

# Spotlight on women managers

Six recent top-level appointees tell how they got there and what their jobs demand

## Interviews by Susan Brandehoff

**M**arianne Scott, Canada's new National Library director, says in the previous article that the current management climate encourages women, and that more women appear ready to take on administrative responsibilities. This combination of circumstances appears to be especially true in libraries.

Although today's statistics on the proportion of women to men in top management posts are far from ideal and are likely to improve only sluggishly, all of us can cite talented, energetic, and capable women who are now rising to the top of their profession. Along the way, they have attained authority, influence, and the solid experience necessary for creative and responsive management. Women managers are making a difference in all types of libraries. This month, *American Libraries* talks to six such women—administrators recently appointed to responsible and challenging posts in academic and public libraries, a state library, and a library school.

Responding to questions from *AL*, they candidly

describe how their career goals have changed over the years, their experience with mentors, and the challenges they face in their present jobs. They offer many other professional and personal insights as well.

Following their remarks is an interview with a woman facing a special management challenge. Patricia Swanson, new assistant director for science libraries at the University of Chicago, was responsible for creating one mega-library out of two. She explains why she sought the job, the complexities involved in the merger of the John Crerar and University of Chicago science collections, and her own management tenets.

There are struggles still ahead for many aspiring women, but the direction has been set by these managers and others like them. One of our interviewees says more women in top-level posts will change the patterns of organizations and effect a revolution in administration. Whatever their long-range impact, *AL* salutes these women for their present accomplishments, and for their spirit, dedication, and persistence. —Ed.

## Career paths and planning, and challenges of the moment

**How have your professional goals changed over the years? Do you try to achieve specific goals within a certain time? How closely are your professional and personal goals related?**

**BEAUPRE:** As a beginning professional I did not have a career; I had a job. I think this was fairly common for women before the 1970s. The concept of career evolved for me over several years. In one regard, however, my professional goals have been consistent throughout my working life. From my first professional position, I have looked for challenge and the opportunity "to make a difference" within the organization and through service to individual library users. Early in my career my goals were focused on direct service to

the user—the challenges and rewards of being a supervisor were secondary.

After about eight years in the profession and having gained experience in management, reference/instruction, and collection development, I felt I had to make a decision between development as a reference/instruction librarian and development as a manager. I chose the latter, finding the rewards less immediate but more satisfying in the long run. Also, I'm probably a better manager than a reference librarian. With this decision made, I applied for and was accepted to the Council on Library Resources Management Intern Program. Working as an intern with Dick DeGiannaro at the University of Pennsylvania was invaluable in broadening my perspective on the profession and my career.

As I completed my 10 months in the program, I knew I wanted to be head of public services in a major research library, but I did not and do not set specific time frames for myself. I can predict pretty accurately when I will be ready to take on new challenges or, put another way, when a job will cease to provide the challenges I need.

However, the right job may not always be open just when you are ready. The next career move is always a matter of opportunity and timing, and it's rare that both are perfect. It's important to know what kind of position you want next, so you can take opportunities when they arise; but it's also important to build new challenges into a current job in case you don't find that

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**Linda Beaupre** became associate director of General Libraries at the University of Texas at Austin in July 1984, with program responsibility for public services, personnel, facilities, and support services, and general responsibility for library policies and programs. She was associate director for public services at UT and held managerial posts at the University of California at Berkeley and University of Michigan libraries. In 1975–76, Beaupre was a Council on Library Resources management intern at the University of Pennsylvania. She has a BA in history and the AMLS from the University of Michigan.



**Bridget L. Lamont** was appointed director of the Illinois State Library in June 1983. She had been deputy director and also worked in the library development, interlibrary cooperation, and children's services areas of the library. Before joining the State Library, Lamont worked in public libraries in Champaign, Evanston, and Wilmette, Ill. She has a bachelor of arts degree and the MSLS from the University of Illinois at Urbana.



**Mary F. Lenox** became dean of the School of Library and Informational Science at the University of Missouri in March 1984. She had been on the faculty since 1978. Lenox was a media specialist for the Chicago public school system, held managerial posts in learning resources at Governor's State and Chicago State Universities, and was a teacher/librarian in Chicago public schools for several years. In 1982, she was a Kellogg National Fellow. She has a bachelor's and a Ph.D. in education and the MALS from Rosary College.



**Sharon J. Rogers** became university librarian at George Washington University, Washington, D.C., in July 1984. She was associate dean of the Bowling Green (Ohio) State University Libraries and head of bibliographic instruction at the University of Toledo. Rogers has also been an instructor in social sciences at Alfred University and head of documents at Washington State University. She earned a bachelor's and a Ph.D. in sociology and received the MLS at the University of Minnesota.



