991

Harvard Library Visiting Committee. Annual Meeting. "Countway Library Strategic Planning. Boston, Massachusetts April 25, 1991

Massachusetts Health Science Library Network Board of Directors. "Getting the Most from Small Group Processes." Massachusetts Eye and Ear Infirmary, Boston, Massachusetts, February 4, 1991

Health Science Librarians of Illinois. 30th Annual Meeting. . "How a Young Librarian from Alton, Illinois Found Happiness in the Big League". Chicago, Illinois, October 4, 1990

American Medical Informatics Association. First Annual Educational and Research Conference. Session Chair"Medical Knowledge Structures and Systems. Snowbird, Utah, June 21, 1990

Medical Library Association, Annual Meeting, Panel Presentation: Presidential Perspectives with Jean Miller, Nancy Lorenzi and Lucretia McClure. May 22, 1990

Medical Library Association. Annual Meeting. Invited Paper: "At the Table with the Power Brokers: Approaches to Health Science Library Administration," Detroit, Michigan, May 21, 1990

Massachusetts Health Sciences Library Network (MAHSLIN). Annual Meeting. "Judith Messerle on Management". Boxborough, Massachusetts April 1990

College of Osteopathic Medicine. Oklahoma State University. Health Science Libraries. Lecture for Medical Education and Technology Planning Conference. Tulsa, Oklahoma, June 19, 1989

St. Louis Medical Librarians. "Strategic Planning: A Practical Approach." St. Louis, Missouri March 25, 1989.

Minnesota Health Science Library Association/Wisconsin Health Science Library Association. Joint Meeting. "Are We Still Librarians? Panel discussion on the role and strengths of Health science librarians. Eau Claire, Wisconsin April 28-29, 1988

St. Louis University Hospital Department Managers Meeting. "Library Services and the Hospital Staff." St. Louis, Missouri, January 6, 1988

Medical Library Association. MidContinental Chapter and the Health Sciences Library Group of Greater Kansas City, Joint Annual Meeting. "News from MLA" and "MLA Forum." Wichita, Kansas, September 29-October 3, 1987

St. Louis University Medical Center Library. Host for the Dedication of the Francis O'Leary Room. 1987

Alabama Health Libraries Association. Annual Meeting. "Health Science Libraries: Strategies in an Era of Changing Economics." Tuscaloosa, Alabama September 10, 1987

St. Louis University Library Faculty Assembly. "Marketing your library" St. Louis, Missouri, August 17, 1987

St. Louis University Medical Center Library. Host. Celebration of the Library's 10<sup>th</sup> birthday. St. Louis, Missouri, 1987



Medical Library Association Annual Meeting. MLA\ NLM Liaison Committee Panel Discussion NLM Long Range Plan: Confluence with MLA and Health Sciences Librarianship. "Implications for the Medical Library Association." May 20, 1987

Medical Library Association Annual Meeting. "Strategic Planning Analysis". Portland, Oregon, May 20, 1987

Medical Library Association. Incoming Chairs Orientation: Strategic Planning Overview. Portland, Oregon May 18, 1987

Medical Library Group of Southern California and Arizona. Joint Meeting. "MLA and Professional issues of Today and Tomorrow." Newport Beach, California. February 18-20, 1987

University of Illinois. Graduate School of Library and Information Science. Presentation to student members of SLA, regarding library public relations. Champaign-Urbana, Illinois. February 17, 1987

National Library of Medicine Board of Regents Hearing. Testimony on the use of permanent paper. January 27, 1987

University of Missouri. School of Library and Information Science. Colloquia: Health Sciences librarianship." Columbia, Missouri January 16. 1987

Mid-America Association of Law Libraries. 1986 Annual Meeting. St. Louis, Missouri, "How to Sell your Library to Management" October 31, 1986

Medical Library Association. Midcontinental Chapter and Pacific Northwest Chapter of the Medical Library Association, joint annual meetings. "MLA – On the Leading Edge." Jackson, Wyoming September 3-5, 1986

American Library Association. Committee on Accreditation Open Meeting. "Testimony on behalf of MLA regarding the ALA/USDE Accreditation Project Final Report" New York, June 19, 1986

Special Library Association. St. Louis Chapter. "Promoting your Library Within Your Organization." February 10, 1986

Pacific Northwest Chapter of the Medical Library Association. "The Medical Library Association Strategic Plan". Spokane Washington, October 30, 1985.

Medical Library Association. "MLA Job Market: Exploring Career Alternatives" Panel with Ed Tawyea, and Sherrilynne Fuller. New York, New York, May 29, 1985

Southern Conference of Hospital Librarians. Annual Meeting. Keynote address: "Hospital Libraries in the New Health Care Era" April 10, 1985

Medical Library Association. South Central Regional Group. Annual Meeting. Panel Discussion. "MLA Today –And Tomorrow. Professional Development. (With Jean Miller, and Rose Hogan). Tulsa, Oklahoma. October 1-5 1984

Hospital Financial Management Association. Southern Illinois Chapter. "Hospital Community Relations." 1984

Medical Library Association. Annual Meeting. Session Moderator. "Pursuit of Excellence through Organizational and Interpersonal Communication in Libraries with Nancy Lorenzi, Sheila Creth and Charles Bunge. Houston, Texas, 1983.

Medical Library Association. Annual Meeting. "Open Forum on Strategic Planning: Progress Report" with Nancy Lorenzi, Nina Matheson and Alison Bunting. Houston, Texas May 31, 1983

Health Science Librarians of Illinois. "Consortia in Transition." (With Barbara Grout) April 29, 1983

Medical Library Association. Mid-Atlantic Chapter. "The Hospital Administration: It's Relationship to the Library." Norfolk, Virginia. November 1-4, 1982

Hospital Sisters Health System. "Library Services for Your Hospital Staff." St. Elizabeth's Hospital, Belleville, Illinois October 20. 1982

Medical Library Association. Midwest Chapter. "Marketing your library "Milwaukee Wisconsin October 12, 1982

St. Louis Medical Librarians Association. "Library Consultantship." St. Louis, Missouri, March 17, 1982

