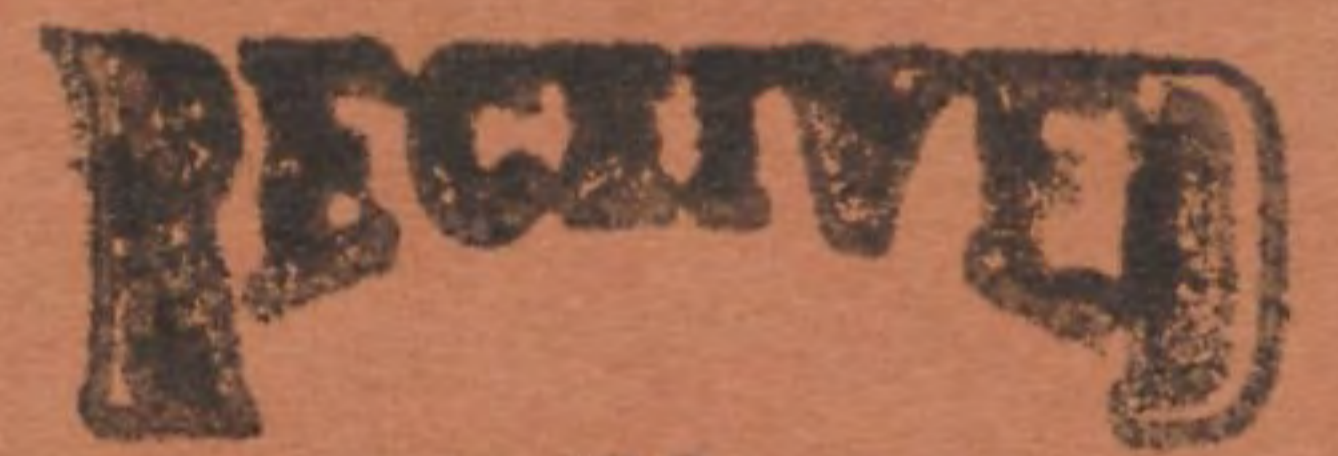
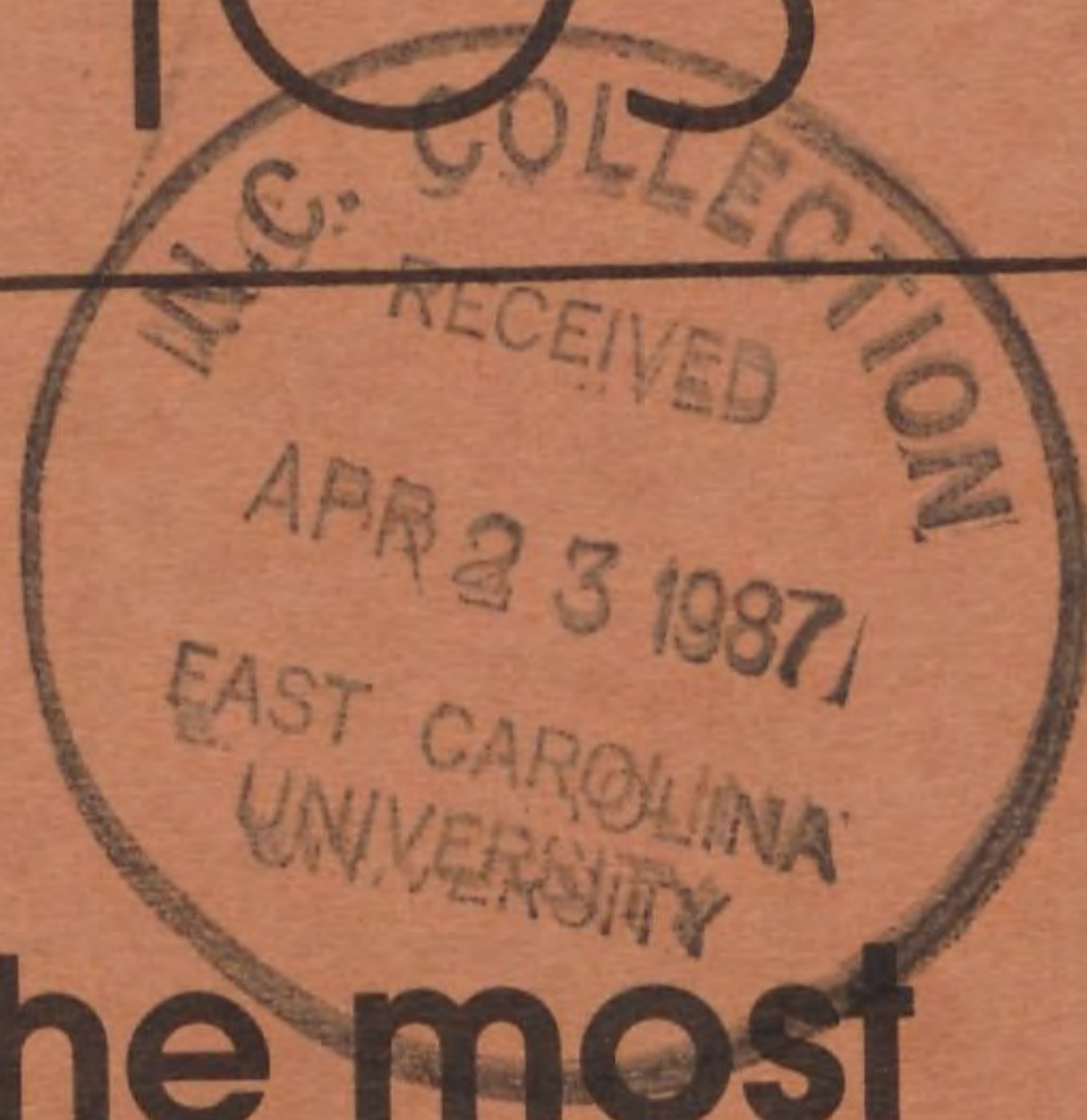