**Elizabeth K. Gay** was appointed Central Library director for the Los Angeles Public Library in early 1984. She manages the public services operations of the Central Library and is coordinating plans for its expansion and renovation. Gay served as assistant Central Library director for five years, was a subject department manager in science and technology, and held other posts in the LAPL system. She has a degree in English (BA), the MLS from the University of California/Berkeley, and an MBA with a concentration in finance and marketing.



**Judy K. Rule** was appointed director of the Cabell County (W. Va.) Public Library in May 1984 after having served as assistant director since 1967. She has been a member of the executive board of the Southeastern Library Association and is a past president of the West Virginia Library Association. Rule has a bachelor's degree in education and received the MLS from Indiana University.

"next job" just when you want it.

My professional and personal goals are very much interrelated, and the elements of my life outside the library take on a growing importance as I grow older.

**GAY:** In earlier years, my goals were directed to developing myself and learning and experiencing a variety of circumstances in this profession and in management. Now my goal is that of developing other people. Laid over that goal is the schedule for a new Los Angeles Central Library facility. This organization must develop its staff so that they can handle each milestone in the building program.

Professionally, this is a time for me to try to apply what I have learned from working in this library system and from my MBA program. Until final approval for the building program and its financing are approved by mid-1985, other professional goals must be sublimated. I suspect this will continue to be true until the final Central Library building is completed in 1990.

My major personal goal at this time is to keep both my health and my sense of humor, especially the latter.

**LENOX:** My professional goals have changed over the years. During my early career, I served as a school librarian in the Chicago Public Schools. Later, I decided I wanted to experience professional library activities in higher education. In my new academic role, I began to plan and implement orientation and bibliographic instruction sessions for college students. These activities, along with other part-time college teaching opportunities, fueled my interest in teaching in higher education.

Subsequently, I decided to complete my doctoral studies. When I arrived at the University of Missouri-Columbia, my primary goal was to teach graduate courses in the School of Library & Informational Science and fulfill my other responsibilities as a university professor. Quite frankly, I did not come to Columbia with the idea of ever becoming the dean of the school. Clearly my goals have changed and I have changed over the years.

As an ongoing process, I generally set goals for myself relative to my responsibilities as dean. I also have a set of goals for the self-directed learning plan I'm completing in my final year as a Kellogg National Fellow. I have some personal goals that complement my professional activities. But the real challenge for me is to prioritize my goals and integrate them

into a pattern of action steps—a process that enables me to accomplish more than one goal at a time. Needless to say, it is not easy!

Whenever possible, I try to keep my personal and professional goals congruent. For example, I have a personal goal of regularly exercising to maintain my good health. I also recognize that feeling good and being healthy enables me to function effectively in my personal and professional activities. I try to clarify my goals, in writing, so that I can focus my energy and see the progress I have made toward my goals and objectives.

**ROGERS:** My professional goals have changed over the years because it has taken some time to find an appropriate mesh of academic and administrative interests. Since a round of jobhunting in 1976 convinced me that the conservative character of the selection process in academic libraries was going to be a disadvantage to someone with my background and skills, I have followed a rather structured set of goals and position changes within roughly defined time periods. I think I'm now ready to do a reassessment and repeat the process. My professional and personal goals are closely related now that I'm single. Earlier experience with a two-career, commuting marriage provided me with substantial knowledge about the difficulties of integrating professional and personal goals in such circumstances.

**RULE:** My professional goal since high school has been to be a librarian. That goal has been modified and has matured as my knowledge of librarianship has increased. I set time frames for short-term projects but not for long-term goals.

Personal and professional goals must of necessity be closely related, I believe. My childhood training, my religious beliefs, my personality, and my philosophy of librarianship combine to make me the person and the librarian that I am. My parents instilled in me the necessity of always reaching for the best—to be the best student, the best librarian, the best director, the best person—that I possibly can be. That, I suppose, is my greatest goal in life, both personally and professionally. Sometimes it seems that these goals are in conflict. However, I have found I live more comfortably with myself when I am true to my basic beliefs.

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## Management

**Are women different types of administrators than men? What unique qualities do women bring to management? Will more women in high-level administrative posts affect the character of library administration?**

**ROGERS:** Women are more comfortable working in nonhierarchical environments and are therefore more likely to be successful administering within "new" organizational models. I don't think women bring "unique" qualities to management. In my observation, women have a more solid experience base because they've been given few shortcuts up the administrative ladder, and they are often very bright and capable because they've had to overachieve to become visible. Women often deal more directly with issues because they have not been fully socialized into some of the male authority patterns that often dominate decision-making meetings. I think more women in high-level administrative posts will change the character of organizational relationships and patterns, and this change will require a revolution in the administration of the organization.

**RULE:** Women are different types of administrators than men. They give much more attention to detail and to how things are done. It appears that men are more theoretical and women more practical. Women, in the main, can keep several projects going at one time, whereas men usually give primary attention to one project at a time. I do believe that the "character" of library administration will change—to a more pragmatic one.

