

MEDICAL LIBRARY ASSOCIATION

ORAL HISTORY COMMITTEE

INTERVIEW

WITH

**JACQUELINE DONALDSON  
DOYLE, FMLA**

Interview conducted by Mary L. Ryan, FMLA  
and  
Julia F. Sollenberger, AHIP, FMLA

January 15-16, 2019

Edited by  
Carolyn E. Lipscomb, AHIP, FMLA  
Project Director  
October 2019

Published 2019

## **Table of Contents**

Consent Form	iii
Photograph	iv
Biographical Statement	v
Education and Library School	1
Semester on World Campus Afloat	2
Introduction to Medical Librarianship	5
Career at Good Samaritan	7
Establishing Library at New U of A College of Medicine in Phoenix	11
AAHSL New Libraries Group	12
Participation of Arizona Librarians in MLA Chapter	15
Involvement in MLA	16
Hospital Library Standards	18
MLA Presidency	20
Janet Doe Lecture and Corporate Perspective	23
Introduction of Technology to Hospital Libraries	25
Importance of National Library of Medicine and AAHSL	27
Awards and Advocacy for Collaboration	30
Career Influences	31
National Program Committee for Kansas City MLA Annual Meeting	35
Index	40
Curriculum Vitae	43

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 Mary L. Ryan and Julia F. Sollenberger on January 15/19. 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 \_\_\_\_\_.

Name of Interviewee  
Jacqueline D. Doyle

Signature  


Date 1/15/19

Accepted by:   
K. L. Sollenberger  
MLA EXECUTIVE DIRECTOR

Mary L. Ryan

Julia F. Sollenberger

Name of MLA Interviewer(s)

Mary L. Ryan

Julia F. Sollenberger

Signature(s)

Date 1/15/19

Date 10/9/19



## **Biographical Statement**

Jacqueline Donaldson Doyle, FMLA, is known for her leadership at Banner Health (formerly Samaritan Health System) in Phoenix, as well as for her work with academic libraries at new medical schools. Her career is noted for her advocacy of the importance of libraries in hospitals and other environments, the transferability of librarian skills to nonlibrary settings, and the value of collaboration.

The longest period of Doyle's work history was spent in multiple positions at Banner/Samaritan hospitals, but the defining characteristic of her career may be its nimbleness and her ability to assume new roles and to build new organizations. Her first experience was in public and university libraries around the time she was earning her master's degree at the new library school at California State University, Fullerton. Her introduction to medical librarianship came in 1973 at the one-person Arizona State Hospital library, where she was mentored by librarians from the Pacific Southwest Regional Medical Library Service (PSRMLS). A period of family responsibilities combined with part-time positions at public health and other organizations was followed by a job at the University of California, San Diego, Biomedical Library. She incorporated this varied experience as her career took its primary shape as the library director at Good Samaritan Medical Center, where she spent twenty-two years in the Samaritan and Banner organization taking on new library functions and responsibility for a consolidated regional library system, adapting to corporate changes, establishing a library at a new hospital, and assuming management positions in planning and service excellence. Along the way, she applied her perspective and knowledge as a librarian. A major staff layoff led to even more versatility and a return to academic librarianship, in the significant role as head librarian for the new University of Arizona College of Medicine campus in Phoenix for seven years before her retirement in 2013.

Doyle's professional contributions reflect her experience and values. She demonstrated her commitment to collaboration as the first chairperson of what became Central Arizona Biomedical Libraries (CABL) and was instrumental in merging Arizona librarians into the Medical Library Group of Southern California and Arizona (MLGSCA) in 1975, later serving as president of this Medical Library Association chapter. She chaired MLA's Hospital Libraries Section and was influential in the development of hospital library standards, as a representative to the Joint Commission Information Management Task Force and contributor to the MLA standards, and she was a frequent author, presenter, and instructor on aspects of hospital librarianship. She played a key role in the establishment of the Arizona Health Information Network (AZHIN). Doyle also made a major contribution to academic libraries by creating a group in the Association of Academic Health Sciences Libraries (AAHSL) for librarians at new medical schools.

Doyle twice served on the MLA Board of Directors, including as president in 1998/99. She presented the Janet Doe Lecture in 2002 on her perspective from the corporate side of the hospital. She was honored with the MLA Award for Excellence and Achievement in Hospital Librarianship (now the Lois Ann Colaianni Award) in 1995 and the 2012 Marcia C. Noyes Award.

## **Medical Library Association Interview with Jacqueline Donaldson Doyle**

*[WAV File #1]*

JULIA F. SOLLENBERGER: This is an interview with Jacque Doyle. We're at Jacque's home in Scottsdale, Arizona, and today is January 15th, 2019. The interviewers are Julia Sollenberger and Mary Ryan. So, let's get started. To begin, Jacque, tell us about where you grew up and any factors in your family's circumstances or upbringing that set the stage for your later education and career.

JACQUELINE DONALDSON DOYLE: Well, I grew up in San Diego, California. And my mother always said I should be a librarian because I loved to go to the little public library and read books all the time. That's what she encouraged me to do, and I said, "Oh, mother, I don't want to do that [laughter]." But here I ended up doing it.

Poli sci was my major in school, which isn't a very useful degree unless you want to be in the Foreign Service, which I did, but I didn't get there. So I ended up deciding I wanted to go to library school. I worked as a library assistant in several libraries, including a little, tiny one in the Toledo Public Library system, a little baby branch library. That was fun. But I didn't want to be a children's librarian, for sure. It was near Toledo and it was near Ann Arbor. While I was there, I met the director of the University of Michigan Library and he said, "We'll send you to library school. Why don't you stay here?" And I didn't want to stay there because I wanted to go back and marry my boyfriend. Silly, silly, huh? But it was a good library, and in retrospect, that would have been a smart thing to do intellectually and professionally, but I didn't do it. I moved to California and married my boyfriend, and was in Southern California. The closest library school of any stature was UCLA, but I lived about two-and-a-half hours away from L.A. and I didn't want to drive that far.

JS: No, it's too far.

JDD: It would have been too far, and it was a lot more money than I had to spend at the time. Cal State Fullerton had just started a master's library program, and so I applied there and got in. And it ended up being a good thing, because it was brand-new and they were trying different things. I think I had to take a FORTRAN class there. Remember FORTRAN?

JS: Oh, I do, indeed.

JDD: Isn't that funny? They were trying to get into the computer age. And that FORTRAN class didn't really help me, but it introduced me, I guess. So I went to Fullerton and it was a very small school and it was very new, which was always fun. I think that was a theme for me, always starting out something new. I think about it in retrospect now. I went to Cal State Fullerton and took two years, almost, to get [my degree] because I was working at the University of California, Irvine library at the time

doing interlibrary loan as a paraprofessional. And I loved that, too. It was a neat academic position.

JS: Can I ask you to go back for a second? Your [Medical Library Association] presidential biography describes you as a free spirit.

JDD: I was afraid you were going to ask me that.

JS: Can you tell us about your college years and why that was the case? And what else did you do in college or around college time that made you, perhaps, be that free spirit?

JDD: I don't know what Betty [Kjellberg] was talking about when she wrote that. I wish I had asked her. I think we were both considered crazy California girls, because I met her in Phoenix and we had both gone to Cal State colleges our whole undergraduate program. And we both thought we were nuts, I think. People thought we were hippies because, in that era, if you dressed a certain way and acted a certain way, they assumed you were a hippie from California, if you didn't live in California anymore. So it was pretty standard to be considered a hippie whether I was one or not, which I wasn't. I might have been a wannabe, but I never was one. I think that's what Betty's probably referring to. We did click. We became best friends forever.

JS: Can you tell us about the experience you had? Mary and I both remember you telling us about being on a ship. Tell us about that.

JDD: Part of my undergrad degree was one year on the World Campus Afloat, which was a [semester] away on a ship that went around the world. I was very lucky. My parents had not spent any money for me in college because state colleges were so cheap back then, and I think they wanted to get me away from my boyfriend at the time [laughter].

JS: Was it the one you married?

JDD: It was. I ended up marrying him and they were probably right in retrospect, but I didn't know that. So I went around the world and it was wonderful. It was four or five months. We sailed from New York harbor on Columbus Day and went straight to Spain, so that was kind of cool.

MARY L. RYAN: So did you have classes on the ship?

JDD: Yes, we had classes. And you could get seasick, and it rolled.

JS: What year was that?

JDD: 1967. So that was pretty fun. I loved it. I had a good time, and it did give me even more wanderlust than I already had at the time. We went from New York to Spain and Portugal, and then Africa, around Africa, around the [Cape] to Cape Town and

Mombasa [Kenya], India, Thailand, and then Japan. And then Hawaii and then home. So it was fun. It was a wonderful experience that I'm very grateful to my parents for.

MR: That's a variation of the study abroad, a semester abroad.

JDD: And it still is. I think it's called Semester at Sea now. Now I think it's out of the University of Virginia [until 2016], I believe. It was wonderful. Had a good time. I met Indira Gandhi because I was on the student council, so the student council group got to do all kinds of dignitary stuff, and so we had an audience with her. That was pretty cool.

JS: Oh, my goodness.

MR: And so the whole ship was just students and faculty?

JDD: Five hundred students, yes.

JS: Too bad we didn't do that, Mary.

MR: Oh, that would have been wonderful.

JDD: I don't even know how I heard about it, but another girlfriend from my undergrad school wanted to do it. And then we told our parents and they said, "Okay, go." So we were very lucky.

JS: So you got a semester's credit for it?

JDD: Yes, a full semester. What would that be? Eighteen credits, maybe, something like that. It was just a wonderful experience. And I loved the poli sci government classes, because you were right there. Yes, I loved it. I was very lucky.

JS: So, I'm sorry I had to take you back to that, but I didn't want us to miss that one.

MR: Did you have to apply to be in this Semester at Sea?

JDD: Yes. It's just like applying to college.

MR: So they could only take so many students, so I imagine a lot of students wanted to do it.

JDD: Probably. One of [Kirk Douglas's] sons was in it. He was our only dignitary. But he was a jerk, so... And then Joan Lunden, only it was Joan Blunden, then.

JS: 'Lunden' like L-u-n-d-e-n?

JDD: Yes. She's a newscaster.

MR: Yes, she used to be on one of the morning shows.

JDD: She was one of the students, yes. There were a lot of wealthy people. We weren't, but there were other wealthy people there. It was a lovely experience. I'm very grateful for it. And there was a little library.

JS: It was on the ship?

JDD: Yes, and I always thought I'd apply to be the librarian sometime and go back, but I never did. But I thought that would have been a fun thing to do. There was a small collection, which I apparently used, but probably not a lot. But we didn't have Internet back then, so I had to use the library if I wanted to write a paper.

MR: So you've already talked a little bit about how you went into librarianship and that you went to Cal State Fullerton. Can you describe your library education a little more? It changed so much, I know, from the time I went to library school until the way they teach librarianship now. What types of classes did you take back then?

JDD: Cataloging and acquisitions, that kind of thing, and what we call public services now. Circ systems, probably. And like I said, I took FORTRAN to try to get introduced to computers, which were pretty new and jazzy at the time. I took literature of the Pacific one year when I was in Hawaii. That was fun. That was a good class.

JS: Now, why were you in Hawaii?

JDD: One summer session I went to Hawaii for the summer, because I had an Uncle Lou who lived there and I didn't have to pay for room and board or anything.

