

**Do...Let Your Children
Grow Up to be
Librarians:**

**Transformations
to Leadership**

**Leadership
Transformation
Survey**

Carol Jenkins

1. The Early Years

1. As a child, what did you want to be when you grew up?

Other (please specify) - fashion designer

2. How would *you* describe yourself as a child?

reflective, introspective, sensitive, curious, high achiever, good student, good sense of humor

3. How were you described by *family and friends*?

smart, hard worker, same as above

2. See Ma, No Hands

4. What *high school* activities did you participate in?

Drama/Theater

Music (band/chorus)

Church-affiliated Activities

Summer Job (**please specify under Other**)

School Club/Organization

Honor Society

Other (please specify) - One summer I pasted labels on medical illustrations done by my father who was art editor for a medical publisher. Another summer I painted scenery and did props for an outdoor musical theater festival. Always I babysat.

5. What *college activities* did you participate in?

Drama/Theater

Music (band/chorus)

Sorority

Other (please specify) - worked during the year in school cafeteria; had summer job in medical publishing (clerical)

6. What did you plan to do when you graduated from college?

I thought I would go to grad school and teach English.

3. See Ma, No Hands

7. Who were (are) some of your role models? Mentors?

One mentor was a professor in library school who convinced me that I had the right stuff to succeed and helped me prepare for job interviews (Bob Berk, later Director of Ed for MLA). Another was the medical library director at U of Oregon where I first worked as a librarian (Margaret Hughes). The most formal mentor I had was Nancy Lorenzi at Univ of Cincinnati where I spent a year as a management intern under her guidance.

8. How did (do) your role models/mentors influence you?

All these settings were different; however I think a common element is that each time I moved to a new role or position it was to do something new and unfamiliar and the mentors gave me encouragement, advice, and shared knowledge that helped me gain confidence and succeed. They also taught me to learn from my mistakes. Some of these roles endured for a long time after our official relationship was ended.

9. What was your first introduction into librarianship?

Even though I was an English major I was not a smart library user as an undergrad. After graduation I got a job in the university library and discovered it appealed to me. I did not really want to go to grad school in English anyway. So I started grad school in librarianship but did not like that either. After taking 4 courses I quit and got married! Three years later, after working in a medical school library, I decided to return to a different library school. So I guess it was the actual work experience that sold me.

4. Nature or Nurture

10. How did you get involved in organizational activities (MLA, MAC, SLA, etc.)?

My first mentor advised me to get involved in the local health sciences librarians group and the MLA chapter. It was good for me since I was in a small library with just one professional librarian and it enabled me to meet people and share experiences.

11. What was your first organizational leadership role?

Hmm. I think either I joined the legislative committee of the MLA chapter; or I became the "AV Consultant" for the RML (a specially designated volunteer job), I don't recall which was first.

12. What were some of the major accomplishments/highlights during your MLA Presidency?

We made significant progress on the strategic plan; we began the 'expert searcher' initiative in part due to the death of a research subject at Hopkins; we provided relief efforts post 9-11; we started CORE; we held the informationist conference at NLM; we strengthened MLA's recruitment programs.

5. Nature or Nurture

13. Which of these leadership characteristics describes you best?

Visionary

14. Rank these leadership characteristics, as they relate to you, on a scale from 1 to 6 (1 being *your* strongest).

Inspirational - 6
Confident - 5
Visionary - 1
Creative - 2
Communicator - 4
Planner/Organizer - 3

15. What best describes development of your leadership style?

Learned from mentors
Learned in seminars, CE courses, etc.
Part of innate skill set developed over the years
Born leader
Other (please specify) - just learned by doing it! My first library job was as a director, in a small library but still part of a university system. I had to learn the tricks of the trade fast, and be credible right away.

6. Survey Participants

16. Who are you?

Carol J. Jenkins

Joanne Marshall

1. The Early Years

1. As a child, what did you want to be when you grew up?

librarian

2. How would *you* describe yourself as a child?

Quiet, curious, somewhat shy. Interested in learning. Responsible

3. How were you described by *family and friends*?

Not sure about that but I expect I was considered to be a fairly good kid as kids go. I was the oldest in the family so somehow felt I had to set an example.

2. See Ma, No Hands

4. What *high school* activities did you participate in?

Drill Team/Flag or Rifle Corps
Music (band/chorus)
Church-affiliated Activities
Youth Group
Summer Job (**please specify under Other**)
School Club/Organization
School Government
Honor Society
Other (please specify) - worked in the local department store and babysat. Worked in the high school library during the year

5. What *college activities* did you participate in?

Drill Team/Flag or Rifle Corps
Music (band/chorus)
Summer Job (**please specify under Other**)
Student Government
School Club/Organization
Honor Society/Fraternity
Other (please specify) - Worked in a museum cataloging slides and in a bank library. Also worked in a

college library.