**BEAUPRE:** This is a difficult question to answer without making broad generalizations that may not apply in some instances. That said, I move on to broad generalizations. I believe the type of administrator one becomes is far more influenced by experience than by gender. For instance, a woman who has spent her professional life in a hierarchical, patriarchal organization is likely to have developed a management style that works in that organizational environment—it might even be called a "masculine style." A man who has learned management techniques in an organization characterized by group decision-making and an emphasis on people skills would most likely have incorporated "feminine" facilitative skills into his style. To be a successful manager, you learn to do what works in a given organizational environment.

The best managers have developed a bag

## styles: Do men and women really differ?

of tricks covering a broad range of management styles. Still, as any number of women-in-management books tell us, many women bring certain nurturing and people skills to the workplace that are less likely to be found

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in men who have been taught to be competitors. This does not necessarily mean these women are better managers. The best managers combine traits that have traditionally been labeled masculine and feminine.

The character of organizations has changed over the last 20 years and continues to change due to evolving management theory, societal changes, and the introduction of new technologies. These elements will affect the nature of library administration to a much greater extent than the change in the ratio of women to men in management ranks.

**GAY:** In sweeping generalization, women seem to be better at dealing with details than men. Also, they are frequently more able to confront people issues and the resultant interpersonal conflict. I wish this part of the questionnaire were being conducted with all the respondents interacting to see what develops. Based on my exposure to managers in other fields, I think the character of library administration is, and will continue to be, more affected by the nature of the personalities who seek this profession and the training they receive than by whether they are male or female. Trends in management styles come and go, but good organizational and people skills are long-lasting and will continue to be valuable into the indefinite future. I do not see them as gender-related.

**LAMONT:** Women administrators are more intense. We pay more attention to detail and are more sensitive to personality clashes. We notice when something is bothering an employee or a colleague. Women are also more apt to note the nuances of both verbal

and nonverbal communications.

Women always have to prove themselves—when you have reached one plateau there is another. If you like challenges, this is not a problem, but you must be careful about letting up. Women try to prove themselves by taking on more work, and when they have accomplished the work effectively, it is assumed they will continue at that pace. A man I know and admire tells me to just do what I have to do and return the phone calls "that count." I cannot do that. I have to do it all, and that is probably a personal more than a professional goal.

Women are noteworthy for their organizational skills and the ability to effectively juggle many things at once. These traits should certainly be considered in the quest to name more women librarians to administrative posts. I am not convinced, however, that more women are being named to top administrative posts in libraries—at least not in public and state libraries and library systems. I don't have statistical information to back up that claim, but a review of recent administrative appointments in Illinois libraries appears to support it.

**LENOX:** I think there are significant differences between male and female administrators. Women bring to the work environment a greater awareness of people and their patterns of relating. Women are more inclined to look at both the work and human sides of management. Women also tend to be more sensitive and intuitive in their management roles. However, because of the women's movement and other societal influences, there seems to be support for acknowledgement of the nurturing/affective dimension of men and the cognitive/rational dimension of women.

Thus, as men and women become more aware and accepting of their own diversity, develop egalitarian relationships, and recognize roles and functions based on abilities and skills rather than gender consideration, library administration will reflect the changes occurring in the society at large.

**What management style works best for you? Do you subscribe to a particular management theory?**

**GAY:** I see myself as a strong communicator. It is important for me to involve the people affected by a decision in its process, so they can more readily support the decision or project after it has been developed. The final decision may not, in fact, be the

way the majority of those present saw the solution, but their input will have helped direct the decision. Everyone involved brings something unique to the decision process and can also learn from it.

**LAMONT:** I don't follow a particular management theory. I don't know what my staff would say, but I just try to use common sense. I expect my staff to understand the goals of the organization and to do what needs to be done. When I make assignments to staff, I generally give them my expectations of the outcome and offer possible options, or points of contacts that must be made to achieve that outcome. I always try to leave the final determination of strategy to the staff member assigned the task.

While I have a management team, I call whoever I think can contribute to a solution or who might add to the team. I like to use staff committees and I like mixing up committees with staff from various parts of the library.

I also rely on advice from committees and task forces of librarians, trustees, and library friends outside the State Library. I think it is critical to touch base with the "real world," and I have identified several pivotal librarians in Illinois whom I call on a regular basis—basically just to ask "How am I?" or "How is the Illinois State Library doing?" I think people want to be asked.

**ROGERS:** Any skilled administrator has a variety of working styles that are brought into play depending on the situation. Limitation to any one style seriously limits flexibility and effectiveness. Academic libraries will be more successful in meeting future demands if they move toward a matrix organization. This requires nurturing of both professional and paraprofessional staffs, because they must develop new roles and working patterns in such an organization.