American Hospital Association. Center for Health Promotion and the Center for Disease Control Health Education Project. Invitational Meeting. (11 Hospital Librarians) "Library Involvement in Patient/Health Education. " Atlanta, Georgia. October 5-6, 1981

Mid-Atlantic Chapter of the Medical Library Association. Annual Meeting. "The Hospital Administration – Its Relationship to the Library." Norfolk, Virginia November 2, 1981

Southeastern Hospital Conference of Hospital Librarians. "Update: Ad Hoc Committee to Develop Criteria for Hospital Library Consultants." Miami, Florida January 15, 1981

Medical Library Association MidContinental and Midwest Regional Group Joint Meeting. "Update: Skills for the 80's". Co-Chair with Audrey Powderly, St. Louis, Missouri. October 1-4, 1980

American Library Association. "Library Services for the Health Care Administrative Team. Panel (With Karen Gebhart, Dorothy Moore, and Caroline Morris Pennsylvania Hospital)" New York, New York June 30, 1980

Medical Library Association. Hospital Library Section. "Hospital Library Concerns and Recommendations for NLM: 1980" Washington, DC, June 18, 1980

Medical Library Association Annual Meeting, Moderator, Contributed Paper session "Health Science librarians and the Political Process." Washington, DC, June 18, 1980

St. Louis Medical Librarians. "MEDLARS III Conference." April 3, 1980

Georgia Library Health Sciences Library Association. Symposium via the Georgia Hospital Association Telecommunications Network. "JCAH Library Standards: Current Information and Suggestions for preparation of the JCAH Survey in Library Services. March 28, 1980

Medical Library Association Annual Meeting. "The New JCAH Standards and the Survey Process". Honolulu Hawaii June 4, 1979

U.S. House Appropriations Subcommittee Witness. April 23-27-1979.

Tri-State Hospital Assembly. "Library Services for the Hospital Administrative Team." April 24, 1979

Medical Library Association. Midcontinental Regional Group Annual Meeting. "Two Hundred Beds and Under: NLM Grant Funds and the Small Hospital Library. Snowbird, Utah September 21. 1978

University of Wisconsin. Department of Continuing Medical Education. Telephone Conference Presenter. "NLM Hospital Library Conference". May 9, 1978

Catholic Library Association 57<sup>th</sup> Annual Meeting. "Health Sciences Libraries and Education: Heritage and Horizon" St. Louis, Missouri. March 29, 1978

National Library of Medicine. Hospital Library Advisory Panel member, 1978. "Bethesda 11. "Two Hundred Beds and Under: NLM and the Information Drought." January 17, 1978

Hospital and Nursing School Librarians of the Midwest. Moderator, morning session on Copyright with William Buddington and Legislation with Representative Susan Catania . Chicago, Illinois October 21, 1977.

Medical Library Association. Nursing Libraries Group. "Consortium update." Seattle, Washington. May, 1977

Council for the Midwest Health Science Library Network. "Areawide Hospital Library Network: A Work in Progress." Presentation by the Areawide Consortium members with slides. Chicago, Illinois, November 12, 1976

Medical Library Association. Annual Meeting "Profile of the Development of a Comprehensive Hospital Library Consortium" Cleveland, Ohio, June 4, 1975

Medical Library Association Annual Meeting. "Consortia Update: The Good, the Bad and the Ugly" Cleveland, Ohio, June 4, 1975

Illinois Hospital Association, 52<sup>nd</sup> Annual Meeting. "Workshop: Training and Education through Areawide Hospital Consortia." Chicago, Illinois November 7-8, 1974

## **PUBLICATIONS**

Messerle, J. "Celebrating individual heroes: the continuing relevance of Estelle Brodman. *Journal of the Medical Library Association*, 2008 Jul;96(3):181-2

Messerle, J. "A Library for Allston: Planning for the New Harvard Campus." Presented to the Harvard University Library Council and the Countway Joint Library Committee. Unpublished. December 2004

Association of Academic Health Sciences Libraries. Charting the Future Task Force "Building on Success: *Building the Future of Knowledge Management within the Academic Health Center.*" (With Karen Brewer, Michael Homan, and Gail Yokote) AAHSL, November 2003

Messerle, J. "Draft Values for use by the Charting the Future Task Force." Unpublished. 2003

Messerle, J. "The Road Not Taken" (2000 Janet Doe Lecture). *Bulletin of the Medical Library Association*, 2001 Jan 89(1):1-7

Messerle, J. "Commentary: Responses to the 1998 NLM/MLA Leiter Lecture. Introduction." *Bulletin of the Medical Library Association*, 1999 Jan;87(1):85

Messerle, J. "Synopsis: Information Systems." *1998 Yearbook of Medical Informatics: Health Informatics and the Internet*. International Medical Information Association. Stuttgart, Germany 1998

Messerle, J. "Jana Bradley, PhD. Medical Library Association President 1995-1996". *Bulletin of the Medical Library Association* 1995 Jul; 83(3):369-71

Messerle, J. "Book Review: High -Performance Medical Libraries: Advances in Information Management for the Virtual Era, Naomi Broering author." *Library Quarterly* 1994 Oct 64(4)

Medical Library Association and the Association of Academic Health Sciences Library Directors. "Health Care Reform and the Health Sciences Librarian: Excellence in Health through Access to Information. A Joint Statement of the Medical Library Association and the Association of Academic Health Sciences Library Directors." Medical Library Association November, 1993

Stead, WW, JMesserle, RB Haynes, S Fuller, CP Friedman and others. "Designing Medical Informatics Research and Library Resource Projects to Increase What is Learned." *Journal of the American Medical Informatics Association* 1993

Medical Library Association. Task Force for Knowledge and Skills. Roper FW, Chair, Messerle, J. Committee member. "Platform for Change; Medical Library Association Educational Policy Statement." Medical Library Association 1993

Messerle, J. "Countway: The Library of Medicine for Massachusetts Physicians." *MMS News: Newsletter of the Massachusetts Medical Society*. 1992 Nov/Dec 32(5): 8

Conway, S., JMesserle. "Searching Medline: Finding Needles in the Medical Haystack". *Group Practice Journal*, 1990 May-Jun;39(3) 26-8,30,32-4

Messerle, J. "The Changing Continuing Education Role of Health Science Libraries". *Bulletin of the Medical Library Association*, 78(2): April 1990 p. 180-7