6. What did you plan to do when you graduated from college?

Become a librarian

3. See Ma, No Hands

7. Who were (are) some of your role models? Mentors?

My father and my aunt who was a teacher in the Arctic. A librarian who I worked for in a bank library in the summers when I was in college. Several teachers in high school. In health sciences libraries, Gertrude Lamb influenced me a lot when I was a clinical librarian. I had several research mentors when I worked at McMaster University including David Sackett and Christel Woodward. My doctoral supervisor, Peggy Leatt, was also a wonderful mentor. My husband Victor and daughter Emily have also been great supports to me.

8. How did (do) your role models/mentors influence you?

Encouraged me to go onto graduate work and become a professional. Encouraged my interest in learning and service to others. Valued my contributions.

9. What was your first introduction into librarianship?

I think my father suggested it but I also did an aptitude test in high school and librarian ranked highest. I made a point of working in the school library and looking for summer jobs in libraries. There were fewer choices for women on these sorts of tests when I took them years ago, but I still think that I made a great choice.

4. Nature or Nurture

10. How did you get involved in organizational activities (MLA, MAC, SLA, etc.)?

My first boss when I started working in a health sciences library (Beatrix Robinow) insisted that all of the librarians join MLA. She served on the MLA Board and had been a Cunningham Fellow.

11. What was your first organizational leadership role?

Teaching CE courses in MLA.

12. What were some of the major accomplishments/highlights during your MLA Presidency?

The highlight was visiting so many of the chapter meetings and getting to know the members. During my presidency many previous initiatives of the association came to fruition so I was building on the great work of previous presidents and boards. I also started two new task forces to revise and renew our educational policy statement, Platform for Change, and our research policy statement, Using Scientific Evidence to Improve Information Practice. Education and research are both vital to the profession and I am excited that we are renewing our efforts in those areas. Working with such a dedicated group of board members and MLA staff was tremendous.

5. Nature or Nurture

13. Which of these leadership characteristics describes you best?

Creative

14. Rank these leadership characteristics, as they relate to you, on a scale from 1 to 6 (1 being *your* strongest).

Inspirational - 2
Confident - 6
Visionary - 3
Creative - 1
Communicator - 4
Planner/Organizer - 5

15. What best describes development of your leadership style?

Other (please specify) - definitely not a born leader, I think it is a combination of mentorship, continuing learning and opportunities that come together that foster leadership

6. Survey Participants

16. Who are you?

Joanne G. Marshall

Jean Shipman

1. The Early Years

1. As a child, what did you want to be when you grew up?

librarian

2. How would *you* describe yourself as a child?

Shy, quiet and responsible.

3. How were you described by *family and friends*?

Shy except with family. Happy. Tricky.

2. See Ma, No Hands

4. What *high school* activities did you participate in?

Sports
Drill Team/Flag or Rifle Corps
Debate Team
Drama/Theater
Music (band/chorus)
Church-affiliated Activities
Youth Group
School Club/Organization
Other (please specify) - Worked in the high school library senior year

5. What *college activities* did you participate in?

Sports - intramural
Music (band/chorus)
Summer Job (**please specify under Other**)
Sorority
Honor Society/Fraternity
Other (please specify) - Worked in local independent pharmacy during the summers (where sister was

the pharmacist some of the time). Worked in college libraries. Worked for Cleveland Symphony as a concern usher.

6. What did you plan to do when you graduated from college?

Become a medical librarian.

3. See Ma, No Hands

7. Who were (are) some of your role models? Mentors?

Mother (who worked in a library) Friends who were librarians Sister with Downs Syndrome Librarians I have worked with professionally

8. How did (do) your role models/mentors influence you?

Make me want to do my best Encourage me to keep trying to do the right things Give me mental support

9. What was your first introduction into librarianship?

Worked in the high school library. My Mother also was a university civil service library employee and the woman I babysat for was a librarian.

4. Nature or Nurture

10. How did you get involved in organizational activities (MLA, MAC, SLA, etc.)?

My library school encouraged active participation in MLA and from there I learned about regional chapters and sections. I also learned about SLA through word of mouth and was a member for a period of time. My work places have all encouraged professional involvement as well.

11. What was your first organizational leadership role?

It was with the local Maryland state health library group - MAHSL from 1981-1982 as a Member of its Nominating Committee.