MR: Is this while you were an undergraduate?

JDD: Yes. I don't remember what year, probably junior or senior year. Summer school, so it was quick, but I love those kinds of classes. And then I took children's literature, I think, in library school, and anything else I could get that was interesting and fun. It was related to poli sci. I think I had to do a lot of research on political things of the time, which was pretty heavy in that time—'70 to '72.

MR: Did you take any special training in medical librarianship?

JDD: Isn't that funny? I had never been exposed to it up until I got the new job after I got out of library school. I probably took a class in special libraries, but I don't remember much about it. So, no, I hadn't. I had to wait until I graduated and then got into the real world and had to figure out what to do. And then I found medical libraries.

JS: How did you find medical libraries?

JDD: Oh, that was neat. I loved that. I moved to Phoenix and I interviewed for a public library job at the Arizona State Hospital library. I didn't know it was a psychiatric institution when I applied. I had no idea that most state hospitals were institutions of some sort [laughter]. So I ended up at this little, tiny, cute library that was adorable. But guess who I met? All the MLA leaders, because I was in the Pacific Southwest regional system of [the National Library of Medicine]. I met Phyllis Mirsky and Alison Bunting and all the wonderful people...

*[WAV File #2]*

JDD: Since I was in Phoenix, Arizona, that was part of the Pacific Southwest Regional Medical Library Service [in the Regional Medical Library (RML) Program] from NLM. And when they sent people out to help us, I got the good luck of meeting Phyllis and Alison and all the UCLA people. They were incredible mentors and took care of all of us in Phoenix. And we were just a little place. There are probably only ten, fifteen libraries in that group locally in Phoenix. So the UCLA PSRMLS people were a big part of our lives in always trying to help us get better, more professional, and more organized. They helped us know what we were supposed to be doing, since some of us were brand-new librarians, and especially new to medical libraries. So they were incredible.

I think I just luckily fell into it, honestly, and I loved it at the beginning. I think some other friends I've had, you just fall into it and go, how wonderful this is.

JS: It's not often a choice, is it?

JDD: No. It just happens. But I loved it. And for some reason, I felt like I was part of the medical team. That made it special. And they respected me and my expertise... That's what I enjoyed about it. I liked the intellectual part of it very much, and learning. I had to wander through the little stacks of the little library, and I didn't know what any of these were, so I had to go, "What is this subject matter?" It was funny. I loved it.

JS: What do you think you learned in these early positions?

JDD: Well, since it was a one-person library, I had to learn to do everything. So that's why the RML people were so special. They knew that a lot of us were one-person libraries, so we all had to do everything, not just be divided up like we're an academic library. But through that group, I also met the academic libraries. Tucson was the closest [academic] medical library. That was a big one. I met all those folks, and they were wonderful, too, and very good at what they were doing. And they took us under their wings, all of us.

MR: Who was the director at Arizona?

JDD: At that time, it was Tom Higdon in Tucson and his crew, and they were nice and smart and professional and knew what they were doing, so they were very good to us. And I've known all the subsequent ones there since, so that's pretty neat, too.

JS: So you had some positions after the Arizona State Hospital?

JDD: I was at the state hospital, I think, for three years, and then I quit to have a baby. Then I had to figure out what to do next. [Later] a friend was working in Samaritan Health System at the time and there was a health promotion job—not libraries, but it was a good place to get into the system. And then my friend retired, eventually, and, ultimately, I got her job at the “Good Sam,” Good Samaritan Hospital. [Editor’s note: Doyle’s curriculum vitae, included with this history, may be consulted for a listing of her positions.]

JS: As a librarian?

JDD: Yes. But from the state hospital I went home for a couple, three years. And then we had a state public health library, too, because when I wanted to go back to work, I didn’t want to work full-time, so they had a part-time job at the state health department [Arizona Department of Health Services]. So that was a good exposure—a public institution but not a public library.

MR: How long were you there?

JDD: Probably only about a year. Then I wanted a real job and I got divorced, so it was a good time to look around. That’s when I applied at UC-San Diego and went back to San Diego as a reference librarian at the University of California Biomedical Library there. And that was a wonderful thing, too. It was a good experience and more exposure to professionalism and having colleagues, which I really hadn’t had before as an OPL [one-person library].

JS: So, who was there at the time? Anybody we might recognize?

JDD: Mary Horres we hired while I was there. I’m trying to remember who was there before her [Robert Lewis]. I can’t think of who it was. A gentleman, but I can’t think of his name. But he was good, too. He hired me, happily, and I was happy to be there. It was a temporary job to begin with, because somebody was on leave of some kind, so I got the temp job. But then they kept me on, so that was very nice. I was a reference librarian for about three years there. And again, I had mentors and people who brought me along and taught me stuff, taught me how to be a librarian again in a different world, in an academic world, which was quite different.

MR: So, after San Diego, then you moved back to—

JDD: I moved back to Phoenix. Not a very happy story. I thought I was going to get back with my husband and that failed, so I came back. But then my friend Betty [Kjellberg] was about to retire from the Good Sam library, so I took her job. I was lucky to get that, and she was lucky to have me take over, because she could leave and not feel guilty.

JS: She retired completely?

JDD: No, she didn't retire. She was moving on. She thought she wanted to leave libraries. She went on to other things. But she stayed around to kind of mentor me and tutor me, which was very good and helpful. I loved being at Good Sam. I had a very good experience there. And again, I was the boss, which I think I liked doing—creating an organization that works, like I did at other places that I'd been. Even starting in library school was brand-new, so I like to do new things and that was a good thing for me, because it forced you to learn more and apply what you learn.

So I was at Good Sam. And the position—I think somebody looked at my resume one time and said, "You changed your position for eight years." I said, "No, it was the same position. It was just that the company name changed." Samaritan Health System. It was Samaritan and then it had other names, and it merged with other health systems, so the company changed.

JS: Ah, that's where Banner came in.

JDD: Yes, and ultimately it became Banner. But it was Samaritan for a long time. [Editor's note: In 1999, Samaritan Health System merged with Lutheran Health System to form Banner Health. In 2016, Banner Health and University of Arizona Health Network merged.] So, again, I was back with the RML folks, but it was a different crew, so I met different people. They were growing, too.

And at that point, I became interested in organizational stuff. We didn't have an MLA chapter, per se, we had a little, tiny group we called the Central Arizona Biomedical Libraries (CABL). We created that group together—Betty and I. And all of a sudden, it was a group. And then ultimately it became a chapter. We joined the Southern California group. It wasn't Southern California-Arizona until we said we wanted to be part of it. They took us in and it became the Southern California-Arizona chapter of MLA. [Editor's note: The Medical Library Group of Arizona, founded in 1967, merged in 1975 with the Medical Library Group of Southern California, which was affiliated with MLA as a regional group, to form what is now the Medical Library Group of Southern California and Arizona (MLGSCA), a chapter of MLA. After the merger, the need for local communication and resource sharing was met by the establishment of what became Maricopa Biomedical Libraries (MaBL), later Central Arizona Biomedical Libraries (CABL). Doyle was the first chairperson of MaBL in 1975 and president of MLGSCA in 1983/84.]

MR: So while you were at Good Sam, it seemed like your job changed there several times, that you were taking on more responsibility. You say you like learning new things. What were some of the reasons why you changed your positions at Good Sam, and what were the different roles that you had while you were there?

JDD: Well, at some point, they started doing radiology, oncology, or respiratory therapy system-wide, so all of the hospitals had to have one radiology organization. And so we said, okay, we'll make a Valley-wide library system. We kind of merged—intellectually, not physically—the collections of three or four libraries that were even smaller than us.

JS: Were you in charge of all of them?

JDD: I made myself in charge of it, yes. We just started coordinating together, and then, ultimately, they appointed me as director of the system of the library, so that was kind of fun. Again, making something out of nothing was fun. The other little, tiny libraries had paraprofessionals—not even a librarian at one of them, or a couple of them. And then every time Samaritan merged with other companies, then we had one in Colorado and we had one in Wyoming. The library system wasn't real, organizationally or financially, but we became coordinated that way.

JS: So you weren't their boss, but you were coordinating.

JDD: We worked together, yes. And so that's why my title changed over the years. And it was fun again working with somebody in a different state. I think Colorado and Wyoming were the two—and they still are; they're still part of the library system at Good Sam. I heard the other day that even the names of the people are the same now. That's kind of fun.

JS: Do you mean the very same people are there?

JDD: Yes, at one of the little ones in Colorado. So, yes, that's why my title changed, because the company changed its organizational structure, so the library had to change, too. I didn't really have a different job, all those changes; it just kind of became bigger.

MR: So at any point did you take on more responsibilities besides the library?

JDD: Yes. At some point along the way there, I took over AV services. Back then it was called AV services. I hired a gentleman who was very good. He had been the AV tech, the one who always ran the projector. Remember those people? But he was very good at what he did. And he's still there and he's still very highly thought of. Now, of course, it's all digital, but that was kind of fun to see and hear of him, and still know that he's doing well. Somebody I hired—that's cool. So, yes, I took on different things, and ultimately, we took on CME [continuing medical education], too, as part of the library system. I think that was a cost saving for all the hospitals in the Valley.

MR: Speaking of cost savings at a health sciences center, what were some of the major issues that you dealt with while you were there related to CME and other things?

JDD: I think the same ones everybody deals with when the organization decides it wants money cut, and then you just have to figure out how to do it. I'm sure you all have done that, too.

JS: Yes, that's the theme, isn't it?

JDD: Yes. Cut back, never add—or hardly ever add; or add, but not give you any money to add.

MR: Kind of do more with less.

JDD: Yes, exactly. So, budgetary issues were the big ones. And then taking on the other departments was always interesting, because then you have to hire different people that I wasn't supervising. I think I had two library staff members when I started. There were three of us total. And then we ended up adding all the other—the AV and the CME and adding other entities. So then you're supervising other kinds of professionals with different goals and different professional training, so that's an interesting experience too.

JS: And then you're not the expert anymore in those areas.

JDD: No, they are the individual experts. So you just have to respect that and let them go with the flow and let them do what they think is best. But you learn to manage them anyway. So that was a good experience for me professionally.

MR: What about space issues? Did you have to build a new library or renovate and things like that?

JDD: In this library, it's still exactly the same as it was when I took it over. It was in the basement of the hospital, and it was one-and-a-half floors—a half floor, the big floor. Most of the stacks were on the first floor, but then there were some upstairs, too, but it was not a full height. There were a couple study carrels up there, but that was about it.

MR: So you were at Good Sam from 1984 to 2005. What do you think were your most important contributions that you made while you were there? That's a pretty long time to be in one place.

JDD: I think organizing the people that I just mentioned. And also, I forgot to say we took over the archives of the hospital, and that was fun because I love history and that was exciting. We have all the paper files in the archives, and then we'd get people to give us stuff when they were throwing things away. So that was interesting. And I love the history of the hospital because it was started in 1911 and Arizona wasn't even a state then. Arizona wasn't a state until 1912. So that was kind of fun. It has a long history.

JS: So you obviously did a really great job at all these things, because they kept giving you more things to do.

JDD: I enjoyed it very much, and I still love the heart of libraries. I love learning, because that's what you do when you're in a library: you learn and have to expand your

brain, and I like doing that. I think I gave a talk or wrote a paper one time about it, being improv.

JS: Yes, you did, I read it.