Messerle, J. Reports of the Director. *Countway Newsletter*. Various issues 1989-2004

Medical Library Association. "Shaping the Future: The Strategic Plan of the Medical Library Association. J. Messerle and the MLA Board of Directors. MLA, Chicago, Illinois May 1987

Messerle, J. "How it Feels" President's Page. *Bulletin of the Medical Library Association*. 1987Apr;75(2) 175-176

National Library of Medicine. "Long Range Plan: Building and Organizing the Library's Collection Report" Robert Hayes, Chair, J. Messerle and others. Bethesda, Maryland. 1987

Messerle, J. "MLA at the Crossroads" *MLA News*. February 1987

Messerle, J. "Beyond the Edge: Risk and Promise", Inaugural Address. *Bulletin of the Medical Library Association*, 1987 Jan;75 (1)81-84

Messerle, J., "Health Science Libraries: Strategies in an era of changing economics." *Bulletin of the Medical Library Association*, 1987 Jan; 75(1):27-33

Messerle, J. "Maximizing our potential." President's Page. *Bulletin of the Medical Library Association* 1987 Jan75(1):42

Messerle, J. "Medical Librarians and the National Library of medicine: Partners in Information." *Between Friends: Newsletter of the Friends of the National Library of Medicine*, 1987

Messerle, J. "Messerle Promotes MLA Activities: An Interview." *MCMLA Express*. (MidContinental Chapter of the Medical Library Association) January 1986

Messerle, J. "Three Questions." President's Page. *Bulletin of the Medical Library Association*. 1986 Oct; 74(4); 380-381

Palmer, R; RAnderson, H Buchanan, E Fitzsimons. N Lorenzi, MK Mayfield, JMesserle. Editorial, "Executive Management of Information in the Academic Health Center". *Bulletin of the Medical Library Association*, 1986 Jan; 74(1); 45-48

Messerle, J. RA Palmer, R Hayes, A Bunting, N Davies. "The Medical Library Assistance Act": A Twenty Year Review. National Library of Medicine, 1986 (unpublished)

Messerle, J. "Book Review: Manual for Assessing the Quality of Health Sciences Libraries in Hospitals." *Bulletin of the Medical Library Association*, 1984 Jan;72(1):42-43

Bradley, J., Editor, J.Messerle and R. Holst, Co-editors. *Hospital Library Management*. Medical Library Association, Chicago, 1983

Messerle, J. "Strategic Planning for Professional Development." *MLA News*. August 1983

Messerle, J., "President's Page", (on the National Commission on Libraries and Information Science (NCLIS) Report, Private vs. Public Sector). *Bulletin of the Medical Library Association*, 1982 Oct;70(4) 419-421

Messerle, J. "Hospital Libraries, an Unfinished Chapter", in *Special Librarianship: a Reader*, edited by Eugene B. Jackson. Scarecrow, 1981; 324-33

Messerle, J. "Hospital Legislative and Regulatory Issues of 1980." *MLA News*. Medical Library Association 1980 May; 124

Midwest Health Science Library Network. "A Sense of Service: Information Service Professionals:" (slide-tape program). Edited by Jana Bradley. J.Messerle Contributor. April 1980

Messerle, J. "Profile of the St. Joseph Hospital Library." *Illinois Libraries* (Special Libraries and Information Centers) 1980 Mar;62(3)

Messerle, J. "Consortia "in Health Sciences Libraries and Education: Heritage and Horizons. *Catholic Library World*, July-August 1978

Medical Library Association, Hospital Library Section. *HLS Newsletter*. Author, Editor, Publisher and Distributor. 1(1)-1(6), 1977-1978 (First newsletter for the section. Mimeographed.)

Chicago, St. Joseph Hospital. *Newsletter*. June 1977-April 1978. 2. (#1-4) Author, editor and publisher. Alton, Illinois

## ***INSTITUTIONAL ACTIVITIES***

Harvard University Library Council (ULC) 1989-2004

Library Digital Initiative (LDI) Steering Committee. 1999-2004

Library Digital Initiative (LDI) Grants Review Committee 1999-2005

Scholarly Communications Committee 2001-2004

Budget Committee 1998-2004

Depository Committee 1990-1994

Task Group on Professional Development and Recognition 1996-2004

Steering Committee for Creating Change Workshop on Scholarly Communication. 2001- 2002

Extended Professional Development Opportunity Program Committee 1998-2004

Task Group on Transforming Scholarly Communication, 2002

Standing Committee on Position Analysis Implementation 1998-2004

Harvard University Library Assembly. Member 1989-2004

Countway Library of Medicine

Management Group 1989-1997

Working Group 1989-1997.

Fund Development Advisory Committee 1996-2001

Administrative Council. 1989-2004

Infofair. 1993-1995

Countway Library-Boston Medical Library Joint Library Committee (ex-officio) 1989-2004

Public Services Subcommittee Bi-Monthly (ex-officio)

Rare Books Subcommittee Bi-Monthly (ex-officio)

Collection Development Subcommittee Bi-Monthly (ex-officio)

Digital Library Steering Committee 1999-2001

Ad Hoc Committee on a new logo/stationary for the Countway. 1999-2000

Ad Hoc Strategic Planning Steering Committee 1990-1991

Renovation Task Force 1996-2000

Countway Plus Evaluation Team 1997-1998

E-Serials Team 2002

LCME Library Subcommittee 1992

Task Force to Examine Rare Books and Special Collections. 1994-1995

Boston Medical Library Board of Trustees

Executive Committee (ex-officio)

Bylaws Committee (ex-officio)

Finance Committee (ex-officio)

Worth Estes History of Medicine Lecture Committee (ex-officio)

Garland Lecture Committee (ex-officio)

Publishing Committee (ex-officio)

Editorial Committee (ex-officio)

Membership Committee (ex-officio)

Countway Library Associates. 1989-2004

Harvard Medical School Board of Fellows. Periodic Invited Participant 1991-1998

Harvard Medical School.