12. What were some of the major accomplishments/highlights during your MLA Presidency?

This could be pure fiction of course since I have yet to serve as MLA President - but I hope to do a lot for consumers' health through improving their personal understanding of their health and that of their family (improving health literacy). I also hope to prove the value (ROI) of consumer health librarianship and to promote librarianship's value to health administrators.

5. Nature or Nurture

13. Which of these leadership characteristics describes you best?

Planner/Organizer

14. Rank these leadership characteristics, as they relate to you, on a scale from 1 to 6 (1 being *your* strongest).

Inspirational - 5
Confident - 6
Visionary - 2
Creative - 3
Communicator - 4
Planner/Organizer - 1

15. What best describes development of your leadership style?

Learned from mentors
Part of innate skill set developed over the years

6. Survey Participants

16. Who are you?

Jean Shipman

Pat Thibodeau

1. The Early Years

1. As a child, what did you want to be when you grew up?

librarian
Other (please specify) - wildlife/conservation officer

2. How would *you* describe yourself as a child?

Quiet, reserved, into books and reading, Girl Scouts and nature.

3. How were you described by *family and friends*?

Initially outgoing, but as I got older I tended to retreat into books. They would probably say I was academically gifted and successful in whatever I tried to do.

2. See Ma, No Hands

4. What *high school* activities did you participate in?

Church-affiliated Activities
School Club/Organization
Honor Society
Other (please specify) - Yearbook staff. Library/Media Center volunteer. Orchestra, chorus, church choir. Played in a combo for a local musical theater group. Also attended summer music camp. St. Paul's School Advanced Studies Program -- learned 2 years of college German in one month! I dropped Girl Scouts when I hit high school.

5. What *college activities* did you participate in?

Summer Job (**please specify under Other**)
Other (please specify) - I worked all year long in the Dimond Library. First in the Children's Room -- the public library was in the University library. Then I was found by Technical Services -- the Children's Librarian sang my praises -- and I worked for money. \$1.50 per hour! And got to work all summer. I worked on reclass projects, processing books, inventorying the collection, file LC proof slips (thousands of them), and was the first person in the library who got to play with the OCLC Beehive terminal -- none of the staff wanted to touch it. Other than that I concentrated on studies and having good times with a lot of good friends on campus.

6. What did you plan to do when you graduated from college?

Be a librarian! I knew that from high school and picked my majors (first languages, then history) knowing I would be getting my MLS. I even took a library course while an undergrad through the education department. My goal was to be a cataloger and work in technical services. Little did I know....

3. See Ma, No Hands

7. Who were (are) some of your role models? Mentors?

Given my path to librarianship I actually had more mentors outside of the field than within librarianship. Ironically once said I really had no mentors, but now as I look back and evaluate, I had lots of different people who served as mentors but not in a formal sense. First my grandfather and father taught me a girl can do anything a man can do. I never thought of myself as being disadvantaged as a woman in any role, except by a guidance counselor who told me not to pursue science -- a big mistake. My first two library "mentors" were my supervisors when I was a student worker -- two wonderfully kind women, one non-professional and one paraprofessional who showed me good supervision, taught me whatever I needed to know, and rewarded my hard work by giving me special projects -- a lesson that continued through life. In my first professional job, I had several librarians who guided me while at Rhode Island College -- Louise Sherby encouraged me to apply for a position at a local hospital; Beth Perry told me I could be a reference librarian as well as cataloger (she was correct); and Carol Rauch (???) taught me more about supervision -- she was a great supervisor. Of course my other supervisor, who will remain nameless, was a great role model for what NOT to be as a supervisor. I had a woman hospital executive, a rare thing in those days, as an administrator who taught me a woman can do anything in a man's world and taught me a lot about being a manager. Dr. George Anderson -- a crusty old ob/gyn pathologist who pushed me time and time again as we worked together on research administration. He thought I could do anything. Dr. Tom Bacon at Mountain AHEC who taught me the value of outreach and understanding your constituents. Phyllis Gillikin a wonderful library leader who talked me through problems in the AHEC library and got me involved in MLA! Dr. Russell Kaufman and Dr. Ed Halperin, both at Duke, who taught me higher level management skills and gave me challenges, while setting the example.

8. How did (do) your role models/mentors influence you?

They gave me support, taught me the ropes, provided advice, and most importantly believed in me and made me confident in myself. They provided learning and growth opportunities, letting me take risks without a fear of failure.

9. What was your first introduction into librarianship?

I was an avid book reader, so I was constantly in the local public library in Milford NH. I participated in summer reading programs and loved being in the library, but did not think of it as a career at that point. Back in high school I volunteered to be part of the Library/Media Center and learned a lot more about the operations of maintaining a collection and services. Then I did some work with the local public library, primarily shelving and searching for lost items. From then on I worked in a library both through undergrad and grad school.