**RULE:** Participatory management works best for me. I feel that most workers have a great deal to offer an organization and, if given the opportunity, will contribute above and beyond their job descriptions. Occasionally we have people who are interested only in a paycheck twice a month, but almost all of our employees are generally concerned with promoting the library and its goals. Most people like to be asked for their opinion and to believe that their suggestions will be taken seriously and at least tried. I feel that my co-workers have many good ideas and suggestions. Staff who are involved in a decision or in setting goals are more likely to work to achieve them.

**"Making personnel decisions has been the most difficult aspect of my job. . . . I have found the process of identifying, selecting, interviewing, and making an offer to be time-consuming, demanding, and fraught with uncertainty."—MARY LENOX**

**What has been the most difficult decision in your present job? What made it difficult and how did you handle it?**

**LAMONT:** The most difficult decision I have had to implement—since I had talked for several years about what should be done—was to ask for the resignation of a manager. I learned that it was relatively pleasant to be able to talk about the changes that should be made while I was on the staff, but not so as director. Then I had to be the one to implement the "what should change." I asked people how to ask for a resignation, when to do it—time of day, day of the week, before or after the holidays, etc.

The matter was especially difficult since the person was about the age of my father and traditions about respect for elders, the man as breadwinner, and other images were prevalent. Finally, I just did it in my own style when I felt the time was right and it worked. I remember it as though it happened one hour ago, and while it was my most difficult decision, I still feel it was absolutely right. It was my first real test to myself about whether or not I was going to direct this agency. After that decision, I knew I was in charge and could handle anything.

Personnel work in state government is a challenge because of unions, patronage, merit systems, and professional library standards. It is a constant "weighing" process of merging politics with service needs and testing organizational patterns in a political work game—politics with both a small and capital "p." You have to have a number of tools and options and know when to use them and who to use them with in hiring and firing.

**GAY:** The most difficult decisions are always those involving personnel issues. I have never found a personnel problem that did not have at least two clearly differing sides to it. Finding a fair resolution of such a problem is finding a balance between what the rules say and what the

people involved say. For obvious reasons, I am unable to disguise an example well enough to give one here. I simply get all the information and advice I can and try to come up with a solution that preserves both the rules this library system is structured upon and the values of the people involved. It is a thoroughly collaborative process.

**RULE:** I have not held the position of director for long, and I have not had many difficult decisions yet. The most difficult decision of the past year was whether to apply for my present position. I had been assistant director here for 13 years and was secure in that position. I felt I could have continued with another director if I did not apply for the position. However, if I applied and the board did not select me, I felt that I would probably have to leave. I preferred not to leave for various reasons. Another complicating factor was that I had recently bought a house in Kentucky and was afraid the board would require the director to live in West Virginia.

With all these uncertainties I still saw the new position as offering challenges and opportunities that might never be offered to me again. I felt I had some qualifications that no other applicant could have and could offer certain advantages and strengths that would benefit the library more than any other applicant. Fortunately, the library board agreed. I have not regretted my decision.

**LENOX:** Making personnel decisions has been the most difficult aspect of my job. Our university is changing and I have had to be sensitive to these changes while finding personnel who could meet our needs and the university's expectations. There are a number of university procedures I must follow in order to hire faculty or staff. I have found the process of identifying, selecting, interviewing, and making an offer to be time-consuming, demanding, and fraught with uncertainty. Inherent in the process is the weighing of a

number of unequal variables.

My solution to this challenge has been to clearly identify our needs, know and adhere to the procedures of the university, exercise patience and good judgment, and involve others in the decision-making process. Finally, I think it is important to accept and trust the decision made.

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**What is most satisfying, least satisfying, about your job?**

**BEAUPRE:** The most satisfying aspect of my present job and previous jobs is effecting improvements in library services and operations and aiding the professional growth of library staff. One advantage of being the associate director is influencing many different library programs and planning for the whole of the organization rather than just one part. Learning more about library and university administration is also satisfying. Least satisfying is the lack of funding to adequately reward staff for superior performance and the fact that I can't solve all the problems I see. (I admit to being a bit of a perfectionist.)

**RULE:** Most satisfying—the challenge offered by being director, facing problems and working out solutions, helping employees use their abilities to their greatest potential, and working with other community leaders to make changes beneficial to the county.

Dealing with pettiness is the least satisfying part of my job. Some people, both within and outside the library, are concerned with their department, their agency, their own "turf," and give no thought to the broader picture. Some are concerned only about immediate benefits to themselves, or do not cooperate because of wrongs done years ago. These attitudes

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**—ELIZABETH GAY**

impede progress in an organization or community.