JDD: Every day you come in and there's something new you have to deal with, and you never know what it's going to be. But I enjoyed that. My dad was a successful businessman and he was proud of me because he knew that I could take over stuff like that. It made him very happy.

JS: You made a move back to academic librarianship then, including at the University of Arizona College of Medicine - Phoenix, from [2006 to 2013]. What influenced your career path at that point?

JDD: I had to look for a new job because of another downsizing. It had become Banner Health by this time, and I went to a kind of corporate-level job, which was planning and a predicting the future kind of job. I liked it, but I wasn't thrilled with it, and I ended up wanting to go back to libraries. One of the new hospitals opened up in the system out on the west side, Banner Estrella, a hospital, and I went out to get that library started. I also took on service excellence, which is customer service, for the whole hospital. It included all the patient satisfaction surveys that they did and keeping patients happy and anticipating their needs.

JS: That is so different.

MR: That's a big job.

JDD: But it's very similar to libraries. You have to know what people want, whether they know it or not, and anticipate what they're doing, and hopefully figure out a way to meet their needs, which is what librarians have always done. So it wasn't that dissimilar. And I liked working with patients and the people that took care of patients. I'm going to have the word 'fun' everywhere, because I've always thought my job was fun. I've always had a great, fun job, no matter where I was.

JS: So how long did that happen?

JDD: I think I was only there for a couple years, maybe three. I'd have to look back.

JS: When you were in the corporate side of things?

JDD: Yes. I was only on the corporate side for one year, I think, and then I wanted to go back to libraries. Because we were constantly reinventing what we did, and I got tired of always having to reinvent. Then I went to run one of the other hospitals [Banner Estrella]. You'd call it a branch of the library at another hospital. And it was a brand-new hospital, again, so creating a whole new entity.

JS: So that's where you built a new library, didn't you?

JDD: Well, I didn't get to build it, but I got to influence what they put in it. It was pretty small, but it was becoming digital by that time already, a little bit.

JS: I remember visiting there. Don't you, Mary?

MR: Yes, I do.

JDD: And it was a brand-new hospital. It was pretty state-of-the-art at one time and fun. Like I said, I always have fun. But I enjoyed starting something new out there again. And then they suddenly decided to lay off the top management team, and by that time I was part of the top management. So I think six or eight of us got laid off at the exact same time, including the CEO of the hospital.

MR: Well, that's one way to save money, isn't it?

JDD: So that was a blow to my ego. You go, oh, my gosh, I got laid off. I never had that happen.

JS: Well, you'd been with that same group for many, many years. Jeez. But it's because you were at a high level?

JDD: Yes, twenty-two years totally, I think. So that was a stunner. And so the reason I had to leave there was because then I started job hunting again, and it was a position at Arizona State University at their West Campus. And it was just a part-timer, again. I keep getting temporary jobs, but it was being the librarian for the [Thunderbird] School of [Global] Management. And I enjoyed that. I started an MBA program at that time, because I enjoy that study, and worked there about a year, I think. Oh, gosh, I'd have to look at my resume.

MR: Did you complete the MBA program?

JDD: No, I didn't finish it. I took three or four classes. I didn't like statistics [laughter].

MR: My least favorite word.

JS: They can stop a lot of people.

JDD: I loved everything in marketing and planning and all that jazz, but I didn't like statistics. After I was laid off, I went to ASU, and they were going to hire the real management librarian. Then I didn't qualify; I didn't have the MBA, so they hired someone else.

By that time, the U of A [University of Arizona] College of Medicine was just starting up; it was in people's eyes. An old colleague from Banner Samaritan called and said,

"Jacque, I have a job for you. We're going to start a College of Medicine in Phoenix." I interviewed for that job, and that was pretty fun. I got the job, which surprised me.

JS: Why did it surprise you?

JDD: Because I hadn't had enough academic experience. But I knew I had friends who would help me if I needed it. By that time, I'd gotten active in MLA, so I had people all over who would help me if I needed help, so that was a good thing. But when I went to the College of Medicine, I did get to create that library—not physically, but conceptually from scratch, which was wonderful. I was there from [2006 to 2013], and by that time, my now-husband said, "Jacque, you need to retire so we can have fun." He convinced me, and that's why I retired.

JS: Was that new library at Phoenix a branch?

JDD: Some people considered it a branch. The [University of Arizona -] Tucson College of Medicine thought we were a branch, but we thought we were our own College of Medicine. It was a lot of back and forth and politics.

JS: Well, I know you took a leadership role in the New and Developing Academic [Health Sciences] Libraries group of AAHSL—the Association of Academic Health Sciences Libraries—while you were in that position. Can you describe some of the challenges of having to build a new academic library like that?

JDD: Well, because it was brand-new and we didn't have faculty yet, you have to think about what you're going to do to work with faculty. I think that was a big part of it. And by that time, we knew we had to be electronic, but we had no idea how much to be electronic and how much to stay print. You knew there was going to be stuff coming down the pipeline, whether you knew what it was or not, because change was happening so quickly.

But AAHSL, the group, helped me so much, because we got together and helped each other. There were a whole bunch of new schools coming up at that time.

JS: I think that group is still very active and working together to try to figure out how to do this, because it's hard.

JDD: Yes, because the changes are going to come, budget cuts are going to come, whether you want them to or not. You know they're inevitable.

JS: In fact, I think that there's a paper that just was written in the *JMLA* [January 2019 issue of *Journal of the Medical Library Association*].

JDD: Good. I just got one, I think. So, yes, having that group with me helped a lot, because we could say, "I don't know how to do this. Do you know how to do it?" or "What's the best way to do it?" So that group was wonderful. I met people from all over

the U.S. who were struggling with the same thing we were struggling with, so that was very, very helpful.

JS: What do you think were your most important contributions in that position?

JDD: Well, I hope it was creating a library that continues to function to this day, and getting faculty to recognize that libraries needed support, whether they were physical or electronic. And I hope I made a difference in that respect. And then trying to recruit the right kind of staff. I found a really good librarian from ASU and I recruited her, and she was very good, and then we had to find more. So that's always a challenge—finding the right people who were willing to come to a new place without much of a future yet.

JS: Right. But it worked.

JDD: Again, it was a challenge and I enjoyed it. And I did have Tucson to support me, and then the larger MLA group. So you always have people. That's one of the best things about MLA. Now I'm going to get teary again. Everybody helps each other so much.

JS: So, you worked in hospital, academic, and sort of a corporate executive kind of level.

JDD: And then the public health library—the Arizona Department of Health [Services]. And the public library job. My first job was in the public library.

JS: Can you think about some of the challenges and different roles that you had in those three or four positions during your career? And did you set out to make that your career path or it just happened and you responded to circumstances?

JDD: Probably a combination of those things, because I fell into it, found I liked it and found I could do it, and enjoyed doing it, and was moderately successful in doing it, and wanted to take it further every time, and wanted to continue learning. And each one of them had budget issues. Everyone has a budget issue whether it's in public health or academics. So that's a commonality for everyone; that was a theme for everybody; and coping with changes and politics.

I remember we had to learn all about the new DRGs [diagnosis-related groups] back in the day. We had to learn the payment systems and Medicare and Medicaid and all that. And then Arizona had its own Medicaid program, which was, I think, well thought of at one time. I don't think it is anymore. So we had to learn those things and how we fit into it, and what it implicated for us, what it meant for us. If the hospital was having budget problems, that meant we were going to have budget problems. So we had to figure out ways to tell administration that we had value in helping them do what they needed to do. And I enjoyed challenging them to do that.

And you keep hearing it, too—there's still stuff today. You can't have a hospital, you can't have a college, you can't have whatever it is without a library to support it. And it doesn't have to be bricks-and-mortar, but it needs to be there, it needs to be a service.

JS: Well, it's finding the value and being able to show that value to the people—

JDD: —and how to show it in a way that makes sense to administrators.

JS: I know. It's so hard.

JDD: So that's why I took all the MLA courses you can—how to talk to your administrator about what a library means.

MR: And it seems like it's still an ongoing problem.

JDD: I don't think it's ever going to change, probably.

MR: No. And I know the hospital libraries in Arkansas. There are fewer and fewer of them, because as the hospitals came under more and more pressure economically to survive, the libraries are one of the places they look at to see if they can cut costs.

JS: And it's interesting—I just heard from the librarian at the Rochester General Hospital, who's been doing very well. Her library has been flourishing. And all of a sudden, the president changed and now he has no interest whatsoever in the library, and she is struggling. So, it's so whimsical depending on who is where.

JDD: And it's not always predictable. But every time you know there's going to be an administration change, you feel a little anxiety, because you never know what that means.

MR: Right. It could be a major change in your situation. So, you certainly had a varied career.

JDD: I'm very fortunate.

MR: In your career, what do you feel were your most important challenges and contributions that you might not have already discussed? You certainly had a lot of them.

JDD: Probably a part of it was hiring the right people and getting the right people in to work with you, and creating collaborations with groups, like the CABL group. We started off as MaBL—Maricopa (County) [Bio]medical Libraries—and then we expanded it to be central Arizona, because it included the north and the central. And then Tucson had its own group; they were the southern group. Creating those groups and figuring out how to work together, I enjoyed doing that very much. I felt like I did a good job on that. So those were challenges and successes as well as mistakes. And we all make mistakes along the way, but we learn from them as we go, too.

MR: That's right. It's hard to learn a lesson if you don't have some challenges along the way. But you might not—

JDD: —if it keeps plowing beautifully.

MR: Is there anything else that you want to talk about, any other aspects of your career...

JDD: I think I'll think of more if we can leave that for part two. Is that all right?...

MR: Okay, Jacque, we've talked quite a bit about your different positions and different libraries, so let's talk about your involvement in professional activities, because you've been extremely active at many different levels in professional activities. So, how and why did you first become involved in professional associations?

JDD: I think, as I said earlier, that when I moved to Arizona, there was not a professional group, and we created one that was consisting of the librarians in the Phoenix area, mostly, Maricopa County. But we knew of what was going on in California, the MLA chapter in Southern California. Oh, I think it was Sam [Hitt]. Is that his name?...

MR: North Carolina.

JDD: Yes, he encouraged us to join MLGSC. He said, "Don't start a new one on your own. Just join California." So we did what he told us to do [laughter].

JS: That's because he was important.

JDD: He was important and he knew what he was talking about, and we didn't. [Editor's note: Hitt was MLA president in 1974/75 when Arizona joined with Southern California in 1975.] And so we called the Southern California chapter and said, "Can we be part of you?" I don't know what shenanigans had to go on to make that happen, but it finally happened and we became part of that chapter. So, suddenly, we were part of a national group, which was great. That got me started. And again, the Phyllis Mirsky connection and all the people from the RML who were part of MLA, too, encouraged us to be involved. So that's how I got into it.

MR: What do you think that chapter's importance was to Arizona librarians and to you in your positions?

JDD: It expanded our opportunities for continuing education, probably, primarily, because we couldn't do it ourselves. So we could all get good speakers and good teachers—CE teachers. I think that's a big part of it. And just knowing people, again, for helping each other was a big part of it. And it just didn't exist in Arizona before. There was a group in Tucson and a group in Phoenix, but that's all. We weren't connected to anybody. So, once we got connected, then we had power and strength and information.

MR: So it helped you build those relationships with your colleagues within the state, too.

JDD: Absolutely, yes.