4. Nature or Nurture

10. How did you get involved in organizational activities (MLA, MAC, SLA, etc.)?

My Rhode Island College colleagues got me involved in RILA activities, especially planning and

organizing the annual conference. When I became a health sciences librarian it was just expected I would be a member and attend the small but highly active Association of RI Health and Science Librarians. Of course the new kid was quickly asked to run for President. That also led to my attending NAHSL Chapter meetings. In coming to North Carolina, ANCHASL found me and also asked me to run for President -- the new kid syndrome struck again. However, this time two AHEC colleagues suggested I become involved in MAC (conference work) and MLA. My first national work was the Hospital Library Section program planning group and then membership -- Phyllis Gillikin took me under her wing for both. Then Diane Foxman Futrelle got me involved in HSAVs as newsletter editor! And that started me on a role.

11. What was your first organizational leadership role?

In terms of academic librarianship, Chair of the Conference Committee for RILA In terms of health sciences librarianship, President of ARHISL.

12. What were some of the major accomplishments/highlights during your MLA Presidency?

The greatest highlight was meeting so many members and attending the chapter meetings! The MLA members really energized me, while letting me know their concerns and issues. Following in the footsteps of other great MAC leaders and getting to see their ideas implemented -- Carol and Linda had started us on so many great paths that I got to see more fully develop and take shape -- CORE being just one of them. Increased focus on international relations and activities with MLA -- Global Initiatives Task Force Scholarly Publishing Task Force -- Linda started the discussion, but I got the task force up and running and am now chairing it Focus groups on scholarly publishing issues Salary compensation -- that was my early focus, but proved to be less of an issue for medical librarians. Starting the dialogue on the challenges facing hospital libraries -- getting the initial hospital library data survey pulled together -- now MJ is taking this kernel of an idea to the next level Legislative visits! I thoroughly enjoyed meeting with Congressional representatives and their staff and talking about the strengths of medical librarians as well as sharing legislative concerns. Interviews with the media. Actually PCI did the contact work, but I really enjoyed working with the reporters and working up PR angles with PCI and Carla. Another highlight was getting to know the MLA HQ staff -- what a great group of professionals. I have a better understanding of how MLA operates and the importance of their work.

5. Nature or Nurture

13. Which of these leadership characteristics describes you best?

Creative

14. Rank these leadership characteristics, as they relate to you, on a scale from 1 to 6 (1 being *your* strongest).

Inspirational - 6
Confident - 5
Visionary - 3
Creative - 1
Communicator - 2
Planner/Organizer - 4

15. What best describes development of your leadership style?

Part of innate skill set developed over the years

6. Survey Participants

16. Who are you?

Pat Thibodeau

MJ Tooley

1. The Early Years

1. As a child, what did you want to be when you grew up?

Doctor

2. How would *you* describe yourself as a child?

Precocious, a know-it-all, curious, a sponge for information, competitive, detail oriented, feisty and argumentative.

3. How were you described by *family and friends*?

Probably the same way. I think my family would also say I was stubborn. My friends would say I like to have fun, throw good parties, and care about people - they think I am a pretty good friend but I feel I could be a better daughter, sister, wife, mother, colleague, and friend -there's always room for improvement.

2. See Ma, No Hands

4. What *high school* activities did you participate in?

Sports
Drama/Theater
Music (band/chorus)
Church-affiliated Activities
Summer Job (**please specify under Other**)
Journalism/School Paper
School Club/Organization
School Government
Honor Society
Other (please specify) - I was a waitress, baby and dog sitter, house watcher and other odd jobs.

5. What *college activities* did you participate in?

Sports - intramural
Drama/Theater
Summer Job (**please specify under Other**)
Sorority
School Club/Organization

Honor Society/Fraternity
Other (please specify) - More of the same types of summer jobs.

6. What did you plan to do when you graduated from college?

At first I thought I would be a school librarian/teacher forever but realized I wasn't suited for that career. I didn't like the bureaucracy and administration and was frustrated with the direction of public education. However, it paid for my masters in library science and my exit out.

3. See Ma, No Hands

7. Who were (are) some of your role models? Mentors?

Gandhi Marion Wright Edelman Jimmy Carter Inez Hoffman Judith Bartsch Allan Kent Frieda Weise Michael Homan Carla Funk John Francis Tooley (my grandfather) My colleagues and staff My family and friends Many, many more than I can mention - I have been fortunate that mentors and role models have been plentiful - it's not always a long term relationship but sometimes just a quick touch, a revelation, a readjustment.