**GAY:** The most satisfying aspect of my present job is the sense of being the popping cork on a champagne bottle. I see a lot of pent-up energy and creativity in the mid-management staff of the Central Library, and I am trying to direct that energy so together we can positively address major concerns we share. We all recognize that the library is entering a period in the building planning that is likely to be exciting and exhausting and will radically change the way the entire staff works. They are approaching this change in a positive way, and I find that very encouraging. The critical issue will be to what degree we can communicate this excitement to the remainder of the staff.

The least satisfying aspect of this position is the lack of sufficient time each day to communicate with the people I need to, so that I can be as effective as I would like.

**LENOX:** I feel most satisfied in my job when I can see that I have accomplished an objective. On the other hand, I find that responding to seemingly ceaseless requests for reports, documents, and related information from internal and external sources is least satisfying.

**LAMONT:** No one thing is most satisfying. I like the fact that there are no limits or parameters to what can be accomplished in this position. There is no routine—programs can be developed, contacts made, days altered by a single phone call. I like to see connections being made and taking hold.

For example, when the Illinois Department of Commerce and Community Affairs (DECCA) was designing a program to promote Illinois as a good place for business, we were able to explain the relationship between public libraries and other libraries in a community and the potential for information sharing among the hundreds of special and corporate libraries affiliated with our state bibliographic network, ILLINET. DECCA included a special section on library services in the program-planning manual and since then we have cooperated with them on other programs.

I have enjoyed seeing directors of other divisions in this branch of government discover what the Illinois State Library and their home libraries can do. I like the

## Books on their "recommended" lists

**What books or articles have you found helpful in administration?**

**ROGERS:** Two books that interest me at the moment are: *Servant Leadership: A Journey into the Nature of Legitimate Power & Greatness*, by Robert K. Greenleaf (Paulist Press, 1977). This may be the *Zen and the Art of Motorcycle Maintenance* of the management field. It's a series of essays rather than an integrated statement; however, it explores dimensions of the type of leadership in which women excel. The other book is *New World, New Ways, New Management* by Philip R. Harris (AMACOM, 1983) (American Management Assoc. Pubs.). It

explores organizational transformation, and although it is business-based, it offers provocative insights for the academic environment.

**LAMONT:** I recommend one of my favorite books: *The Power Broker: Robert Moses & the Fall of New York*, by Robert A. Caro. (Random, 1975).

**GAY:** All the material used in my MBA program was helpful; no particular article or publication stands out. However, I frequently refer to *Management* by Harold Koontz, Cyril O'Donnell, and Heinz Weirich (McGraw-Hill, 7th ed. rev., 1980).

immediacy of contact with librarians throughout the country, and I savor the development of a new management team at the Illinois State Library. I like seeing a team develop with an understanding of the total picture and goals for the library and the network.

One of my greatest frustrations is that there is never enough time to handle things as thoroughly as I would like. We could improve our follow-up from simple courtesies to more detailed follow-up letters or fuller communication with those on our advisory committee involved with program development, etc.

Diplomacy is essential to successful administration in state government library agencies. We are most often in a responsive situation. This certainly doesn't mean we don't have plans, but demands come from all sectors—other agencies in state government, elected officials, other libraries, and librarians and trustees and friends of libraries in Illinois and elsewhere. I am glad to know that people depend on us, but it is frustrating to be unable to give the full-service treatment more often.

I also am frustrated about unrealistic expectations people have concerning the timeliness of our responses. Perhaps I can state that more clearly in terms of an actual situation. A good librarian friend of mine who worked at one of the Illinois library systems called me often with ideas, comments, and criticisms. He was frustrated at the time it took to implement many of his good ideas, and because I couldn't close out a project and start a new one on a routine basis. He moved to employment at a state library agency and called me his first week to say, "Why

didn't you tell me what state library agency work is really like? Everyone calls for everything and you are constantly juggling." My work requires me to keep many parallel activities going at one time. Though I don't think that is different from other administrators, I never cease to be amazed at the scope of phone calls and letters I receive on any one day.

Finally, although librarianship is a "serving" profession, I think some of the courtesies extended to those in the private sector are not extended to those in the public sector. Good administrators in effect spend much of their daily time "consulting."

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**What are your primary goals in your present job, and what do you see as major challenges in the next few years?**

**LENOX:** As dean, my primary goal is to provide effective leadership and support in achieving the goals and objectives of the School of Library & Information Science. Consistent with these general goals and objectives and the mission of the University of Missouri-Columbia are some goals that are of particular concern this academic year.

For example, I want to develop short- and long-term strategies for faculty development. Given the myriad of ongoing changes in our profession, I also have as a goal, in concert with the faculty, the

review of our curriculum to ensure that it continues to reflect the concepts, principles, skills, and attitudes that help our graduates continue to be competent professionals in contemporary libraries and other information agencies. I also have an ongoing commitment to become more knowledgeable of the factors on the

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—SHARON ROGERS

local and national scene that impact our program.