Administrative Dean's Council 1989-2004

Strategic Issues Committee. 2000- 2003

Archives for Women in Medicine. 2001-2004

Medical Education Reform. Working Group on Medical Education Technology. 2004

Committee on the Status of Women 2001-2003

Task Group to Develop an Employee Performance Appraisal Process. 1990-2

Academic Computing Coordinating Group. 1990-1992

Human Resources Department. Best Management Practices Steering Committee 2004

Warren Anatomical Museum Committee 1989-2003

Information Technology Strategy Committee 1992-1997

Women in Medicine Steering Committee 2002.

New Employee Mentor Program. 2002-2004

Dean's Committee of Department Chairs 1989-1998

IT Initiative-Strategy Committee 2001

Dean's Information Technology Initiative in Medical Education 1999-2000

Research Computing Advisory Group, Chair 2002-2004

Council of Deans and Associate Deans (CODAD) 1989-2004

LCME Accreditation Committee 2003, 1995-1996

Chair, Library Section, 2003

Task Force to review HMS Management Information System Issues. 1991

Advisory Committee for Employee Performance Appraisal Process for HMS and the School of Dental Medicine. 1990-1992



Expanded Council on Student Affairs. 2003-4

Integrated Academic Information Management Systems Committee. 1996-7

World Wide Web Advisory Committee (Co-Chair) 1996-1997

Ad Hoc Committee on the 50<sup>th</sup> Anniversary of Woman at Harvard Medical School. 1997

Standing Committee on Artifacts and Antiquities 1998-2000

Standing Committee on Artistic and Memorial Objects 2001-2002

Curriculum Committee 1989-1998

Task Force on student Computing Needs at Harvard Medical School 1996-7

Harvard Medical Center Net Advisory Committee 1997-1999

Harvard School of Dental Medicine Accreditation Committee 1990, 1996

Countway Library of Medicine. Celebration of New ONLINE Circulation System. Moderator. Boston Massachusetts. September 30, 1992

St. Louis University Medical Center

Women's Liaison Advisory Group. 1987-1989

Medical Center Library Committee 1985-1989

Reclassification Committee 1988-1989

Host, Library Faculty Assembly, March 1985

Hospital Department Managers Group. 1987-1989

Countway Library of Medicine Host for Massachusetts Medical Society Library Reception and Gala. May, 16, 1997

Countway Library and Christies New York. "Treasures from the Francis A. Countway Library of Medicine: An exhibition. Rockefeller Plaza, New York, New York, September 20-24, 2003

Brigham and Women's Hospital Library Director Search Committee. 2002

Brigham and Women's Hospital Library Committee. 2003-2004

St. Joseph Hospital.

Liaison for Planning, Funding, Development and Construction of a \$10,000,000

Professional Office Building and Garage. (52,000 square feet) 1976-1980

Administrative Council 1976-1984

Planning Council. 1983

***MEMBERSHIP IN OTHER ORGANIZATIONS:***

Friends of the National Library of Medicine 1987-2004

Greater Alton Health Fair, Chair 1984-85

American Society for Hospital Marketing and Public Relations of the American Hospital Association. 1984

American Cancer Society, Alton/Wood River Unit. Chair 1984-1985, Chair, Service and Rehabilitation Committee 1983

Catholic Health Association. Member, Health planning regulation and legislation review panel. 1980

Hospital Public Relations Society of St. Louis, 1980-1984

Family Services and Visiting Nurse Association, Alton, Illinois

Board of Directors 1976-1979

Chair, Nominating Committee 1979

Public Relations and Advertising Club, Alton Illinois 1979-1984

Illinois Hospital Association. Public Relations Society 1977-1984

Alliance for Regional Health. Task Force on Long Term Care Guidelines. 1974

Health Science Occupations Advisory Committee. Alton Senior High School. Alton, Illinois 1972-74

***CONTINUING EDUCATION:***

*Attendance and participation in courses and programs such as the following:*

Medical Library Association Annual Meetings 1974-1999, 2001-2005

Association for Academic Health Science Libraries Annual Meetings 1985-2004

Association of American Medical Colleges Annual Meetings 1985-2004

American Medical Informatics Association. (Symposium on Computer Applications in Medical Care) Annual Meetings 1986 – 1996

Coalition for Networked Information Bi-Annual Meetings 1995-2004

MAHSLIN Annual Meetings. 1989-2004

Midwest Chapter of the Medical Library Association Annual Meetings 1976-1984

Mid-Continental Chapter of the Medical Library Association Annual Meetings 1985-1989

Medical Library Association. MLA CE 880. “Leadership Reconsidered: Developing a Strategic Agenda for Leadership in Health Science Libraries.” May, 22, 2002

Association of American Medical Colleges and Association of Academic Health Sciences Libraries. Annual Meetings. Boston, Massachusetts. November 10-14, 2004

Association of Academic Health Science Libraries. Tour and Reception at the Countway Library and Early Celebration of Lucretia McClure’s 80<sup>th</sup> Birthday. November 10, 2004

Medical Library Association/Massachusetts Health Science Library Network. “The Art and Practice of Electronic Journal, Book and Database Licenses: Practical Tips for Health-Care Organizations. An MLA Satellite Teleconference. Massachusetts Medical Society, Waltham, Massachusetts. September 22, 2004

Harvard University. Pre-retirement Workshop. Cambridge, Massachusetts. August 12, 2004

Medical Library Association. Leadership and Management Section. Lynn Waymon, “Influencing and negotiating: How to Get People to Do What You Want. Philadelphia, Pennsylvania May 24, 2004

Association of Academic Health Sciences Libraries. Leadership Luncheon. Invited Participant. May 22, 2004

Medical Library Association. Annual Meeting. Philadelphia, Pennsylvania. May 21-26, 2004

Association of College and Research Libraries. New England Chapter. Spring Conference. “Defining the library’s Role in the Changing Academic Organization”. Smithfield, Rhode Island, April 23, 2004

Harvard Medical School. “Medical Education Reform Retreat.” March 31, 2004 and September 24, 2004

American Association of Medical Colleges. Group on Information Resources. Jerome Carr, “Negotiating Inside and Outside your Organization.” December 12, 2003

Association of Academic Health Sciences Libraries. “Digital Scholarship: A workshop on Institutional Repositories. Washington, DC. November 8, 2003