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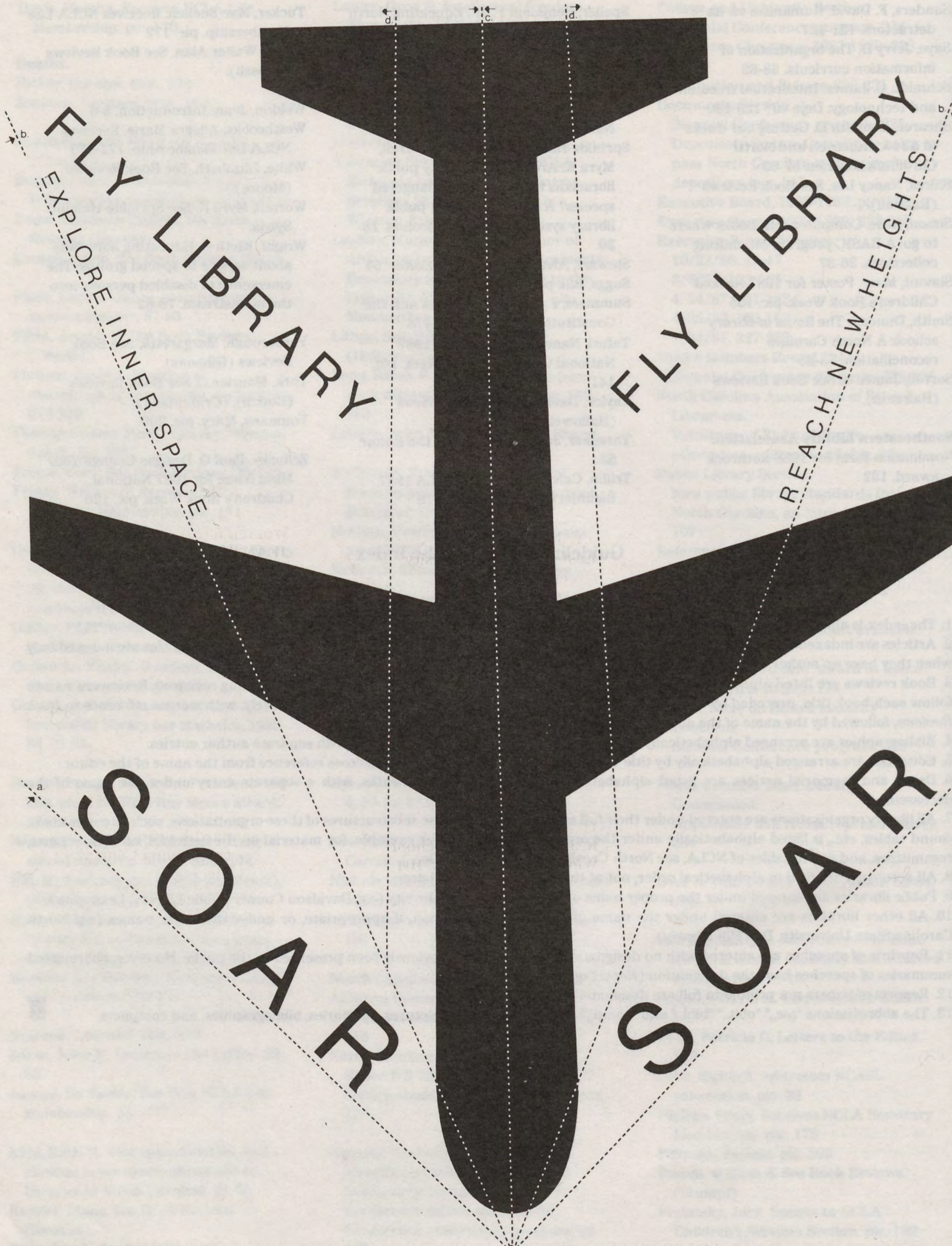
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