8. How did (do) your role models/mentors influence you?

I tend to gravitate towards people who try to make the world a better place through all sorts of avenues. I am in awe of good people doing good things, popular or not. People who have mentored me the best are those who have believed in me, given me freedom to explore and grow and are honest. And loved me in spite of myself

9. What was your first introduction into librarianship?

Mrs. Hilfer - first grade - she led me to all the different color fairy tale books.

4. Nature or Nurture

10. How did you get involved in organizational activities (MLA, MAC, SLA, etc.)?

I was supported and encouraged by Frieda Weise to get involved in MLA, Public Services Section - no question that she was the catalyst.

11. What was your first organizational leadership role?

I guess I was president of the Maryland Association of Health Sciences Librarians from 1986-87

12. What were some of the major accomplishments/highlights during your MLA Presidency?

Hurricane Katrina relief Vital Pathways Project Librarians Without Borders Task Force Start of MLANET redesign effort Presidential email Lots of advocacy and PR activities Getting out to meet students and going to chapter, national and international meetings - for an extrovert, that's the best! But hey, I'm not done yet! I could cram some more in at the last minute.

5. Nature or Nurture

13. Which of these leadership characteristics describes you best?

Other (please specify) - All of the above - what do you think?

14. Rank these leadership characteristics, as they relate to you, on a scale from 1 to 6 (1 being *your* strongest).

Inspirational - 5
Confident - 1
Visionary - 4
Creative - 3
Communicator - 2
Planner/Organizer - 6

15. What best describes development of your leadership style?

Born leader
Other (please specify) - Observation of successful leaders

6. Survey Participants

16. Who are you?

M.J. Tooley

Linda Watson

1. The Early Years

1. As a child, what did you want to be when you grew up?

Other (please specify) - veterinarian

2. How would *you* describe yourself as a child?

tomboy excellent student athletic conscientious / reliable / responsible secure and happy

3. How were you described by *family and friends*?

the same

2. See Ma, No Hands

4. What *high school* activities did you participate in?

Sports
Drama/Theater
Music (band/chorus)
Girl Scouts
Summer Job (**please specify under Other**)
Other (please specify) - Summer jobs: public library, fruit and vegetable stand, babysitting

5. What *college activities* did you participate in?

Sports - varsity
Music (band/chorus)
Summer Job (**please specify under Other**)
Other (please specify) - Summer job: worked 4-12 shift on the production line of suture factory; managed a self-service dry cleaning establishment (got lots of reading done that summer!). Travel Europe one summer.

6. What did you plan to do when you graduated from college?

Had no real plans until the last semester when I decided to attend graduate school in library science.

3. See Ma, No Hands

7. Who were (are) some of your role models? Mentors?

My first boss, a project librarian with a contractor firm in Washington DC. At NLM: a number of colleagues including Dan Tonkery, Lillian Kozuma, Betsy Humphreys, Bill Cooper At HAM-TMCL: Dick Lyders At Virginia: Don Detmer Within MLA: many of my colleagues, especially MAC members!

8. How did (do) your role models/mentors influence you?

In early career, I learned organizational politics, project management and presentation skills. Later, mostly engagement with issues beyond librarianship that affect us.

9. What was your first introduction into librarianship?

Except for my first job in highschool at a tiny public library, wasn't until library school. I rarely used the library during my college career (I was a language major).

4. Nature or Nurture

10. How did you get involved in organizational activities (MLA, MAC, SLA, etc.)?

First organization was Health Sciences Communications Association (HeSCA) while I was an AV librarian at NLM (1977-). Was small enough to get involved in a leadership way very early on. Also belonged to MLA's AV Section (1977-).

11. What was your first organizational leadership role?

HeSCA - Board of Directors 1981-83 MLA - MLA News "Media News" column editor 1984-86

12. What were some of the major accomplishments/highlights during your MLA Presidency?

*A sense of an energized association (my Extreme Librarians and Health Information Champions themes?) At least *I* was energized! I loved attending Chapter meetings and communicating through my Presidential Page. *Getting Health Information Literacy work going. *Being involved in the Informationist initiative. *Scholarly Publishing Forum and followup. *Working with the Board of Directors and Headquarters staff.

5. Nature or Nurture

13. Which of these leadership characteristics describes you best?

Planner/Organizer

14. Rank these leadership characteristics, as they relate to you, on a scale from 1 to 6

(1 being *your* strongest).

Inspirational - 6
Confident - 3
Visionary - 5
Creative - 4
Communicator - 2
Planner/Organizer - 1

15. What best describes development of your leadership style?

Part of innate skill set developed over the years

6. Survey Participants

16. Who are you?

Linda A. Watson