North Atlantic Health Sciences Librarians. (NAHSL) Annual Meeting “Lighting the Future.” John Halamka, Keynote “The Future of Knowledge Management. October 26-28, 2003

Harvard School of Medicine. Hollis Albright Annual Symposium. “The Scope of Vaccines in Our Present and Our Future. Boston, Massachusetts. October 7, 2003

Harvard Medical School. Dedication of the New Research Building. Inaugural Addresses: Lawrence Summers “The Future of Life Sciences at Harvard. Sydney Brenner. “Data or Knowledge? The Choice for Biology. “Boston, Massachusetts, September 24, 2003

U. S. Department of Health and Human Services. National Health Information Infrastructure. 2003: “Developing a National Action Agenda for NHII”. Washington, DC, June 30-July 2, 2003

Harvard University. "Invitational Workshop on the Use of Technology in Teaching and Learning."  
Harvard Business School. Cambridge, Massachusetts May 21-2003

Harvard University Internet Conference Cambridge, Massachusetts, November 15-16, 2002

NLM/AAHSL Leadership Fellows Program. First Cohort. November 2002-November 2003

Association of American Medical Colleges. Annual Meeting San Francisco November 7-13, 2002

Harvard Medical School Second Annual Albright Symposium on Medical Education. Boston,  
Massachusetts October 18, 2002

Midcontinental Chapter, Medical Library Association, Annual Meeting. St. Louis, Missouri October 5-8,  
2002

Harvard Medical School. Aesculapian Club Centennial Celebration, Countway Library, Boston,  
Massachusetts September 28, 2002

North Atlantic Health Sciences Librarians. Annual Meeting. "Information Overload: Just say Know".  
September 23-24, 2002

Harvard University. "Peoplesoft Training." Boston, Massachusetts. August 15, 2002

American College and Research Libraries/ Harvard Library Leadership Institute. Reception. Cambridge,  
Massachusetts, August 8, 2002

Harvard Medical School. Faculty Breakfast Roundtable with Dr. Wendy Baldwin, Deputy Director for  
Extramural Research, NIH. July 8, 2002

Medical Library Association and the Association of Academic Health Sciences Libraries. "Leadership  
Reconsidered: Developing a Strategic Agenda For Leadership in Health Sciences Libraries. (8 Contact  
Hours) Dallas, Texas May 22, 2002

Medical Library Association. Annual Meeting. Dallas, Texas, May 17-23. 2002

NELINET Annual Meeting. May 10, 2002

Massachusetts Health Science Library Network (MAHSLIN) Annual Meeting. Tower Hill,  
Massachusetts. April 25, 2002

Harvard University Library Council. (6 Contact Hours) "Transforming Scholarly Communication."  
February 28, 2002

Harvard Medical School. Faculty Breakfast roundtable July 8, 2002

Stanford University Medical School Planning Group for Medical Education Facilities. 2001

American Association for the Advancement of Science. Annual Meeting. February 14-18, 2002

Massachusetts Health Science Library Network. "The Art of Presentation; Theatre Techniques for Successful Public Speaking." 2001

National Council for Harvard Medicine. "Fostering Discovery" Boston, Massachusetts November 7-8, 2001

Harvard Medical School. Hollis Albright Annual Symposium with Eric Lander and Raju Kucherlapati. Boston, Massachusetts, October 18, 2001

Association of Research Libraries. Building on Strength: Developing an ARL Agenda for Special Collections. Keynote Address: David Stam. "What's so special?" Providence, Rhode Island, June 28, 2001

Countway Library of Medicine. Paul Levy "Strategic Negotiation" Boston, Massachusetts, March 14 2001

Harvard Medical School. Office of Human Resources. "Performance vs. Behavior: How to Manage Both Better. March 7, 2001

Harvard Medical School. Dr. Cliff Hakim "We are All Self Employed: Lessons and Initiatives." Boston, Massachusetts... March 8, 2001

American Library Association. LAMA National Institute: "Vision, Mission, Reality: Creating Libraries for the 21<sup>st</sup> Century. Palm Springs, California. November 30-December 2, 2000

Association of Academic Health Sciences Libraries. Workshop: "Create Change in Your Institution: Response to Crisis in Scholarly Communications." (8 Contact Hours) Chicago, Illinois October 28, 2000

Countway Library of Medicine Symposium on the Occasion of Its Rededication. "Medical Libraries: Will a Rich Past Assure a Relevant Future?" (Keynote Speaker, Hanna Gray, President Emeritus, University of Chicago) Boston, Massachusetts, September 28, 2000

Harvard School of Public Health and Harvard Medical School. The Internet and the Public's Health. Boston, Massachusetts, May 30-31, 2000

Academic Library Advancement and Development Network. (ALADN) 2000 Conference. Asilomar, California April 2-5, 2000

Harvard University Library. Richard Johnson "Scholarly Public and Academic Resources Coalition. Cambridge Massachusetts. October 20, 1999.

Countway Library of Medicine. Myers Briggs Type Indicator Seminar. Carlotta Tyler. Boston, Massachusetts. September 1999

Association of American Medical Colleges Group on Information Resources and the IAIMS Consortium, "Putting Information to Work: A Professional Development Conference. Pittsburgh, Pennsylvania, June 27-29, 1999

Countway Library of Medicine “Dedication of the New Rare Books and Special Collections Department  
“Boston, Massachusetts June 14, 1999

Countway Library Associates Lecture. Estrellita Karsh “Who Killed Dr. Parkman: an Alfred Hitchcock  
Murder Mystery in 19<sup>th</sup> Century Boston.” Boston Massachusetts April 22, 1999

Harvard Medical School and Beth Israel Hospital. “Symposium: Grete Bibring: The Influence of Her  
Life and Work on Women in Medicine today. November 3, 1998

Harvard University Library Overseers Committee. “The Library Digital Initiative.” Cambridge,  
Massachusetts May 8-9, 1998

Countway Library of Medicine. Symposium. Faye Wattleton, “Reproductive Freedom for the 21<sup>st</sup>  
Century.” Boston, Massachusetts. November 13, 1997

Harvard University. Office of the General Council. Seminar” Intellectual Property and the Net: Making  
Sense of Cyberlaw.” (3 Contact Hours) Countway Library, Boston, Massachusetts November 18, 1997