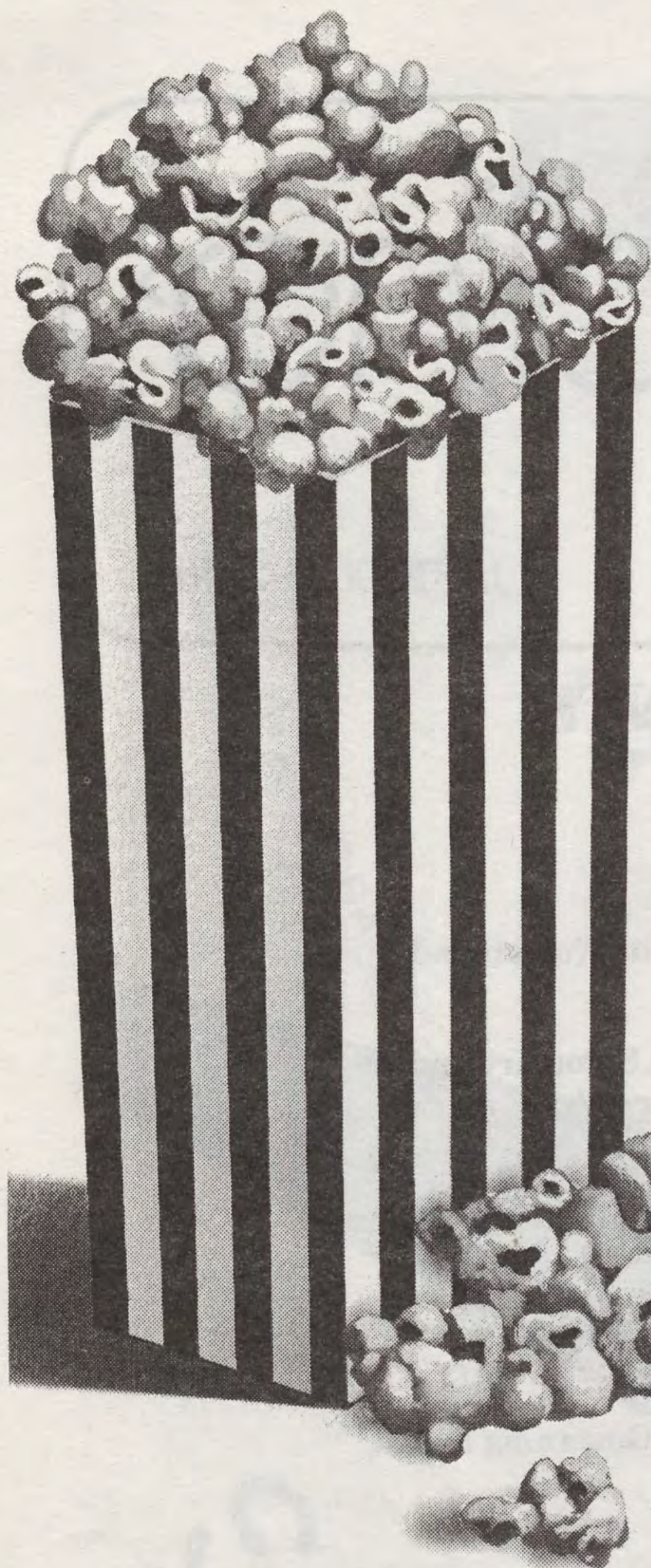
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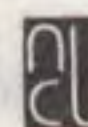
NORTH CAROLINA LIBRARY ASSOCIATION