It is no secret that diminished support for libraries and library education, shrinking public funds, sophisticated technological tools, a vast increase in the quantity and flow of information, and increased diversity in our society are some of the influences that are profoundly challenging our profession today. Moreover, new definitions of who we are as professionals and our future role(s) in society are woven into the pattern of complex issues confronting us. These will continue to challenge our profession in the years ahead.

Because of the responsibilities I share in the education of pre-service and in-service personnel and my desire to influence the direction our profession will take in the future, these same issues will be the focus of my attention. Personally, the major challenge I face is to maintain a balance between my professional responsibilities and personal interests.

**GAY:** The Los Angeles Public Library has been attempting to upgrade its Central Library for over 20 years. It is an inadequate structure, although an historic building set on one of the most valuable parcels of land in the country. A unique combination of public and private groups has recently joined forces to plan a series of complex financial transactions that will enable the library to be renovated and expanded. This planning process is at a critical point. My primary goal is to

represent the library's interests in seeing that these plans are developed and are approved by the appropriate agencies. An important corollary goal is to involve the Central Library staff in the planning process so they will support this plan and thus make its implementation feasible.

The expansion and renovation plans call for a systemwide integrated automation program, a collection analysis project for the 2.2-million-volume Central Library collection, and perhaps two complete moves of the collections. This extraordinary and exciting effort will involve not only the Central Library staff, but staff members from the entire system. The logistics are challenging, but the opportunity to develop systemwide understanding and support is the most important challenge to all of us in the library's administration.

**ROGERS:** My most important professional goals are to create a library organization that will be able to respond flexibly to changing informational, instructional, and research demands; and to provide a variety of professional and staff development programs to train the personnel required for new forms of services and organizational styles.

My primary challenge is to demonstrate that a large academic library can be thoroughly integrated in the instructional and research processes of a major urban university.

**RULE:** In the short term, my goals are to complete two major projects that have been underway for a long time. One is completion of branch library buildings in two communities in Huntington and the other is to complete the automation of our circulation system and online catalog. We planned to move into one branch in December, and all branches should be automated by June 1986.

In the long term, my major goal is to increase community use of the library. I hope to accomplish this first through more publicity, and thus greater use of the materials we already have. Second, I would like to broaden specific collections such as genealogy, business, government, video, etc., and to reach the publics that would be interested in each of these to a greater degree. I will make use of the *Planning Process* for this.

A goal that overrides all others and which all others depend on to some degree is to help this community become more

attractive to business, tourists, and industry over the next few years. The greatest challenge in my present role is to become a leader in the community and help Huntington and Cabell County achieve economic recovery. When this area joins the country's recovery, increased funding should be possible for the library.

**"The greatest challenge in my present role is to become a leader in the community and help Huntington and Cabell County achieve economic recovery."**

—JUDY RULE

**BEAUPRE:** My primary goal is to help the organization function better, both for the benefit of library users and the satisfaction of library staff. Accomplishing that goal includes facilitating cooperative and creative interaction among staff; providing an organizational structure and environment that promotes problem solving at the lowest possible level; and providing opportunities and guidance for individual professional growth and development.

Another important element is fostering an organizational philosophy that considers individual user needs. It's easy to slip into a numbers mentality at an institution like the University of Texas at Austin, with nearly 48,000 students and over 2,000 faculty members. So there must be a strong effort to understand and try to meet the unique needs of each user, an especially difficult task considering the pressures of tight staffing felt throughout the system.

Among the challenges for me and many other library administrators over the next few years will be marshalling and effectively allocating resources toward more computerized control and access to information, while maintaining a high level of service. The "transition period" for large libraries will be lengthy; setting appropriate service and operational goals within limited resources during this period presents a significant challenge.

Changes in the packaging and manipulation of information and a growing recognition of the librarian's role as teacher require redefinition of job responsibilities

for librarians and support staff—another challenge for both administrators and "front line" librarians.

**LAMONT:** The Illinois State Library has two primary goals—to serve as a library for state government in Illinois and to promote statewide library development as coordinating agency for the Illinois Library and Information Network (ILLINET). It is important to me that people at state and local levels of government learn to appreciate the impact of effective information services provided through libraries. I want to see libraries in the larger milieu of state government and library services in the forefront, not as an afterthought. I want government planners to include libraries in the mainstream.

It is important to me that colleagues who are not librarians understand what we have to offer and realize how much information is collected and available through libraries. It is both a personal and professional satisfaction to me when a non-librarian colleague is discussing a project and I can help the project along

**"I want to see libraries in the larger milieu of state government and library services in the forefront, not as an afterthought."**

—BRIDGET LAMONT

with information from the State Library or ILLINET.

Although the concept of "forging coalitions" is especially popular in recent months, that has been and continues to be my most important goal at the Illinois State Library. The same holds true in promoting this library and its role: the person who may appear to be "just a patron" may have invaluable connections that may help the library in the future.