MR: Were you involved in other local or regional groups? Wasn't there another Arizona group?

JDD: Oh, that wasn't an association; that was actually a part of the University of Arizona. They created a consortium to buy resources. Arizona Health Information Network. I think it still exists, too.

JS: Yes, we have a question later on that. We could either do it now or later.

MR: So, were there other local or regional groups that you were involved in?

JDD: There was probably a local ALA [American Library Association] group and maybe an SLA [Special Libraries Association], but I wasn't really involved with them. I was really focusing on the medical and benefited most from them and learned the most, and could contribute the most, too.

MR: Yes, I found that in my situation in Arkansas, too. The Arkansas Library Association—in it there was no medical stuff in their activities. And when I was at Tulane, the Louisiana Library Association didn't really have much to offer health sciences libraries.

JDD: No, I think that probably was a national issue.

MR: Yes, and you only have so much time to spend on professional activities, so you go to the group that's most useful.

JDD: Most relevant and helpful, exactly.

JS: Well, speaking of the group that is most relevant, let's talk about MLA. When did you become involved in MLA at the national level?

JDD: I think it was 1975 or thereabouts.

JS: Was that your first meeting?

JDD: Yes, I believe so. My job in Arizona started in 1973, and I probably started becoming familiar with MLA and MLG[SCA] at that point. And I think my first meeting was maybe Chicago in [1978], but I'm not positive. [Editor's note: Doyle confirmed this was her first MLA annual meeting in her inaugural presidential address.]

JS: Do you remember that meeting and your impressions of being there?

JDD: I was very impressed and very excited, and felt like [it was] a group you could identify with and get help from and help each other. I liked it very much.

JS: Did you start being on committees then?

JDD: No, I don't recollect. If I looked at my resume, it probably tells me all those things. But I think I was mostly involved in CE at that time, because I was taking CE courses. Maybe one of my first things was being on the CE committee, because I appreciated the work that they did so much. [Editor's note: According to her presidential biography in *Bulletin of the Medical Library Association*, July 1998, Doyle's first committee appointment was to the Continuing Education Committee in 1982.]

JS: Other than CE, do you remember any other significant committees or task forces that you served on?

JDD: I think I was also involved in a public health—there was a public health information group at the time [Public Health/Health Administration Section], because I worked in that public health library and still collaborated with them a bit in my Good Sam job. So, probably, I was interested still in public health at that point, too. And I remember MLA had a group on that, which was a good group. I met some good people that way.

JS: So, of course, you were also active in the Hospital Librar[ies] Section.

JDD: Yes, that was early on too.

JS: Talk to us about your role there and what the key issues might have been during that time.

JDD: Should we go back to funding [laughter]?

JS: I know.

JDD: Same old, same old. And working with administration and helping each other figure out how to be stronger and more effective. I think I became section chair at some point in there [1989/90]. And again, connected with more people on a national level, which was a very good thing. The more people you meet, the stronger you can become.

MR: So you served on the Board of Directors from 1990 through 1993, and that's where the three of us met, and we were all serving on the board together. What do you remember about what the significant issues were for MLA at that time, and who were the people who made the most impression on you when you first came to the board of MLA?

JDD: Well, the leadership. Dick Lyders, I think, was president at that time [1991/92], and he was impressive. And he was in an academic library, but he seemed to appreciate

hospital libraries more than a lot of them did at the time, so I know I learned a lot from him and his colleagues at Texas [Houston Academy of Medicine-Texas Medical Center Library]. I think the other issues that were happening—which I don't have a lot of detailed memory of—was strategic planning, which was a big issue—a lot of time commitment. I think in being new in the field, I thought it was kind of silly, probably, because I thought, why are we spending so much time on this. But ultimately it became a learning experience, so I know it was good for me.

MR: I think the executive director of MLA changed during that time period. Do you remember Ray Palmer was the executive director of MLA, and then the board—

JDD: And then it was Kent right after—or, no, Kent was just CE, right?

MR: Right. Oh, gosh, I'd forgotten all about that.

JS: Kent Mayfield.

JDD: Yes. He had a lot of clout with what I was doing. I really identified with him.

MR: He was very active and a good CE person. [Editor's note: Mayfield was MLA director of education and associate executive director.]

JDD: And then all the connections that you create with NLM at that point becomes important, too; knowing all the people that are powerful and know things. That really helped me a lot, I think. And...I was on the [Hospital Libraries Section] Standards Committee for MLA...so I learned a lot about... It was important for me to use the standards as a way to justify the existence of the libraries, although there was some debate, I know, going back and forth; people said, "Oh, those are just not really relevant." But I cared about them enough to use them as a tool.

JS: Well, you did indeed use them as a tool, because I remember that you visited Rochester during that period. You came to teach the MLA CE course on the library's role in complying with JCAHO [Joint Commission on Accreditation of Healthcare Organizations, later renamed The Joint Commission] standards for knowledge-based information.

JDD: Oh, that's right. I forgot about that.

JS: And I know that I used what I learned from you for many years to come.

JDD: And then you and Joanne Marshall took it further, even.

JS: Well, but even in my own institution, I was involved on JCAHO committees every time we were surveyed, and I was able to develop the right words to give to the people who were coming—

JDD: —that you hoped made sense to them.

JS: And it did, because you had thought through it and you had conveyed that to us during those courses.

JDD: It was pretty exciting times, I think. I think Judy Messerle was involved in that at that time, wasn't she?

JS: Was she? I remember you.

JDD: She had started in a hospital, didn't she, in St. Louis, or some little town [Alton IL], I think. And she had a lot of knowledge, so I know I benefited. She was encouraging, even though I had only been a hospital librarian, she didn't denigrate it like some people did.

MR: Well, I think the hospital standards work that you did was helpful to a lot of academic librarians, because we worked in big academic health centers that are hospitals. Same at my place. We used those, too, to help support what we did to support the activities of the hospital.

JS: So, besides teaching that course, how else were you involved in those standards?

JDD: I probably did some consulting with hospital libraries and other libraries that were interested in using standards as justification and that kind of thing.

MR: And weren't you the liaison from MLA to JCAHO [pronounced "jay-co"]?

JDD: Oh, yes, I remember going to JCAHO for a meeting, actually. I think that helped me at the hospital, too, because they saw I was connected to JCAHO in some odd way, and they couldn't quite figure out how [laughter].

JS: But it seemed impressive.

JDD: It seemed impressive. So I enjoyed that. Again, I keep saying "I enjoyed" because it means that I learned from it and benefited from it and felt like I could help other people with it—not just enjoying, but it was stimulating and exciting.

MR: Well, I just remember when I first met you, you were really active in MLA activities, but you were THE hospital librarian—

JS: Yes, you really were, Jacque.

MR: —to me, in MLA, because you were so active and so well respected in helping the MLA members, whether they be hospital librarians or academic librarians or special librarians or whatever, that I, for one, just saw you as THE hospital librarian, the model for what hospital librarians should be like.

JS: Yes, the active, the...

MR: Outspoken.

JDD: Yes, spokesperson, kind of.

JS: But a person who knew technology, too.

JDD: And I think the people who helped me with that were Jana Bradley and Judy Messerle, both, because they had hospital backgrounds.

MR: Right, and Jana Bradley was elected president of MLA, and that was very unusual for a hospital librarian to be president of MLA at that time.

JS: But speaking of being president...

MR: Right. Speaking of being president, you were elected president of the Medical Library Association for 1998-1999.

JDD: Wasn't that the centennial year or something like that?

MR: I forgot all about that. And then you were on the board again in that role for three more years. What were the priorities that you chose as president? I know I had a really hard time choosing priorities when I was president. I wondered if you struggled with that. How did you choose your priorities and what were they?

JDD: Oh, I wish I could remember. I know they were really good [laughter], but I don't remember what they were. I did struggle with it, I know, but I probably picked something close to my heart, like hospitals or clinical settings or something like that.  
[Editor's note: In her inaugural presidential address at the annual meeting in 1998, Doyle stated that priorities identified for the presidential year fit in MLA's strategic plan: professional development, advocacy, organization, research, national information policy, and information technology. Her personal goal was to ensure that the organization was truly member-focused, with member needs addressed as quickly as possible.]

MR: Right. If I remember, I think you did.

JDD: I wish I could remember. I'd have to go back and read whatever there is to read about it. And that would make me feel good, too.

MR: What do you feel were your most important accomplishments as president of MLA? What were the challenges, and what do you think were your most important accomplishments? It was a lot of work.

JDD: I'd like to think that the relationship with NLM, through Dr. Lindberg and the other NLM people. I helped strengthen that. I was just one of many. And the Joint Commission work helped with that, too, I think. So I think just representing hospital librarians. And like you said, I like to stimulate other people to do the same thing. I don't know that I succeeded all the time, but I worked at it, made people think that they could do it and do well.

JS: I remember after your presidential year, you said you would say that the most fun part of your year was going to the chapter meetings.

JDD: Oh, it was fun.

JS: So you had a good time?

JDD: I enjoyed it. I love traveling and I love seeing new places and meeting all the different people in the different chapters and finding out what their issues were, and just learning and enjoying those people. They were so fun and different, and everybody was a little different, but we had the common bond of being librarians in a health sciences community. It just felt really good.

I remember being on the airplane—you probably had this, too, where you get on an airplane, and you're asked, "What are you going for?" I said I was a hospital librarian, and they went, "What's that?" They didn't know what that was. So it was always kind of fun.

And then I remember writing my Janet Doe Lecture. I just remember thinking how important it was and exciting it was that I cared about it enough and that people thought I should talk about it. And then friends would say, "Oh, that doesn't sound very interesting."

JS: Really?

JDD: Yes. But, then, if you're not in the world—

JS: Non-librarian friends.

JDD: Yes.

MR: I know it was a long time ago, but how do you think MLA and the challenges that it faced had changed from the first time you were on the board until the second time you were on the board, because it was like [seven] years apart.

JDD: I need to go in a time capsule to go back and figure out what was going on both of those times. Wouldn't that be interesting?

MR: I think the first time you were on the board [1990/93], MLA was kind of going through a transition with Ray Palmer leaving and hired Carla Funk as the executive director. [Editor's note: Palmer was executive director 1982-1991; Funk served from 1992-2015.] And, so, that first time we all served on the board together was a really—and there were financial issues with MLA, big financial issues.

JDD: Wasn't that the time when sections were just formed?

MR: Section Council and Chapter Council. [Editor's note: Section and Chapter Councils first met in 1981.]

JS: Yes, we were new, and Mary was—

JDD: It was a new position...

MR: [I was] on the board because I was the chair of Section Council.

JS: And I, because I was chair of Chapter Council. So, yes, that was all new.

JDD: Right. And I remember going to meetings to figure out what are chapters, what are sections, and what do we do? What's different?

MR: Right, and what did we want, what did we expect of Section Council and Chapter Council, and trying to figure out ways that we could get the association as a whole to understand the needs and challenges of the sections and the needs and challenges of the chapters. So that first time that we served on the board together was really a—

JDD: —transition, yes, but also organizational.

MR: ...Yes, a lot of organizational issues at that point.

JDD: Which is always challenging and stimulating and scary.

JS: But I think the second time [1997/2000], when you were the president, it was focused more on the value [of the library] and the hospital library.

JDD: I think justifying the value in that.

MR: The challenges for the members as opposed to the challenges for the organization as a whole.