From The Editor

North Carolina Libraries invites your comments. Yes, the Editorial Board of *North Carolina Libraries* is requesting and encouraging your response to articles appearing in this journal or to specific concerns of North Carolina librarians. In order to make this possible, we will inaugurate with the Summer 1987 issue a column entitled *Over to You*. This will be a letter-to-the-editor type format. Please address and sign with your name and position all correspondence to: Frances

B. Bradburn, Editor, *North Carolina Libraries*, 2431 Crabtree Boulevard, Raleigh, N.C. 27604. We reserve the right to edit all letters for length and clarity. Whenever time permits, persons most closely related to the issue under discussion will be given an opportunity to respond to points made in the letter. Deadline dates will be the copy deadlines for the journal: February 10, May 10, August 10, and November 10.

We hope that you will participate in and enjoy this new forum for ideas and concerns.
Frances B. Bradburn, Editor



From the President

Our forty-seventh biennium of the North Carolina Library Association is rapidly moving towards the close of the two years, 1985-1987. So many fine things continue happening to exalt learning and libraries and many exciting activities are being planned in the sections and committees to see that it happens.

Governmental Relations Chair Bill Bridgman and his committee are busy planning for the thirteenth National Legislative Day in Washington on April 7 as well as for frequent contacts with our representatives in Raleigh. With many new members in our national and local legislative representation, it becomes evident that we must provide them with objective facts, timely information and creative ideas needed for making intelligent decisions. These and all members must be informed of the positive effects of federal legislation at the grassroots levels. They need to know the impact of the legislation on what happens to the users. Is there documented evidence available of the positive impact on the users and their learning? The people who create and fund library programs are concerned that what they do is making a difference for the folks and voters back home. We must tell them about what is happening. Keep in touch with your section chair and/or Bill Bridgman. Share pertinent information and the good news with them very soon.

According to Archives Chair Maury York, the committee has completed an inventory of the NCLA records housed at the State Library. They are now in the process of deciding how these records should be weeded, organized and stored in the recently purchased acid-free folders and document cases. It is their plan to turn over the records now in the State Library to State Archives in 1987. They will then be free to perfect a retention-disposition schedule for current records.

From the Intellectual Freedom Chair Gene Lanier and committee comes the news that, while committee members could cite a few encouraging efforts in dealing with controversies, they agreed that the bulk of the activity during the previous months has been in favor of restricted access and limited individual choice. During the December 5 committee meeting a longtime friend of intellectual freedom and of libraries in particular, Representative George Miller shared his thoughts with them about the 1987 climate in Raleigh. He indicated that there would probably be little direct action on the First Amendment issues during the coming session but warned that those groups recently concerned with the obscenity legislation might well turn their attention to the public schools. Be prepared to deal with challenges should the need arise.

In another legislative matter, the Documents Section is asking for a collaborative effort to "Put the Public Into State Publications." Following up

on its belief that, in the words of Justice Hugo Black, "The effective functioning of a free government like ours depends largely on the force of an informed public opinion," the North Carolina Documents Depository Chair Pat Langelier and her committee have put together a plan urging legislative support of a bill that will improve the flow of information from state agencies to the citizens of North Carolina. Our NCLA, the American Library Association and other public interest groups have expressed their support. For the bill to pass your support is necessary. Write your Senator and Representative, voice your concern and explain how you believe the bill will affect you. For more information read Marjorie W. Lindsey's article published in *Popular Government* (Fall 1986) entitled, "State Documents: Proposed Statewide Depository System."

Plans are well underway for the NCLA fall conference in Winston-Salem. Patsy Hansel, President Elect and Chair of the Conference is hard at work with her committee and promises us that this one will be the best ever. Sections are firming up their plans for meetings and exhibitors are being contacted. General session speakers will soon be announced. Of special interest to all is a session sponsored by the Round Table on Ethnic Minority Affairs, the Public Library Section and the Round Table on the Status of Women in Librarianship. You will not want to miss this session nor the speaker, Maya Angelou, one of the foremost contemporary black authors. She is best known for her autobiographical best-seller, *I Know Why the Caged Bird Sings*.