Harvard Medical School. Anne DeFrancesco. Behavior based interviewing. November 10, 1997

Harvard Medical School. Alumni, Class of 1937. “The Countway Library: Past, Present and Future.”  
Boston, Massachusetts, June 7, 1997

Association of Academic Health Sciences Libraries. “Licensing Electronic Information Resources. (7.5  
Contact Hours) National Library of Medicine. November 4, 1997

Massachusetts Medical Society. Annual Meeting. Educational Program: “Privacy and Confidentiality:  
Is It a Privilege of the Past?” Boston, Massachusetts, May 1, 1997

Association of American Medical Colleges. Medical Education Program, Executive Development  
Seminar. Lago Mar Resort, Fort Lauderdale, Florida November 16-21, 1996

Harvard Medical School. Harvard Program in the Practice of Scientific Investigation. Third Annual  
Symposium. “Issues in the Conduct of Research: The Researcher and the Research Institution – Rights,  
Responsibilities and Right Actions.” September, 26, 1996

Association of Academic Health Sciences Libraries and the National Library of Medicine. “Licensing  
Electronic Information Resources. Washington D.C. 1996

Harvard University General Council. Intellectual Property and the Net. (3 contact hours) Cambridge,  
Massachusetts 1996

Association of American Medical Colleges. “Information Technology Seminar. Snowbird, Utah July 9-  
12, 1995

Harvard Medical School. Symposium to Honor Emeritus Faculty: Speakers, Julius B. Richmond. “From  
Research to Public Policy: Headstart 30 Years Later.” Alexander Leaf “Prevention of Cardiac Sudden  
Death: Laboratory and Clinical Findings”; Leroy D. Vandam “Reflections on the Development of  
Anaesthesia”. Boston, Massachusetts May 25, 1995

Countway Library 30<sup>th</sup> Anniversary Celebration. Open-House and Dinner. Boston, Massachusetts May 23, 1995

Harvard Medical School. Fiftieth Anniversary of Women in Medicine at Harvard Medical School Symposium Boston, Massachusetts March 17-18, 1995

Countway Library of Medicine. Daniel Atkins, Dean of the School of Information and Library Studies University of Michigan, "The Future of Libraries." Boston, Massachusetts February 28, 1995

Association of Academic Health Science Library Directors. "Facilitative Leadership." Six contact hours. Boston, MA October 29, 1994

American Medical Informatics Association. Improving Health Through Advanced Computing and Communications: Realities beyond the Promise. Washington, DC September 1994

Association of American Medical Colleges (AAMC). Information Technology in the Academic Medical Center. Snowmass, Colorado, July 11-14, 1993

INFORMA 1994. Clear Point, Alabama April 17-19, 1994

National Library of Medicine. "Building the Library/Information Center of the Future." Bethesda, Maryland April 7-8, 1994

NEARNET Annual Seminar. Wellesley, Massachusetts, December 3, 1993

Association of American Medical Colleges (AAMC) Annual Meeting. Washington, DC November 5-22, 1993

North Atlantic Health Sciences Librarians (NAHSL) Annual Meeting. Portsmouth, New Hampshire October 18-29, 1992

American Society for Information Science (ASIS) "Knowledge Management Workshop. Cambridge, Massachusetts. September 4, 1997

Countway Library of Medicine. "Team Development Workshop" Maureen Sullivan. (8 Contact Hours) Boston, Massachusetts. September 9, 1993

Medical Library Association. "Appreciating the Art of Fundraising. 8 Contact Hours. May 20, 1993

New England Healthcare Assembly. 72<sup>nd</sup> Annual Meeting. Peg Neuhauser, "The Power of Storytelling." Boston, MA March 29-April 2, 1993

Friends of the National Library of Medicine. "High Performance Computing" February 10-11, 1993

Association of Academic Health Sciences Library Directors. Workshop. Charles McClure and Nancy Van House. "Planning, Service Roles, Performance Measures and MIS for Academic Health Sciences Libraries. Washington, DC November 9, 1991

EDUCOM Conference. Baltimore, Maryland October 27-20, 1992

Countway Library Associates Lecture. William G. Helfand "The Physician as Portrayed in the Popular Arts." Boston, Massachusetts. October 22, 1992

Countway, Library Associates Lecture. Leroy. D. Vandam "The Charles Noel Flagg Posthumous Portrait of Horace Wells." Boston, Massachusetts. December 4, 1991

North Atlantic Health Sciences Library. Annual Meeting "Boundary Spanning: Capitalizing on Change." Mystic, Connecticut. October 20-22, 1991

Association of American Medical Colleges. "Information Technology in the Academic Medical Center" "Snowmass, Utah July 7-19, 1991

Medical Library Association/American Medical Informatics Symposium. 8 Contact Hours June 6, 1991

New England Chapter – American Society for Information Science. David Penniman "Leadership and Research: Forces for Change in the Information Profession." Boston, Massachusetts May 13, 1991

Harvard University Library Visiting Committee. Annual Meeting. Keynote Speaker: Michael Crichton "The Future of Knowledge: A personal View." Cambridge, Massachusetts. April 25-26, 1991

Harvard University. Medical Area Colloquium. Nina Matheson. "Networks: Where Will They Lead?" Countway Auditorium November 27, 1990.

Boston Medical Library. 15<sup>th</sup> Annual Joseph Garland Lecture. Herbert Benson. "The Relaxation Response: A Bridge Between Medicine and Religion." Boston, Massachusetts. October 24, 1990

American Medical Informatics Association, First Annual Educational Research Conference. "Computers, Molecular Biology and Medicine: Computers in Learning and Teaching." Sydney Brenner, Ph.D. Professor, Medical Research Council, Molecular Genetics. "Analysis of Complex Genomes." Snowbird, Utah. June 1990

The Ninth Annual Estelle Brodman lecture. Steven Lock "Twenty-five Years of Publishing the British Medical Journal: Ethics, Authorship, Peer Review and Challenge of the New Electronic Media." Washington, University. St. Louis, Missouri May 9, 1989

St. Louis University. Faculty Forum: "Teaching in a Catholic/Jesuit University: an Ecumenical Endeavor." St. Louis, Missouri. March 28, 1989

St. Louis University Medical Center. "Sexual Harassment: a training program". St. Louis, University October 7, 1988

Medical Library Association. Eugenie Prime. CE 245 "Marketing Library Services" Eau Claire, Wisconsin. April 27, 1988

Minnesota Health Science Library Association and Wisconsin Health Sciences Library Association Joint Meeting. Eau Claire, Wisconsin. April 27-9, 1988



University of Illinois. Graduate School of Library and Information Science. 25<sup>th</sup> Annual Clinic on Library Applications of Data Processing. “Design and Evaluation of Computer/Human Interfaces – Issues for Librarians and Information Scientists. Urbana, Illinois April 17-19, 1988

St. Louis University. “Hospital Middle Management: Educational Conference”. (8 Contact Hours). St., Louis, Missouri March 17, 1988.