JS: Very good, Mary.

JDD: Very good, Mary.

MR: It changed a lot. I saw that from my first time to my second time of being on the board, too. It was so totally different. We were looking at the needs of the members instead of the needs of the association and getting the association better established and on a firmer financial footing. It was a lot different the second time.

JDD: It was fun to learn how organizations evolve and change, and what are the things that factor into that.

MR: Right, it was very interesting to see the difference. So, when you were president, what did you enjoy the most about being president?

JDD: Besides going to meetings? I loved going to the chapter meetings.

MR: I loved going to the chapter meetings, too. I just thought it was fascinating to see how different they all were. They were so totally different in the chapters. I was stunned to discover how different they were. I don't know why I thought all the chapter meetings were basically alike and all that stuff. They were so different from each other.

JDD: Yes, different flavors, different cultures. And that's always fun.

MR: Could you talk about how the support of the MLA headquarters and your colleagues worked when you were president?

JDD: Well, you always know how much you count on those people at headquarters. And they were just excellent and responsive, and I missed them when I was no longer president. You feel like, oh, no, they're not my friends anymore.

MR: Or you don't get to talk to Carla every week on the phone. I remember when I was elected and she said, "I'll call you every Friday at two o'clock," and I was thinking, is she going to call me? What could we possibly have to talk about every week? And then she would call me every week, and I'd just be writing as fast as I could while she was talking.

JDD: Hopefully, she was doing the same thing, writing everything down you said. They were all different. But it was so stimulating and you learn so much from other ways that other people do the same thing you do, and I like that.

JS: So, we've talked about the Joint Commission already, so let's move down to the Janet Doe Lecture. You touched on that a second ago. In 2002, you presented the Janet Doe Lecture. Can you talk to us about the experience—how you chose your topic, how you researched it? Did you feel that your theme, which was the roles and values of the librarian in that kind of corporate perspective, do you think that still rings true even now?

JDD: I think so. The department I went to work for was called care management, which was setting standards for care in all the hospital departments, regardless of what the department was. And so I learned what was common to all the different departments, and what wasn't, and tried to figure out how the library connected into that, and how it was

really relevant, and we could really help them a lot if they'd only let us, if they'd only recognize that we have something to contribute. So I liked that. I just thought that being in a different place, but being a librarian, gave me strength that nobody else had, because they'd never been a librarian. We could offer something that nobody else could offer, so that was important to me.

JS: So that's the topic you chose.

JDD: Yes, I think I did ["A Job with a View: Perspectives from the Corporate Side of the Hospital"].

JS: Did you choose it early on in your year... I mean, did you choose the topic in the year that you were given the Janet Doe [invitation]?

JDD: Yes. I think it seemed really relevant, because I know I did make a contribution and a difference that way, and that was, I think, one of my themes—making a difference; that we weren't just there to occupy space; we were there to make a difference in the lives and the work of the people that we served. So I enjoyed that and really believed it with all my heart and soul, I think.

JS: And you wanted to talk to your colleagues about that.

JDD: Yes. And so they would believe, too. I guess I was proselytizing.

JS: That's okay. That's kind of what we do. When we believe in something, that's what we want to talk about.

JDD: And we knew that no one else would believe it and do it if we didn't, so we had to.

JS: Would you like to talk at all about any other things related to MLA and your role there, or MLA's role with us?

JDD: I know I enjoyed working with the various leaders of the different parts of MLA, and that was always interesting and educational. You'd always be able to use what you learned from them. And headquarters was really significant with helping. And then those connections you make through MLA stay with you forever.

JS: Just like right now.

MR: The three of us, which we're very grateful for. I still cherish all the times we roomed together at MLA meetings. And we met each other that first time we served on the MLA board.

JDD: But we were all new.

MR: Yes, we were all new. We didn't know each other before. I think, Jacque, I had met you once at the [1986 MLA annual] meeting in Minneapolis at the—

JDD: Was it Garrison Keillor?

MR: Garrison Keillor. And I remember thinking, wow, that's Jacque Doyle. And you were with somebody I knew, so I met you.

JDD: Yes, I remember that, too.

JS: I remember just hearing your name and thinking, wow...

JDD: That's crazy.

JS: It's true. It's true.

JDD: I was very lucky.

JS: Well, it was more than luck, but okay.

MR: MLA not only helped us a lot in our professional association activities—

JDD: —but in our lives in general.

MR: It helped us build friendships. People that can last forever.

JDD: Absolutely. Are we lucky, or what?

MR: Yes, we are. Okay, well, I know you were active in a lot of other organizations and associations, too, and one we mentioned earlier was the Arizona Health Information Network [AZHIN]. And I wondered what your role was in establishing it, and what were the important contributions that it made to you as a health sciences librarian?

JDD: Well, at the time [1994], the [Arizona Health Sciences] Library in Tucson at the U of A was trying to figure out how to help all the different—everybody wanted to figure out how to afford all these electronic resources that we all needed access to. So I think their idea was that we join together and put our money in one pot and spend it to help all the different libraries in all the different institutions, whether you were academic or hospital. Jeanette McCray at the U of A and—well, it was eventually after [Rachael Anderson], Gary Freiburger was one of the ones who was involved. We created this AZHIN group that helped the different libraries at different hospitals join, and they only had to pay a certain amount of money. You could justify to your bosses that it was a good expenditure and they'd get resources that they wouldn't otherwise get. So that's what AZHIN was. And it was pretty avant-garde at the time. I think there was another couple in the country. You were the one...

JS: We had MIRACLEnet.

JDD: Maybe we modeled ours after you.

JS: No, I think you were first... But there were several of us who did this, and it worked really well.

JDD: It made sense.

JS: Plus the smaller hospital libraries didn't have the technology to offer it up. But we at the larger institutions did.

JDD: We could host it.

JS: I think that's what made it work.

JDD: I think you're right. I remember when I first went to Good Sam, though, the Internet didn't exist and microcomputers were brand-new. And I remember talking to our IT people and saying, "Why don't we have microcomputers?" He said, "They're just a fad. They won't last. It's always going to be mainframes." Isn't that funny how things have changed? But I think that helped libraries, too, by having to have a microcomputer—microcomputer now sounds like a funny word, doesn't it?—

JS: It does.

JDD: —in the library, so that people could come there and do searches they couldn't do from their offices back then.

JS: Because they didn't have computers.

JDD: Or if they did, they only did email. I remember some of the docs came to us and said, "We need email, because my son's going to college. We need to have email now." So I think the library at that point signed up with a local provider of Internet. I think it was called GoodNet or something. And we paid. Anybody who was on staff at the hospital could use it. We gave out email addresses to people.

JS: So the library was at the forefront yet again!

JDD: We introduced the Internet to the world! Because they thought it was a fad and would go away. So I enjoyed doing stuff like that, too, that made me happy and laugh, and would give me something to laugh about—that computers were just a fad; they were going to go away. But then I remember meeting the CIO at Banner who predicted that microcomputers would take over the world, because everybody would have it at their fingertips instead of having to use a mainframe. At that time, that was still kind of foreign.

JS: I guess he was right.

JDD: He was right. But we didn't know it at the time.

MR: We didn't know it. We had no idea at the time of the impact it would have on our everyday lives.

JDD: I remember buying my first microcomputer. It was a Kaypro or something, a little one that looked like a sewing machine in a box like that with a handle on it. Do you remember those? [Editor's note: The portable Kaypro II microcomputer was introduced in 1982, with subsequent models through 1987.]

JS: I don't remember those.

JDD: That was my first one, and I think I still have it in my storage room somewhere.

JS: Jacque, don't say that.

MR: It could be in a museum somewhere.

JDD: Yes. So that was pretty fun, to introduce the world to email, which inadvertently introduced the world to the Internet.

MR: Right. Wow. Those were interesting times.

JDD: We were lucky to have that going on for us, and NLM was influential in making that happen, too.

MR: Well, speaking of NLM, it's one of the major organizations that you were active in as well. Could you talk a little bit about what your relationship and involvement with the National Library of Medicine was?

JDD: I think it was originally, of course, through the Regional Medical Library Service. We called it SRMLS at the time—PSRMLS [Pacific Southwest Regional Medical Library Service], but we called it SRMLS at UCLA.

JS: Silent 'p.'

JDD: But that was Alison [Bunting] and Phyllis [Mirsky], so they connected us to NLM. And they'd bring people in from NLM to either consult with us or teach us. So that was my first connection to them, and I just kind of felt in love with it from there. I thought it was the coolest place ever. And people didn't know it existed except for librarians.

MR: Right. Even the people we served in the academic health centers, they didn't know where MEDLINE came from; they just used it. And they didn't know that the National

Library of Medicine was at the National Institutes of Health. It was amazing how a service that was so important to them—

JDD: It was invisible how it got there. It was like you just snapped your fingers and it's there. Strange. The things we take for granted now.

JS: Were you on some advisory boards or something to NLM?

MR: Strategic planning?

JDD: I did a couple of the things, and yes, I do remember going to a couple of those and meeting all the bigwigs. You felt so important in the boardroom at NLM. My goodness. [Editor's note: Doyle served on a planning panel on support for clinical and public health systems for NLM's 2006-2016 long-range plan.]

MR: Yes. I think you were involved in one of their big strategic planning efforts. Because I think it's about every ten years or something, they do a major strategic planning effort for the National Library of Medicine.

JDD: So, of course, I was probably proselytizing for hospital libraries and other kinds of libraries that were relevant.

MR: To make sure they were included in the bigger plans.

JS: When I think about you being in that big boardroom, I think about how good you were at extemporaneous speaking. I do. You were really good at it, and I was always in awe of you.

JDD: I guess that was my Toastmasters training...

MR: I remember you telling us about that, and I remember thinking, I need to go to Toastmasters—

JS: Yes, I thought the same thing, and of course, never did—and should have.

JDD: I think you did just fine on your own.

JS: But I was always so impressed with how you could express yourself on the spot when it needed to be expressed.

JDD: I don't think I felt that deep down inside, but if I faked it well enough...

JS: Well, I know you didn't, because you would say that you didn't, but you did a great job.

JDD: Oh, thanks. It was a good challenge. I liked it.

MR: What would you say is the importance of the National Library of Medicine to MLA, and in general?

JDD: I think it's a partnership that should always be there, because the MLA is a nonprofit and NLM is the government agency that kind of oversees and makes it all possible. But they need the support of the [Medical Library] Association, the nonprofits, and the general public in order to keep going and be supported, don't you think?... So it has to be a partnership.

MR: And the partnership between AAHSL and NLM was important, too, with the leadership program [NLM/AAHSL Leadership Fellows Program], and helping develop new leaders in the profession. I think that was a very strong relationship between NLM and AAHSL that was really [inaudible] too.

JDD: Good stuff all the way around.

JS: It continues still, and I'm hoping it will continue—

JDD: You hope that goes on.

MR: —because the people who followed us as directors were really lucky they had that leadership program. I used to think, gosh, I wish I'd had it before I became a director.

JS: Well, yes, [AAHSL] had a new directors symposium and new directors orientation.

MR: Right. I thought the new directors orientation was very, very helpful for me, but I remember thinking, I wish I had gone through their leadership program, where you get a mentor and you learn a lot from an existing director, which is one thing I was sorry I didn't get to do, because I think it's so beneficial.

JS: I was a mentor twice.

