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

Interviews by Susan Brandeishoff

Ariane 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.

While many 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.

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?

BEAUFIELD: 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 DeGennaro 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 head of public service 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 either is 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...

(Continued on p. 22.)
**Managers**

"next job" just when you want it.

My professional and personal goals are very much intertwined, 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 the profession. Now my goal is that of developing other people. Laid over that goal is the schedule for a new Los Angeles Central Library facility. It's my job to develop its staff so that they can handle each milestone in the building program.

Professionally, that means trying 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-1983, other professional goals must be sublimated. I suspect this will continue to be true until the final Central Library building is complet-

**LENNOX**: My professional goals have changed over the years. During my early career I was employed at Chicago Public Schools. Later, I decided I wanted to experience professional library activities in higher education. In my new academic role, I began to implement orientation and bibliographic instruction sessions for college students. These activities and the 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 learn about the School of Library & Information Science and fill my other responsibilities as a university professor. Frankly, I did not come to Columbia with the idea of ever becoming the dean of the school. Clearly, goals have changed and I have changed over the years.

As an ongoing process, I generally set goals for my personal and professional responsibilities. I have always set 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 I normally think possible in a lifetime. Needless to say, it is not easy!

Whenever possible, I try to keep my personal and professional goals present.

**ROGERS**:

"...and therefore more likely to be successful in administering within new organizational models. I don't think women bring unique qualities to management. In my observation, women have a more solid work ethic because they have grown up with a strong work ethic, the administrative ladder, and they are often very bright and capable team leaders who can overcome obstacles to become visible. Women often deal more directly with issues because they haven't been fully社会化 into some of the male authority patterns that often dominate decision-making meetings. I think women in high-level administrative posts will change the character of organizational relationships and patterns, and this change will require a revival in the administration of the organization."

**RULON**: 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 see time gaining for short-term projects that had not been anticipated.

Personal and professional goals must be necessary because I believe, if one is not highly motivated, then it is not possible to do a job.

'The character of librarian administration will change—it's a more personal role.'

**BEAULIEU**:

...as is probably the case with most academic librarians, I am keenly interested in the way students function in a library setting. I believe student satisfaction is often related to the manner in which library facilities are designed and managed. Although there are many factors that influence student satisfaction, there is no doubt that the physical environment of a library can have a significant impact on student behavior and attitudes. My research interests are focused on the ways in which the library environment can be made more conducive to learning and research. I believe that by improving the physical environment of a library, we can create a more positive learning atmosphere for students. I am currently involved in several projects that address these issues, including the design and implementation of new library spaces and the evaluation of their impact on student performance. I am also interested in the ways in which technology is being used to enhance the library experience and provide students with greater access to information. Overall, I am committed to creating libraries that are welcoming, supportive, and conducive to learning, and I am dedicated to ensuring that our libraries are places where students can thrive and succeed.
What has been the most difficult decision you have had to make in your professional life? What difficulties did you encounter and how did you handle them?

GAY: The most difficult decision I've had to make is whether to continue my career as a professor. The decision was difficult because it involved weighing my personal goals and aspirations against the needs of my family and colleagues. I had to consider the impact my departure would have on my research and teaching, as well as the potential for future opportunities in the academic world. In the end, I decided that it was the right choice for me and that I would pursue other avenues in my career.

What is the most satisfying aspect of your job? Is there a specific task or project that stands out as particularly satisfying?

GAY: The most satisfying aspect of my job is being able to interact with students and to see their progress and growth. I enjoy watching them learn and develop their skills, and I find it rewarding to be a part of their educational journey. There have been many moments throughout my career that have been particularly satisfying, such as helping a student overcome a difficult challenge or watching them achieve a personal goal.

What are some of the biggest challenges you have faced in your career, and how have you overcome them?

GAY: One of the biggest challenges I have faced in my career is balancing the demands of my research and teaching with the responsibilities of my family. To overcome this challenge, I have learned to manage my time effectively and to prioritize my tasks. I have also sought support from my colleagues and family members, and I have learned to be flexible and adaptable in responding to unexpected events.

Books on their "recommended lists"

What books or articles have you found helpful in administration?

ROGER: Two books that interest me at the moment are: "Strategic Leadership: A Journey into the Nature of Power and Effectiveness" by Robert K. Greenleaf (Paulist Press, 1977). This book is the Zen and the Art of Management that is the current point of reference in the management field. It is a series of essays rather than an integrated statement; however, it is an excellent reference for those who wish to make a change in a positive way, and I find that very encouraging. The critical issue will be how we can make this a reality for the rest of the management staff.

The other is "The 7 Habits of Highly Effective People" by Stephen R. Covey (Simon & Schuster, 1989). This book is a very practical guide to improving one's effectiveness.