Symposium on Computer Applications in Medical Care “Adapting to Change: Integrating Information Management into Health Care, Education and Research. Washington DC November 1-4, 1987.

Medical Library Association. MidContinental Chapter. Keith Cottam. “Growth Strategies for Librarians: Behavior, Practice and Institutional Support. Wichita, Kansas. September 29-October 3, 1987

University of North Carolina Health Sciences Library. Symposium “Leadership in an Information Society. Chapel Hill, North Carolina, January 27, 1987

St. Louis University School of Medicine Women’s Club. Richard Selzer, MD. Reading and Commentary. Medical Grand Rounds. December 5, 1986

Medinfo 86. Fifth World Congress on Medical Informatics. Washington, DC. October 26-30, 1986

Medical Library Association, Midwest Chapter and the Health Science Librarians of Illinois. Annual Meeting October 22,-25, 1986 Chicago, Illinois. Keynote speaker: “Directing Change ...Fostering Excellence. “ Herbert White.

St. Louis University Medical Center. “the Spriitual Exercises of St. Ignatiuis, Academic Health Centers and the Bottom Line: A Management Retreat.” October 17-18,1986

St. Louis University. Center for Health Services Education and Research. Health Services Research Colloquia, Steven Shortall. “Joint Ventures: Opportunities for Building Effective Hospital-Physician Relations. St. Louis, Missouri October 9, 1986

National Library of Medicine. Symposium “Support of Health Sciences Education by Integrated Academic Information Management Systems (IAIMS)” Bethesda, Maryland March 23, 1986

National Library of Medicine. “Symposium on Integrated Academic Information Management Systems.” March 12, 1986

Joint meeting of the Midwest Chapter of the Medical Library Association and the Michigan Heath Sciences Library Association. Lansing, Michigan. October 16-18, 1985

Medical Library Association. Pacific Northwest Chapter. Annual Meeting “The Human Equation: Librarians +Technology =Excellence. Eugene Oregon. (Special Event. Gene Roddenberry: The World of Star Trek and the Shape of Tomorrow.) October 29-November 1, 1985

International Federation of Library Associations (IFLA) 51st Annual Meeting. Chicago, Illinois August 19-21, 1985

Hospital Association of Metropolitan St. Louis. "Marketing Seminar" St. Louis, Missouri September 19, 1984

Hospital Association of Metropolitan St. Louis and the Greater St. Louis Alliance for Health Planning. "Marketing: The Challenge of Today's Competitive Environment." St. Louis, Missouri September 19, 1984.

St. Joseph Hospital. "Medical Staff Credentialing and Privilege Delineation Seminar." Alton, Illinois September 12, 1984

Association of American Medical Colleges and the National Library of Medicine. Delphi Study with Nina Matheson leading to the creation of IAIMS Study "Academic Information in the Academic Health Sciences Center: Roles for the Library in Information Management. 1984

Illinois Hospital Association. Public Relations Action Program. Collinsville, Illinois April 24, 1984

St. Joseph Hospital. "Motivational Dynamics". Six week course. March 1, 1984

Shared Medical Services (SMS). "Executive Orientation." King of Prussia, Pennsylvania January, 1984

St. Joseph Hospital. Community Health Series. "Health Care in the Media: Fact or Fiction." Alton, Illinois November 17, 1983

Health Science Librarians of Illinois. "Budget Management for Librarians) 6 Contact Hours. ( Sponsored by the Areawide Hospital Library Consortium of Southwestern Illinois.) Chicago, Illinois. April 28, 1983

Areawide Hospital Library Consortium of Southwestern Illinois. "Microcomputer Workshop: Exploring Library Applications. Sally Harms, instructor. Alton, Illinois. April 14, 1983

St. Joseph Hospital. "The Legal Noose Gets tighter: A Medico-Legal Seminar for Physicians and Hospital Trustees. Alton, Illinois. April 7, 1983

St. Louis Medical Librarians. "Online Searching: An introduction and an update." November 19, 1982

St. Louis Globe Democrat. Old Newsboy's Day. Alton, Illinois November 16, 1982

"Hospital Marketing: an Essential Specialty." St. Louis, Missouri. November 10, 1982.

Illinois Catholic Health Association Annual Meeting. Surviving the 1980's Under a Catholic Philosophy." October 18-19, 1982

Medical Library Association. Midwest Chapter Meeting. "Networking/Cooperation: Making Networking Work for You. October 7-10, 1982

Medical Library Association. CE Course. "Descriptive Statistics." Milwaukee, Wisconsin. October 7, 1982

St. Louis Medical Librarians. "Health Care of the 80's." Richard Stensrud. Executive Director, St. Louis University Hospital. September 22, 1982.

National Library of Medicine. Initial Online Services Training Class. August 23-25, 1982

St. Louis Medical Librarians. "Hospice Movement". January 13, 1982

Medical Library Association. Midwest Chapter Annual Meeting. "Options for the Future: Medical Libraries in the year 2000. Detroit, Michigan. October 11-13, 1981.