JDD: Yes, I remember that you were. And you had some good people come with you, didn't you? You brought them along.

JS: I did. They're both directors right now.

JDD: You can be proud of that.

MR: Right. So a lot of the directors who are currently serving in academic as well as some big hospital libraries benefited...

JDD: People who came through when we were there. I do remember loving being part of AAHSL, because it was a good group and I felt a little more privileged and, like, ooh, I'm here now.

MR: Yes, I can't imagine having done my job as an academic health sciences library director without the support of the AAHSL librarians, because I felt like any time I needed help or information, I could put a question out on the Listserv and have answers within a few hours from eight or ten of them.

JS: And I was always happy to be able to go to the AAMC [Association of American Medical Colleges] meetings and have people from my institution see me there.

JDD: I know. I agree. That was neat. I enjoyed that.

MR: And those meetings helped us get a broader view of the environment that our institutions lived in.

JDD: And when they saw us there, they thought, okay, they're part of our team. So, those connections, AAMC and AAHSL, were wonderful for librarians.

MR: Have you had any other leadership roles in organizations or activities that we haven't already discussed?

JDD: Other than CABL and things like that? I can't think of any off the top of my head.

JS: I think what you've given us is enough. Okay. So you've been honored by MLA and others with a lot of awards, including Fellow of MLA, I believe what's now the Colaianni Award for Hospital Librarianship, and perhaps most significantly—not even perhaps, but definitely most significantly—MLA's highest honor, the Noyes Award in 2012.

JDD: That's pretty special. Don't you think that's such an honor? I was so touched.

JS: Can you tell us what those awards meant to you?

JDD: It just made me feel confident, that I probably didn't think I had that confidence in me. But it was wonderful to be recognized, because then you have energy to go forward. And there was probably a time when some people want to give up because you're so overwhelmed with the impossibility of it all, so you have to just keep plugging along and hoping that you can make a little impact, even if it's tiny. I always heard one of those things about one step at a time. Keep going.

JS: Are there any other awards or types of recognition you'd like to mention that we didn't mention? Surely there have been.

JDD: I don't remember much. I know I was active in the Arizona Public Health Association for a while, and that was another connection that was good for libraries to be seen in other disciplines, and I liked that. It had me meet a lot of people in different venues from different environments. That's about all I can think of at the moment.

JS: Many of these awards we've talked about cite your advocacy in promoting collaboration among types of libraries and librarians. Why is this important to you?

JDD: Isn't that funny? I think that's the only way you can get things done. You can't do it by yourself, so you have to have partners. My first partner was obviously Betty Kjellberg, who was my first connection into the [Medical Library] Association and the world of medical libraries, and the first Good Sam librarian. And so those people help you go forward. And you just know you can't do it by yourself, and you know you have that whole group of people around you and behind you to push you forward. That sounds so hokey, but it's so true. So I think everything you do should be an 'our,' not an 'I.' We do things together.

JS: Absolutely.

MR: So as a general reflection, who are the people you feel most influenced your life and career, besides your mother saying you should be a librarian?

JDD: And me saying, "Oh, no, Mom." Well, probably my colleagues, and as I said before, the RML people were the beginning, the most important people I knew in the world of medical libraries, and then people I met through the board of the association, even other board members I never thought I would know because they were so important and so big.

JS: Can you think of specific people?

JDD: Well, Dick Lyders was one, but I know there's got to be others. Lois Ann [Colaianni]—she was always good to help other people come along the road. And Judy Messerle. I remember Martha Jane Zachert. Do you remember her?

MR: Oh, yes, Florida State University.

JDD: She taught something to do with education.

MR: Yes, she taught library school. She was a big library school instructor. I knew several people who went to library school—she might have been at South Carolina for a while. But I know she was at Florida State at one point, so I knew several of her—

JDD: I think she taught a CE course that I just fell in love with.

MR: She taught a CE course for years that almost everybody took. It was one of the beginning CE courses that a lot of our MLA members took.

JDD: Yes, the core curriculum stuff. So she was stimulating, and she was from Texas, or she had some kind of Southern accent.

MR: Yes, I don't know where she originally came from, but I think she was on the faculty of Florida State.

JDD: With a name like Martha Jane, doesn't that sound Southern?

MR: That certainly does. I bet she was born somewhere in the South. [Editor's note: Zachert was born in Pennsylvania and grew up in Baltimore MD. She was on the faculty at the University of South Carolina and Florida State University. She taught an MLA CE course on teaching skills for library educators. She gave the 1978 Doe lecture and was included in MLA's centennial "100 Most Notables."]

JDD: I enjoyed her. You get to meet people like that and go, wow, they're so impressive and they're so down-to-earth at the same time, and you feel so good to know them.

MR: So let's look at it from the opposite direction. Who are the people that you feel you most influenced? But before you answer that, let me say that Julie and I are examples of colleagues who were definitely influenced by you. Your innovative approach to issues, your collaborative attitude, your facility with technology—which I was always amazed with because I'm not a very techie person, even though I was a librarian; I always had people to help me with stuff. But your willingness to do something new and different and exciting. And I think we both became better librarians because of the relationship we had with you.

JDD: Oh, you guys are too much. That's sweet.

MR: But who are some others you feel you most influenced in your career?

JDD: Well, I think some of the folks in the New [and Developing Academic Health Sciences] Libraries Group [of AAHSL], maybe. Just by creating the group, I helped folks meet each other and network. The importance of networking is so critical. So I can't name them all, but there were some people who came after me at Florida State or Florida International. I don't remember where it was—a new [medical school] down there. But I feel like I kind of inadvertently helped them by just creating the group.

JS: I know you did. I was president at the time, so I remember when you were—president of AAHSL.

JDD: Yes, and I was probably just kind of wide-eyed and bushy-tailed and I didn't know I couldn't do things. I didn't like rules. I just wanted to do it, probably. So all of that group was a neat group. Joanne [Muellenbach]—I don't remember where she was from, but she was a new library leader somewhere.

JS: ...She was in Pennsylvania [at the time at Commonwealth Medical College in Scranton PA].

JDD: That's what I was thinking—Pennsylvania.

MR: Well, I think back to the earlier days and when the hospital librarians were really kind of struggling to get their voices heard, and I think you were like the example to them of what a hospital librarian could be.

JDD: You're sure helping my ego today [laughter].

MR: No, I just remember thinking, gosh, she's such a role model for hospital librarians—at a time that was so crucial in the development of hospital libraries, because they went through a lot of really tough times there. And not feeling like they had as big a say within NLM and MLA as they might have had when they—

JDD: So if I helped in that way, in any way, that's exciting. That's good.

MR: Yes. I just think you were a good role model for them.

JDD: Thank you, dear. I feel very lucky that the timing of our careers has been pretty fortuitous. If it had been a few years earlier, or a few years later, it might have been totally different.

JS: I wouldn't have wanted it to be a few years later, because the things that they're tackling right now seem really hard for me, and I'm glad I'm not having to do that.

MR: Me, too. I'm glad I don't have to be such a techie person, because now it's so much more important to be a techie person than it was. Now there's so much technology.

JDD: We just have to hire the right techie people now.

JS: But it's a different kind of techie person, but, yes, I know what you mean.

JDD: And it's more interdisciplinary within the medical field. I don't know enough about all those anymore. Like I said, I just got the MLA conference brochure in the mail yesterday. I just started to look at it before you guys arrived last night. I was just looking at it and went, oh, my goodness, I don't even know the vocabulary of some of these things. Isn't it funny how quickly they change?

JS: And [my retirement] has been less than two years.

MR: Yes, I've been out four years and I go, golly, I can hardly keep up with what's going on just within my region, which was a very close-knit region. I don't even know what all they're doing.

JDD: And I still see the CABL group every once in a while, but not regularly anymore; especially with my gimpiness, I can't hike a long way into a meeting. But they're still doing well, so that's neat. That feels good.

MR: Well, overall, how would you like to be remembered by the library community, and what do you think were your most important contributions overall?

JDD: Oh, you guys. Well, you keep using the word ‘innovative.’ I’m not sure I was innovative, but I feel like I was stimulating innovation, because I needed to ask questions—*inquiry* and all that jazz—figuring out what needs to be done and what questions to ask. So I think that’s something I tried to encourage. And just the whole spirit of collaboration and partnership was really important to me, because I didn’t want to be a ‘me’ person or an ‘I’ person; I wanted to be a ‘we’ person. And I think there’s strength in that. It all sounds pretty hokey, doesn’t it?

JS: Well, but it’s true. So, here are the tough questions that I didn’t have answers to, so if you don’t—I hope you do, but you might not. Where do you see librarianship and medical librarianship, in particular, headed in the future, and especially hospital libraries?

JDD: Hmm, that is the one thing we’d all like to have an answer to.

JS: Yes, I think it’s a really hard question.

JDD: I do, and there’s probably not just one answer, either. I think there are so many different ways you have to go. Like I said when I read that program, it was all so different. There are things we haven’t even discovered or ever even broached to ourselves that will be broached in the next few years. And librarians just have to be ready to roll with it, don’t you think? They have to figure out and be quick on their toes and not be stuck in any special way of doing things and open up for different ways. I noticed that in the program, even. There are so many different disciplines in there that librarians are involved in. And librarians just have to keep doing that.

And our core is still service and helping people and intellectual pursuits. That’s not going to change, whether it’s a computer or a book or some other things that we don’t even know what it is yet, a network of some kind.

JS: So we have the same purpose. We just figure out how to do it in different ways.

JDD: Yes. And who said that, Mark Funk? I think he said that—something about, it’s all the same; it’s just a different delivery system or storage system or something.

JS: So I was going to ask you what advice you’d give to people in the field, but it sounds like it’s basically, just be on your toes and be ready for new things.

JDD: Mm-hmm, I think so. And have a scientific inquiry mode—that you don’t just accept things as they are. You say, what does that mean and what does that mean for us in libraries, and how can we make it something we can do.

JS: Okay. So we have come to the end, but we always have to think about if there's anything else we want to talk about that we haven't already covered. But if there is something we think of, we can add another file to this.

JDD: Okay, good. I think if we go to lunch, we can come up with more things.

JS: Okay, so why don't we end right now, and we may or may not be back.

JDD: Adjourn for the moment. Thank you, guys. You made it fun.

*[WAV File #3]*

MR: This is Mary Ryan and Jacque Doyle and Julie Sollenberger. We're here at Jacque's house in Phoenix, continuing her oral history interview [on January 16, 2019]. And one of the items that we wanted to talk about today was her professional involvement in association activities, especially serving as the chair with Julie [as associate chair] of the 1996 National Program Committee [NPC] for the meeting in Kansas City. So, Jacque, I'm sure that was one of your more, at least, time-consuming and interesting assignments with the Medical Library Association.

JDD: Definitely time-consuming, yes. But also most challenging and most enjoyable, because you had to assemble a crew of people who would work with you and be enthusiastic and contribute to the planning process and identify a local arrangements committee that would take care of the local stuff. And it was exciting because my sister lived in Kansas City at the time, so I kept getting ideas from her. She worked for the paper, so I was hoping to get the paper involved, but they weren't very interested in library meetings, unfortunately.

JS: The newspaper?

JDD: Yes. But I tried, so it was worth trying. But it was exciting because we assembled a good crew and had a wonderful suite to host people in.

MR: The suite was wonderful. I remember that. It was great, beautiful.