Major challenges include increasing the Illinois State Library's operating budget to allow us to meet the demands I expect will

result from a new awareness of the potentials of library services. A state library has many constituencies and roles, and while we have concentrated on our networking responsibilities, we will also need funds for maintenance of collections; expansion of an online catalog to other state government agencies; more space; and preservation of library materials. I anticipate funds to allow us to continue planning for a new Illinois State Library building. This will certainly be a positive challenge.

The other major challenge will be to determine the future design and direction of ILLINET. Immediate plans include a study of the future of the regional library systems, future funding for those systems, and a design for a telecommunications system for ILLINET. Fortunately, I inherited a very strong library cooperation and network development program, but it cannot languish. My first 18 months as director have been spent in development of new fiscal procedures for the administration of LSCA-funded programs in Illinois. I am eager now to concentrate on program development.

## The roles of networking, mentors, and education in their careers

**Have networking and/or mentors been important to you in your career? Are they used effectively in libraries?**

**LAMONT:** Mentors have been important to me and I find networking to be increasingly important. However, some of my most effective networking has been with professionals in other disciplines. Thinking back on the mentors who have helped me, I realize how fortunate I was, and I am increasingly appreciative of their lack of territorial hang-ups and frank willingness to use their *subject knowledge* and *professional contacts* inside and outside libraries I asked to assist me. The two mentors who initially were most helpful to me are both men (if that means anything). As I succeeded our relationships seemed to grow stronger and they shared even more with me.

It is trite, but true, that it is lonely at the top, and I am grateful for the contacts I have made through networking. I often use networking not so much for moving ahead

but for testing ideas or sharing occurrences. Fortunately, a number of successful men and women in the library field are willing to be frank and supportive. It is important, too, to know who your real friends are. It is good to be told what is working well, especially in a state library agency, which is often in a reactionary situation for all the planning that does occur.

It may not be an appropriate time to mention this, but for all the talk of networking in the library community, I am distressed at our lack of candor in terms of sharing information concerning potential employees. I rely on verbal information more than written references, so networking is important to me in considering a potential employee. I think we owe it to ourselves to be honest with each other when asked to provide candid information.

**ROGERS:** Networking and mentors have been important to my career—but not necessarily in libraries. My career spans sociology and librarianship, both embedded in higher education. My mentors—

more than one over the years—have been more important for guidance and advice in higher education in general, rather than in librarianship. The same applies to networking: it's been more helpful for information exchange and support within an academic institution or a particular community. Mentors in librarianship, as generally defined in the literature, are unlikely to develop because of the brevity of a one-year library education program, and because the content of library education does not lend itself to the close work on substantive projects that eventually fosters the mentor relationship as it is played out in other arenas.

**RULE:** Networking has been of some help to me on the local and state levels. Although an attempt to set up a formal women's network here in Huntington failed, I did make several contacts that have served me well over the years. Also, I belong to Quota Club, a service club of executive women, and have made good contacts through it.

(Continued on p. 45.)

I worked for the same person for almost 17 years and I suppose he served as my mentor. He influenced my philosophy of librarianship and leadership to a great degree and I owe much to him.

I believe that for librarians—either male or female—to be truly effective, they must develop their own networks.

**LENOX:** I have been very fortunate throughout my professional life to have had friends who also served, in some instances, as mentors. They have generously shared their knowledge, experience, and good judgment to help me understand such elements as organizational patterns, human interactions, problem solving techniques, and the context/content of issues. Their insight and willingness to listen as I "talk through" a concern have provided me with ideas to solve a number of problems. They have also inspired my creativity and infused my thoughts with new bursts of possibilities.

I think that networking and mentor relationships have been effective dimensions in the library world for quite a while. However, today there is heightened awareness and, therefore, perhaps more formal-

**"Both mentor relationships and networking require maintaining a sophisticated balance of independence and support."—ELIZABETH GAY**

ized options, encouragement, and opportunities for these support activities.

**GAY:** The previous Los Angeles Public Central Library Director, Loyce M. Pleasants, served as my mentor throughout my career. I met her when I was first employed in the branch library system. Her understanding of the system as a whole was enormously valuable exposure for me at a very early stage in my career. She also encouraged me to seek a variety of different jobs in the system—a background which I believe makes me a stronger member of the administrative group now.

Strong mentor relationships, of course, have inherent drawbacks, and during the period I served as her assistant I was often viewed as an extension of her personality and skills. Some of this was appropriate to the position, but some of it was exaggerated and inaccurate.

I did not understand networking earlier in my career and did not take advantage of its possibilities. Both mentor relationships and networking require maintaining a sophisticated balance of independence and support. I doubt they are effectively managed in many organizations, including those in the library world. Networking has the better chance, but it requires excellent communications.