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

GAY: As dean, my primary goal is to ensure that the School of Library & Information Science is responsive to the needs of its students, faculty, and staff. This involves continuing to improve the quality of our programs and services, as well as ensuring that our programs are aligned with the needs of the information industry.

The major challenges that I see in the next five years include the need to stay ahead of the rapidly changing field of library and information science, as well as the need to continue to attract and retain top-quality faculty and students.

What are your favorite books or articles that you recommend to your colleagues?

GAY: I recommend "The 7 Habits of Highly Effective People" by Stephen R. Covey. This book has been a great source of inspiration for me and I believe it is a must-read for anyone in a leadership position.

There are many wonderful books that I have recommended to my colleagues, but I would like to highlight one that I believe is particularly relevant to the field of library and information science: "The Information Universe and Beyond" by David L. Smith (OCLC Online Computer Library Center, 1998). This book explores the impact of technology on the information landscape and offers a number of thought-provoking insights.
"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."

—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 volume and flow of information, and increased diversity in our society are some of the influences that are profoundly challenging our profession today. Moreover, definitions of who we are as professionals and our future role(s) are society are woven into the 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 challenges will be the focus of my attention. Personally, the most challenging task lies to maintain a sense of professionalism and personal integrity.

GAY: The Los Angeles Public Library has been attempting to upgrade its Central Library for over 20 years. It is an inordinate structure, although an historic building set on one of the most valuable parcels of land in the country. As the combination of public and private groups has recently joined forces to plan a series of changes that will make the library more functional and enable the library to be restored and expanded. This planning process is at a critical point. My primary goal is to represent the library's interests so that these plans are developed and an appropriate process is designed. A major and important corollary goal is to involve the Central Library staff in the planning process. This will support their interest in that process, thus making its implementation feasible.

The expansion and renovation plans call for a systemwide integration of a library system, a collection analysis project for the 2.2-million volume Central Library collection, and perhaps two comprehensive projects of the collections, with the goal of creating an extraneously and exciting effort will involve not only the Central Library staff, but its core members from the entire system. The logistics are challenging, but the opportunity to develop systemwide understanding and support and to present part of the challenge to all of us in the library's administration.

JOSEPH ROGERS: My most important professional goals are to create a literary organization that will be able to respond flexibly, to change the design, 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 a comprehensive branch library plan, which the friends of the libraries and the community have been working on for a long time.

Another important element is fostering an organizational culture that considers individual user needs. It's easy to slip into a service-driven culture, like that at the University of Texas at Austin, with nearly 48,000 students and over 2,000 faculty and students. It is a strong effort to understand and to meet the unique needs of each user, an especially difficult task considering the size of tight staffs that have to work.

Among the challenges for me and many other library administrators over the next few years will be maintaining and-efficiently allocating resources toward more user-oriented 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.

A goal that overrides all others and which all others depend on to some degree is to help this community become more attractive to businesses, industry, and tourism.

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

NEW YORK MANAGERS

for librarians and support staff—anther 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 the State Library of Illinois and Information Network (ILINET). It is important to me to have staff members who are willing to look at information services provided through libraries and libraries growing in the long-term goals of state government and library services in the forefront, not as an afterthought.

It is important to me that colleagues who are librarians understand that we have to offer and real how much information is collected and available through libraries. It is both a personal and professional commitment to me when a non-librarian colleague is discussing a project and I can help the project along.

—BRIDGET LAMONT

with information from the State Library or ILINET

Although the concept of "lending coalitions is especially popular in recent months, this library and its staffs is.

It is my most important goal at the Illinois State Library. The same holds true in this library and in its role to the person who may appear to be just a parlor may have invaluable connections that may help the library is 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 potential of libraries services. A state library is a major oversight role, and while we have been concentrating 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 the decision to design and document of ILINET. Immediate plans include a study of the future of the regional library systems, future funding for these systems, and a design for a new systems for ILINET. Fortunately, I inherited a very strong library cooperation and network development program, but it cannot be neglected. 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.

RULE: Networking has been of some help to me on the local and state levels. Although an attempt to set up a formal network here in Huntington has 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.
"Both mentor relationships and networking require maintaining a sophisticated balance of independence and support." —ELIZABETH GAY


Sometimes, the best way to get a fix on the future is to take a hard look at the past. For your reference needs, Dow Jones presents The Dow Jones Reference Services featuring The Wall Street Journal and Barron's in index form. The Wall Street Journal Index is available in soft-cover monthly and hardcover annual editions, highlighting both corporate and general news. An index of Barron's is included in the annual hardcover edition.

For much more information on any or all of the multifaceted Dow Jones Reference Services, call 212-285-8350 or send in the coupon below.

"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 BEAUFRE