JDD: It was a great view, and crazy things happened, like a tornado was on the horizon.

MR: Yes, a storm that we could see out the big plate glass windows.

JS: In fact, it was when we had our [committee] get-together before the meeting, right?

JDD: I think so, yes.

JS: There was a tornado. And we had these huge windows that we could see out. We were way high in the hotel and we could see the tornado—and the storm happening.

MR: We could see the storm. That was really scary.

JDD: And one of the staff people of the hotel came through and said, “Don’t stand there. You’re standing way too close to the windows,” and we all went, “Woops!”

MR: I think I was standing further back because I’m used to living in tornado country. So I was watching it from a little further back.

JDD: But it was a challenging and exciting time, and you had to consider vendors and what their involvement would be, and you had to consider who your keynote speaker would be and rely on people to make recommendations. And our keynote—was it keynote? Cliff Stoll was kind of a futurist at the time, and apparently he talked about—I can’t remember what he talked about, Julie.

JS: I think it was called “Snake Oil—

JDD: —in Silicon Valley. The Promise of the Information Age of a Super Highway.” [Editor’s note: “Silicon Snake Oil: Second Thoughts on the Information Highway.” Stoll was billed in the program as writer, computer security expert, and free thinker.] He even used that term. It seems kind of dated now, but at the time it was probably highly relevant.

MR: Yes, you have to think of the time period that this was. This was the early days of the Internet, and so it was a really interesting time just at the beginning of such massive changes in information technology and how we communicate with each other.

JS: Well, we just looked, actually, together at the program for that year, and it’s interesting to look at the advertisements.

JDD: Who our vendors were at the time.

JS: Yes, the vendors. Things we don’t even remember at all now. What was that one?

MR: Knowledge Finder.

JS: Aries Knowledge Finder.

JDD: They were big names at the time, but right now I don’t remember, and I don’t know if they still exist.

JS: I don’t think they do, because we now have [direct access to] MEDLINE.

JDD: Other things. And we have the Internet and we have the cloud, which didn’t exist then.

MR: This was also at the time when I think access to MEDLINE had to be paid for. Remember [inaudible]?

JDD: And you had to have specific training.

MR: Right. And this was about the year—it was in the mid-'90s [1997]—that NLM stopped charging for access to the MEDLINE database. So, before that, there were vendors who served as the providers for access to MEDLINE, with different search engines and different capabilities.

JS: On CDs—

MR: That was earlier.

JDD: Oh, I remember the CD-ROM version of MEDLINE. Isn't that funny? It seems so archaic now.

JS: So, our theme was "The Information Frontier."

JDD: Because we found ourselves at the beginning of all the Western trails that explored the West, so we thought that was an appropriate theme. And it made it kind of fun. We were on the Missouri River, I think—or maybe two rivers, the Missouri and the Kansas, I think. And so there was lots of old history in the state and the town, and it was kind of fun. And we were very high up and we could see everything, which made it interesting and historically interesting.

JS: And we had our closing party at—

JDD: —a river, where there was a sunken river boat... It was a steamship or one of those paddle wheeler boats, I think.

JS: There was a museum dedicated to that and it was fascinating.

JDD: And it was full of artifacts, because [the Steamboat Arabia which sank in 1856] was full of things that were being shipped from one part of the country to the other and they were preserved in the mud.

JS: So, I'm sorry actually that there isn't that kind of closing party anymore.

JDD: Yes, that is such a disappointment to hear.

JS: It is, because it was always something to look forward to. A new and different place...

JDD: There was an education about that place.

JS: Yes, but I don't believe they have those anymore. We aren't part of the world of that anymore, so I guess it doesn't matter.

JDD: Yes, things change. Oh, it was a very good experience. And being on the committee was an honor and fun.

MR: Who were some of the other members of the committee. Do you remember?

JDD: Jim Curtis... Oh, he's North Carolina. Bob Pisciotta was local arrangements.

JS: Sandy Wood.

MR: Lynne Silvers...

JDD: And Mike Kronenfeld from Phoenix.

MR: NPC is, to me, one of the most demanding committees that you can get with MLA.

JDD: Very time-consuming, because you have to go before the meeting a couple times and plan and see the sights.

MR: Right, and you start three years [in advance].

JDD: And do taste tests. Didn't we have to do taste tests?

JS: Oh, yes. Jacque, you and I did barbecue taste tests. That was fun... That was before I became vegan.

JDD: Thank goodness! Although maybe there's a bunch of vegans now, I bet, in the association. They'd have to expand their menu options. It was a delight. Hard work, as Mary said, but very delightful, too, and very educational. Again, you found out who you could count on to work and be creative and innovative, and who you couldn't count on.

MR: Yes, and you got a much better understanding of the financial side of MLA.

JDD: Workings of the association. Absolutely.

MR: Because their annual meeting is their big— Hopefully it's the big fundraiser for the association.

JS: Yes. But you get an idea of the fundraising, how much you get in, and then how much goes out, in a way, although we weren't as involved in that part.

JDD: But we knew about it. Or we were told we couldn't do something because it was too expensive.

MR: Right. What the restrictions were on what you could do and couldn't do. Which speakers you can afford and not afford. Fascinating.

JDD: So it was pretty exciting. I'm glad I had that opportunity. It was fun to do it with Julie.

JS: It was. It was a highlight. All right.

## Index

### A

- Anderson, Rachael K., 25  
 Aries Systems Corporation Knowledge Finder, 36  
 Arizona Department of Health Services, 6,13,17  
 Arizona Health Information Network (AZHIN), 16,25-26  
 Arizona Public Health Association, 30  
 Arizona State Hospital, Phoenix AZ, 5-6  
 Arizona State University West Campus Thunderbird School of Global Management, 11  
 Association of Academic Health Sciences Libraries (AAHSL), 29-30  
     New and Developing Academic Health Sciences Libraries Committee, 12-13,32  
     NLM/AAHSL Leadership Fellows Program, 29  
 Association of American Medical Colleges (AAMC), 30  
 Awards, 30-31

### B

- Banner Estrella Medical Center, Phoenix AZ, 10-11  
 Banner Health  
     Accomplishments, 9  
     Challenges, 8-9,13-14  
     Corporate positions, 6,10,23-24  
     Expansion of library role, 7-9  
     Library system, 8  
     Organizational changes, 7-8  
 Bradley, Jana, 20  
 Budget issues, 8-9,12,13,17  
 Bunting, Alison, 5,27

### C

- California State University, Fullerton, 1,4

- Career decisions, 1,5,6,10,11-12,13  
 Career influences, 5,6-7,31  
 Central Arizona Biomedical Libraries (CABL), 7,14-15,33  
 Colaianni, Lois Ann, 31  
 Collaboration, 14,25,31,32,34  
 Continuing education, 14,15,17,18-19,31-32  
 Curtis, James A., 38

### D

- Diagnostic-related group (DRG), 13  
 Douglas, Kirk, 3

### E

- Education, graduate, 1,4,11  
 Education, undergraduate, 1,2-4

### F

- Father, 10  
 FORTRAN, 1,4  
 Freiburger, Gary A., 25  
 Funk, Carla J., 22,23  
 Funk, Mark E., 34  
 Future of librarianship, 33,34

### G

- Gandhi, Indira, 3  
 Good Samaritan (“Good Sam”) Medical Center. *See* Banner Health

### H

- Higdon, Thomas D., 5  
 Hitt, Sam W., 15  
 Horres, Mary M., 6  
 Hospital librarianship, 13-14,18-20,33  
 Hospital library standards, 18-19  
 Husband, 1,2,6,12

**I**

Influence and contributions, 14,19-20,21,25,28,32,33,34

**J**

Joint Commission on Accreditation of Healthcare Organizations (JCAHO), 18-19,21

**K**

Kaypro, 27  
Keillor, Garrison, 25  
Kjellberg, Betty, 1,6-7,31  
Kronenfeld, Michael R., 38

**L**

Lewis, Robert, 6  
Librarians, advice for, 34  
Librarians, role of, 10,23-24,34  
Librarianship, selection as career, 1  
Library experience, early, 1-2,5-6,13  
Library positions, comparison of, 13-14  
Library school education, 1,4  
Lindberg, Donald A. B., 21  
Lunden, Joan (Blunden), 3-4  
Lyders, Richard A., 17-18,31

**M**

Maricopa Biomedical Libraries (MaBL), 7,14-15  
Marshall, Joanne G., 18  
Mayfield, M. Kent, 18  
MBA, 11  
McCray, Jeanette C., 25  
Medicaid, 13  
Medical librarianship, interest in, 4-5  
Medical Library Association (MLA)  
    Board of Directors, 17-18,21-23  
    Chapter Council, 22  
    *See also* Continuing education  
    Continuing Education Committee, 17

Executive directors, 18,22,23  
Fellows, 30  
Headquarters staff, 23,24  
Hospital Libraries Section, 17  
    Standards Committee, 18-19  
Issues, 22-23  
Janet Doe Lectureship, 21,23-24  
Lois Ann Colaianni Award, 30  
Marcia C. Noyes Award, 30  
National Program Committee (NPC), 35-39  
Presidency, 20-21,22-23  
    Chapter visits, 21,23  
Public Health/Health Administration Section, 17  
Section Council, 22  
Strategic planning, 18,20  
Value, 13,15-16,17,23,24-25  
Medical Library Association annual meetings, 38  
    Chicago, 1978, 16-17  
    Kansas City, 1996, 35-39  
    Minneapolis, 1986, 25  
Medical Library Group of Southern California and Arizona (MLGSCA), 7,15  
MEDLINE, 27,36-37  
Mentors, 5,6-7,29,31  
Messerle, Judith, 19,20,31  
Mirsky, Phyllis S., 5,15,27  
Mother, 1,31  
Muellenbach, Joanne M., 32

**N**

National Library of Medicine (NLM), 18,21,27-29,37  
    NLM-AAHSL Leadership Fellows Program, 29  
New libraries, establishment of, 10-11,12-13

**O**

One-person library (OPL), 5,6

**P**

- Pacific Southwest Regional Medical Library Service (PSRMLS), 5,7,15,27  
Palmer, Raymond A., 18,22  
Personal characteristics, 1-2,5,7,9-10,19-20,21,28,32,34  
Pisciotta, Robert A., 38  
Professional involvement, value of, 15-16,17,24-25,29-30

**R**

- Regional Medical Library Program. *See* Pacific Southwest Regional Medical Library Service  
Ryan, Jeanette L. *see* McCray, Jeanette C.  
Ryan, Mary L., 11,16,17,19,22,24-25,30,32,35-36

**S**

- Samaritan Health System. *See* Banner Health  
Silvers, Lynne A., 38  
Sollenberger, Julia F., 11,17,18-19,22,24-26,29-30,32,35-39  
Stoll, Clifford, 36

**T**

- Technology, 1,4,11,12,25-27,33,36-37  
Toastmasters International, 28  
Toledo Lucas County (Ohio) Public Library, 1,13

**U**

- University of Arizona – Phoenix College of Medicine, 10,11-12  
Accomplishments, 13  
Establishment of library, 12-13  
University of Arizona, Tucson, 5,12,13,16,25  
University of California, Irvine, 1-2

University of California, Los Angeles (UCLA). *See* Pacific Southwest Regional Medical Library Service  
University of California, San Diego, 6