**BEAUPRE:** Both have been important in my professional development and my career, although I have never set out to find a network or a mentor. My "network" has developed naturally from having worked in four large institutions in different parts of the country, from participation in professional associations, and especially from my experience as a CLR Academic Library Management Intern. It is important to talk with colleagues in other institutions

**New women managers**

to broaden your perspectives, test ideas, and gain information. Such contacts can also be useful when considering a job change.

Most important, networks should not be gender-specific. Certainly women can benefit from sharing experiences and providing support for each other, but professional networks must include men—both for their expertise and influence—as well as women. I have been fortunate to have worked with many fine librarians and have watched carefully, reflected on what I saw, and learned from each professional experience. While I haven't sought to be taken under anyone's wing, as I look at my relationships with those librarians I most respect, there is undoubtedly a mentor quality about them.

Are networking and mentoring used effectively in the library world? It seems to me that among ARL libraries, both are indeed used effectively. There is a fair amount of communication among ARL administrators and other librarians both on an informal basis and via ALA, RLG, and OCLC as well as through ARL itself. Several directors seek out librarians with administrative potential, provide them with the opportunity and guidance to grow, and help them find administrative posts. The CLR Intern program provides a unique formal mechanism for such activity.

\* \* \*

**Would you recommend education beyond the MLS for administration? Do you have an advanced degree or plan to work for one?**

**RULE:** Education beyond the MLS for library administrators is most helpful and probably necessary. Seminars, workshops, and conference programs have been a great deal of help to me, although I do not have an advanced degree. Believing that the public library is the greatest single source for continuing education, I do plan to continue to learn but not in a formal manner toward a degree. I would like to take classes in management and public administration when I can. I try to make use of the current books and materials as they are purchased by the library.

**BEAUPRE:** For a career as an academic library administrator, I think it's valuable to earn a degree beyond the MLS—both for the status gained in the academic community and for the experience gained as a researcher (an experi-

**"For a career as an academic library administrator, it's valuable to earn a degree beyond the MLS—both for the status gained in the academic community and for the experience gained as a researcher."—LINDA BEAUPRE**

ence shared by faculty colleagues). The latter can be attained without the degree; the former is far more difficult to attain.

The kind of degree should depend on an individual's interests and temperament. Certainly there are valuable perspectives and techniques to be learned by pursuing higher degrees in business, public administration, educational administration, and librarianship; but it is also valuable in the university setting to have a degree in one of the more traditional disciplines, such as history or political science. A degree in computer or information science also would provide a good background for making many of the decisions required of today's library manager. I believe that any attempt to earn a higher degree should be based on genuine interest in the discipline.

I don't have an advanced degree, and, for two reasons, I don't plan to pursue one: 1) I devote a high level of time and energy to my job and, at this point in my life, I am not willing to take the necessary amount of time from my personal life to pursue a degree; and, 2) I think my many years of experience working in major universities has prepared me to be a darned good academic library administrator!

**GAY:** I have a master's degree in business administration, obtained on a part-time basis over three years. My areas of concentration were finance and marketing, areas whose technical applications are in many ways different from the general-management thrust common in the library world. The exposure to values by which businesses operate is continually helpful to me, particularly in explaining the library's role and assets to people in the business community.

These technical management skills are useful, but the strongest part of the MBA program was its focus on people

skills and team building. It was invaluable to have a chance in a laboratory setting to find out why some teams of people worked well together and completed their assignment effectively and others did not. School was a very safe place to do this without affecting long-term working relationships. I hope to incorporate this experience in my work with the Central Library staff. I strongly recommend such an academic program to present and potential managers.

**LAMONT:** I don't think advanced education is a criteria for success in library administration, but if advanced education is pursued, I highly recommend courses in business, marketing, public administration, and group behavior, rather than additional courses in librarianship.

I would like to take advanced courses but have no immediate plans to do so given geography and personal and professional commitments. I have instead taken one- or two-day courses on such topics as the implications of new legislation in Illinois allowing collective bargaining for public employees.

**ROGERS:** I have a doctorate in sociology and extensive graduate work in political science. In general, I definitely recommend education beyond the MLS for effective performance in academic librarianship. However, since there is no particular path to administration in an academic library, it is difficult to specify a course of study that would be useful.

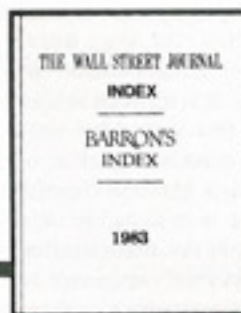
My academic work in complex organizations is extremely useful for managing change in a dynamic organization. Also useful is my understanding of university budgets from experience on faculty senate budget committees at three different institutions. Since practical budget and planning experience is not commonly part of in-house management training in academic libraries, I'm searching for ways to provide this kind of experience in my present institution. □

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