St. Joseph Hospital. Effective Management Communications Workshop. Alton, Illinois February 23, 1981

St. Joseph Hospital. "Managing With Style: a Key to Managing Self and Others: Alton, Illinois. September 9, 1980

Medical Library Association. Midwest Chapter Annual meeting. "Health Information: An Idea We Can Live With". Minneapolis, Minnesota. September 27-29, 1979

Summer Library Institute. McKendree College. With Peggy Sullivan, Norman Maas, Detroit Public Library June 13-16, 1979

Tri-State Hospital Assembly. "Tomorrow's Challenges Today." Chicago, Illinois, April 23-25, 1979

Health Care Management Institute: "Facing the Media". Rancho Palos Verdes, California. February 3, 1978

Lifemark Corporation. Your Hospitality Training Seminar. Trained as an instructor of "guest Relations Programs." 1978

Memphis State University. "Hospital Public Relations: A Six-Week Correspondence Course "Memphis, Tennessee August, 1977

Medical Library Association. MLA CE@6 "Teaching Skills for Library Educators. Martha Jane Zachart June 11-12, 1977

Midwest Health Science Library Network. "Leadership Skills in Consortia. Eau Claire, Wisconsin. March 23-24, 1977.

Wayne State University. Division of Library Science in cooperation with the U.S. Office of Education under Title IIB, Higher Education Act. "Patient/Health Education and the Library: the librarian's role. An Invitational Conference." (35Contact Hours). Miriam Larson. 1977

St. Louis Medical Librarians. "Two case studies on consortia presented for analysis: Looking toward possible future development of a consortium among the St. Louis Medical Librarians. " St. Louis, Missouri June 1977

St. Louis Medical Librarians. "Drug Information Services at the St. Louis College of Pharmacy. St. Louis Missouri, June 8, 1977

Medical Library Association CE. "Writing for Publication." (6 Contact Hours) Jana Bradley Evansville, Indiana April 26, 1977

Medical Library Association. Midwest Regional Group Meeting Evansville, Indiana April 25, 1977

St. Louis Medical Librarians. "History of the Missouri Botanical Garden and how the library can be related to medical and hospital libraries. St. Louis, Missouri. April 19, 1977

Southwestern Illinois Hospital Planning Council Meeting, Highland, Illinois April 2, 1977

St. Louis Medical Librarians. "The art and science of bookbinding. St. Louis, Missouri March 16, 1977

St. Louis Medical Librarians. "Clinical Medical Librarianship". Polly Cummings. St. Louis, Missouri. February 17, 1977

St. Joseph Hospital. "Managing for Results." (18 Contact Hours). Alton, Illinois September 23, 1976-January 6, 1977

Medical Library Association CE 29 "Hospital Library Management." Springfield, Illinois, November 20, 1976

Illinois Hospital Association Annual Meeting. St. Louis, Missouri October 28, 1976

Illinois Hospital Association Annual Meeting, CE Course, "Hospital Marketing" (6 Contact Hours) St. Louis, Missouri October 28, 1976

River Bend United Way for Agency Staff and Board Members. "Human Relations Workshop" by Al Fleishman. October 5, 1976

St. Louis, Medical Librarians. "Orientation: an Overview." Barbara Halbrook. September 19, 1976

Illinois Hospital Association Meeting. Region 4. Collinsville, Illinois May 14, 1976

St. Louis University. "Health Care Consumer: Rights, Responsibilities and Representation" March 10-11, 1976

Illinois library and Information Network. Interlibrary Loan and Information Workshop (6 Contact Hours) Edwardsville, Illinois November 7, 1975

Medical Library Association. CE "Problems in Medical Cataloging and Classification. May 31, 1975

Greater Alton Chamber of Commerce. Government-Business Partnership Seminar. November 14, 1975 Alton, Illinois November 14, 1975

American Health Congress Annual Meeting. Chicago, Illinois August 12-15, 1974

Lewis and Clark Community College. Emergency Medical Technician course. 1974

Medical Library Association. CE course "Management of Media in the Library." (6 Contact Hours) San Antonio, Texas May, 1974

St. Louis University Medical Center Continuing Education. "Health Sciences Library Collections – Selection and Acquisition. (6 Contact Hours) March 26, 1973.

### ***GRANTS and FUNDRAISING PROPOSALS***

Messerle, J. PI. "*Investigating Information Needs in Basic Science Labs.*" (With Mary Ellen Sievert) National Library of Medicine. 1 R01 LM008583-01 (Withdrawn due to early retirement) .2004 \$1,860,925

*Hiams Grant to Catalog the Hiams Collection* in the Center for the History of Medicine. 2002 Funded \$32,000

*Monographic Preservation Grant. For History of Science.*" National Endowment for the Humanities. (Through HUL Grant) Funded

Messerle, J. PI *Branch Library of the Boston Medical Library at the Massachusetts Medical Society.* Massachusetts Medical Society. \$70,000/yr. Ongoing

*"Biomedical Image Library Confocal Microscopy Grant (BIL)"* Harvard Library Digital Initiative Project. Funded 2000

*Materials management. Special fund to prepare collections in preparation for renovation.* Harvard Medical School. \$700,000. 1997

Messerle, J. Co-PI "*Serials Retroconversion Project.* National Library of Medicine \$212,000 Funded 1997

Messerle, J. PI. *Region 8, Resource Library Subcontract.* \$15000. 1995

Messerle, J. Co-PI "*Unified Medical Language System (UMLS)* grant \$25,000 Funded 1995

Messerle J. PI "*Knowledge Library Grant*" National Library of medicine. 3 Years \$451,000 Funded 1995

*Monographic Retroconversion Project.* Harvard University Corporation \$500,000 Funded 1994

Messerle, J. PI "*Reorganization Project at the Countway Library.*" Harvard University Human Resources. 1992 \$25,000 Funded.

Messerle, J. Co-PI "*AIDS Information Education Outreach Grant.*" National Library of Medicine \$180,000, 1991

*Regional Medical Library Contract Proposal. Region 8.* National Library of Medicine (not awarded) 1990

Messerle, J. PI "*Southwestern Illinois Area-wide Hospital Library Consortium.* National Library of Medicine. 1974. \$27,000 1 GO8 LM02282-01 Funded

Messerle, J. PI “*A Demonstration Hospital Health Sciences Library.*” Bi-State Regional Medical Program January 26, 1973 not funded (Regional Medical Program Phased Out))

Messerle, J. PI “*Collection Development Grant.*” National Library of Medicine. Improvement Grant \$3000. 1972

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J.Messerle