**W**

- Wood, M. Sandra, 38  
World Campus Afloat, Chapman College, 2-4

**Z**

- Zachert, Martha Jane K., 31-32

## CURRICULUM VITAE

### **Head Librarian**

Arizona Health Science Library, Phoenix

University of Arizona College of Medicine  
550 E Van Buren  
Phoenix AZ 85004

### **Phoenix Liaison/Adjunct Instructor**

School of Information Resources and  
Library Science  
University of Arizona  
1515 East First Street  
Tucson, AZ 85719

---

### **Chronology of Education**

- 1984- Post Graduate Study in Social Work, Business Administration and Gerontology  
2002 (36 credit hours)  
Arizona State University at the Tempe Campus  
Arizona State University at the West Campus
- 1972 M.S., Library Science  
California State University  
Fullerton, California
- 1968 B.S., Political Science  
California State University  
Northridge, California

### **Chronology of Employment**

- University of Arizona College of Medicine, Phoenix  
2006 - Head Librarian  
Arizona Health Sciences Library-Phoenix  
University of Arizona College of Medicine-Phoenix  
Phoenix, Arizona
- 2008 - Adjunct Instructor/Phoenix Liaison to the University of Arizona School of Information  
Resources & Library Science

JD3AZ.com: Library Consultant, Speaker and Instructor, an Information Collaborative

- 1976 - Owner  
Organizational clients in: Phoenix, San Diego, Honolulu, and Rochester, NY

Arizona State University Libraries

- 2005 – Interim Liaison Librarian to the School of Global Management and Leadership  
2006 Fletcher Library at the West Campus  
Arizona State University  
Phoenix Arizona

Banner Health System/Samaritan Health Service  
1984 - Director, Service Excellence, Learning Resources, and Continuing Medical  
2005 Education/Project Manager  
Phoenix, Arizona

University of California, San Diego  
1980- Reference Librarian  
1984 Biomedical Library  
University of California, San Diego  
La Jolla, California

Samaritan Health Services  
1979- Coordinator  
1980 Health Education Resource Center  
Division of Health Promotion  
Samaritan Health Service  
Phoenix, Arizona

Arizona Department of Health Services  
1978- Director and Public Health Librarian  
1979 Library  
Phoenix, Arizona

Arizona Public Health Association  
1977- Executive Director  
1980 Phoenix, Arizona

American Indian School of Medicine  
1977-1978 Medical Librarian  
Phoenix, Arizona

Arizona State Hospital  
1973-1976 Director  
Behavioral Health Library  
Phoenix, Arizona

University of California, Irvine  
1969-1973 Interlibrary Loan Library Assistant and Librarian  
University Library  
Irvine, California

## Honors and Awards

- 2012 Marcia C. Noyes Award of MLA
- 2002 Fellow of the Medical Library Association
- 1989 Distinguished Member, Academy of Health Information Professionals
- 1995 Award for Excellence and Achievement in Hospital Librarianship, Medical Library Association
- 1993 Louise Darling Achievement Award, Medical Library Group of Southern California & Arizona

1993 Professional Recognition Certificate for Achievement in Leadership of the Hospital Libraries  
Section of the Medical Library Association

### **Service and Outreach**

#### **National**

2006-	Association of Academic Health Sciences Libraries (AAHSL)	Affiliate Member Co-chair, LCME Work Group, 2009-present Member, GEA Task Force, 2007-2008 Member, Education Committee, 2008-9 Member, Teaching & Learning Oversight Committee, 2007- Co-Leader, TF to examine and update LCME Standards for Library Services, 2010-2011 Member, Membership Task Force, 2009 Convening Leader, New Libraries Group, 2006-
1977 -	Medical Library Association	President, 1998-1999 Government Relations Committee member, 2000-2007 Hospital Libraries Section Section Chair Member, Program Committee, 2004-5 Member, Standards Committee, 2000-2009 National Program Committee Chair; 2006 (Phoenix), Local Arrangements Co-Chair

#### **Regional**

2008-	Arizona Health Sciences Library, Tucson and Phoenix	Library Faculty Assembly Member Secretary, 2007-2008 Member, Peer Review Committee, 2008-
-------	--	---

1993 -	Arizona Health Information Network (AZHIN)	Alternate Representative (with Jeanette Ryan), 2008- President, 2010
1975 -	Medical Library Group of Southern California and Arizona, a chapter of the Medical Library Association	President, 1983-1984 Member Member, Public Relations and Finance Committees, 2009- Joint Chapter Meeting, Scottsdale, 2010
1975 -	Maricopa Biomedical Libraries (MaBL), now Central Arizona Biomedical Libraries (CABL)	Co-Chair, Plenary Sessions Founding Member/Chair Webmaster, 2006-
2006-	Arizona Library Association (AZLA) College and University Libraries Division (CULD)	Program Committee, 2009-
2008-	Maricopa Library Council	Member, 2008- Co-Secretary, 2010-

## Scholarly and Creative Activity

### Refereed Journal Articles

Ryan J. L. & Doyle J.D. 2011: Arizona Go Local — A Journey, *Journal of Consumer Health on the Internet*, 15:3, 263-268

Doyle, J. D., Sollenberger, J., & Plaisted D. K. (2008). Mary L. Ryan, AHIP, FMLA, Medical Library Association President, 2008-2009. *Journal of the Medical Library Association : JMLA*, 96(3), 192-193.

Hospital Libraries Section Standards Committee, Bandy, M., Doyle, J. D., Fladger, A., Frumento, K. S., Girouard, L., et al. (2008). Standards for hospital libraries 2007: Hospital libraries section standards committee. *Journal of the Medical Library Association : JMLA*, 96(2), 162-169 (Peer Reviewed Journal)

Doyle, J. D. and SA Harvey. Teaching the Publishing Process to Researchers and Other Potential Authors in a Hospital System. *Journal of Hospital Librarianship*, 2005; 5(1): 63-70. (Peer Reviewed Journal)

### Chapters in Scholarly Books

Doyle, J. D., & Wellik, K. E. 2011. Chapter 3: Topics in Management. In R. F. Dudden, & M. M. Bandy (Eds.), *MLA Guide to Managing Health Care Libraries* (2nd ed.), Neal-Schuman.

## **Other Publications:**

Member, Editorial Board, *Journal of Hospital Librarianship*, 2000 – to date.  
Member, Editorial Board, *Medical Reference Services Quarterly*, 1998- date

Bradley, PV, Doyle, JD, Kwan, JK, et. al. Improving Access to Health Information to Native Americans in the Four Corners Region: The Tribal Connections/Four Corners 2010 Conference, *MLA News* 2011; Jan;51(1):18

Doyle, JD, Greene, LG, and Carlson, KO, Informatics at the Core of a New Biomedical Campus: Creating a Library by Combining Three Institutions' Cultures to Create a User-Centered Resource, Paper presented at the 2010 Joint Chapter Meeting of MLGSCA and NCNMLG, January, 2010

I edit, write for, and solicit articles for these weblogs, which serve, respectively:

- The Phoenix areas graduate students of the UA School of Information Resources and Library Science (SIRLS)
- The students, faculty and staff of the Phoenix Biomedical Campus (PBC)
- Library leaders around the US and Canada who are creating new health science libraries.
- Members of the Central Arizona Biomedical Libraries (CABL)

I accomplish this by reading other library and medical school websites and blogs as well as those dedicated to graduate library education and medical education. All are increasingly attracting readers in their respective areas, and I often receive positive feedback about their value to their constituencies.

Doyle, J. D. Be it Resolved: Notes from the Friday Panel at the Joint Meeting. Medical Library Group of Southern California & Arizona Library Link; 2008; April; 40(3):6.

Doyle, J. D. Excellent Hospitals, Medical Schools, and Learning Organizations Require Excellent Librarians, Libraries and Library Services. Panel Moderator, Annual Joint Chapter Meeting of NCNMLG and MLGSCA, Las Vegas, Nevada, February 8, 2008.

Doyle, J. D. A Salmon out of the Rapids: What a Hospital Librarian Learned in the Staid Waters of Academia. Poster presented October 17, 2006 at the Western MLA Chapters 2006 Annual Meeting, Seattle, WA.

## **Scholarly Presentations**

### **Posters**

Muellenbach, JM, Doyle, JD, Shearer, B, Tanji, V A Comparison of 21st Century Medical Libraries: Four Models across Four Time Frames, poster presented May 21, 2010 at the Annual meeting of the Medical Library Association.

Robinson, C.; Maggio, L.; Doyle, J.D.; Sollenberger, S. Librarians strengthening partnerships: ongoing collaborations with colleagues in medical and healthcare education. Poster presented at the AAMC Annual Meeting, October 31, 2008

Doyle, Jacqueline Donaldson. Excellent Hospitals, Medical Schools, and Learning Organizations Require Excellent Librarians, Libraries and Library Services. Panel Moderator, Annual Joint Chapter Meeting of NCNMLG and MLGSCA, Las Vegas, Nevada, February 8, 2008.

Doyle, Jacqueline Donaldson. A Salmon out of the Rapids: What a Hospital Librarian Learned in the Staid Waters of Academia. Poster presented October 17, 2006 at the Western MLA Chapters 2006 Annual Meeting, Seattle, WA.

### **Service and Outreach Activities**

#### **National**

2006-	Association of Academic Health Sciences Libraries (AAHSL)	Affiliate Member Member, GEA Task Force, 2007-2008 Member, Education Committee, 2008-9 Member, Teaching & Learning Oversight Committee, 2007- Co-Leader, TF to examine and update LCME Standards for Library Services, 2010-2011 Member, Membership Task Force, 2009
1977 -	Medical Library Association	Member President, 1998-1999 Government Relations Committee member, 2000-2007. Hospital Libraries Section Section Chair, 1989-1990 Member, Program Committee, 2004-5 Member, Standards Committee, 2000-2009 National Program Committee Chair; 2006 (Phoenix), Local Arrangements Co-Chair

- 1977 - Medical Library Association  
 Continuing Education Program  
 Instructor/Course Developer
- Benchmarking: A Practical Approach (also Developer)
  - Health Care Planning and Administration
  - Hospital Library Management
  - Principles of Hospital Library Management
  - Knowledge-Based Information: the JCAHO Perspective & Implications for Health Sciences Librarians
  - Planning Hospital Library Facilities

### **Regional**

- |        |  |   |
|--------|--|---|
| 2008-  | Arizona Health Sciences Library, Tucson and Phoenix  | Library Faculty Assembly<br>Member<br>Secretary, 2007-2008<br>Member, Peer Review Committee, 2008-  |
| 1993 - | Arizona Health Information Network (AZHIN)   | Alternate Representative (with Jeanette Ryan), 2008-<br>President, 2010   |
|        |  |   |
| 1975 - | Medical Library Group of Southern California and Arizona, a chapter of the Medical Library Association | Member<br>President, 1983-1984<br>Member, Public Relations and Finance Committees, 2009-<br>Joint Chapter Meeting, Scottsdale, 2010<br>Co-Chair, Plenary Sessions |
| 1975 - | Maricopa Biomedical Libraries (MaBL), now Central Arizona Biomedical Libraries (CABL)                  | Founding Member/Chair<br>Webmaster, 2006-   |
|        |  |   |
| 2006-  | Arizona Library Association (AZLA) College and University Libraries Division (CULD)                    | Program Committee, 2009-  |
| 2008-  | Maricopa Library Council   | Member, 2008-<br>Co-Secretary, 2010-  |