Make your plans now to attend the entire Biennial Conference, October 28-30, 1987, Winston-Salem. If you need help to pay fees and expenses for speakers for programs at the October '87 Conference, LSCA Continuing Education Grants will be available for sections, committees or roundtables of NCLA. Contact Jean Welch or Audrey Pines at the State Library, 109 East Jones Street, Raleigh, NC 27611 (919/733-2570) if you have questions. The deadline for grant applications is April 30.

Our January 23 NCLA Executive Board Meeting became the February 6 meeting due to the abundant snow along I-85 and West. As your section chairs reported, it became evident that your representatives are giving careful, diligent and serious thought to the Futures Committee Report. There is concern that everyone should have an opportunity for input if desired. We urge you to speak through your section chair or directly to the NCLA President. It is obvious that we must find answers to many questions that surfaced

during our deliberations. We want you to have plenty of thinking time before any final decisions are made. This is your organization and you need to decide its future. Please give it your best thoughts.

Deliberations will continue at the Spring Workshop, April 24-25 at Greensboro College. The Executive Board will hold its business meeting on April 24, 7:00 - 9:00 p.m. and a called meeting to discuss your input and to clarify the recommendations will begin the next morning, April 25. Six of your elected officers will lead the discussion of each recommendation. They are: (1) Establishment of Association Goals, Dr. Ben Speller; (2) Employment of a Management Firm, Nancy Clark Fogarty; (3) Structure of NCLA, Jerry Thrasher; (4) Establishment of Publications Committee, Ariel Stephens; (5) Changes in Dues, Dr. Rose Simon; and (6) Change to Annual Elections and Annual Conferences, Dr. Kieth Wright.

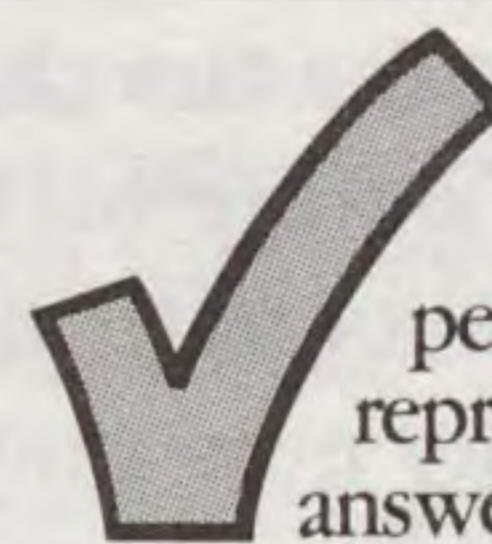
The day of April 25 will also be an important time for committees to meet and make plans for the October conference and other activities during the next several months. Sections and the Executive Board must find time to work towards the wrap-up of the biennium.

More information and details for the Spring Workshop will follow.

I look forward to seeing you April 24-25 at Greensboro College. Our hostess is Susan Squires.

Pauline F. Myrick, President

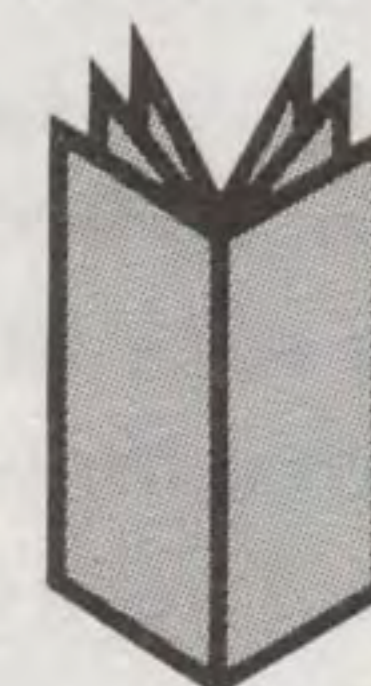
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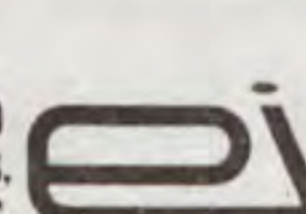
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Introduction

Jean Weldon, Guest Editor

As we approach the twenty-first century, the social issues concerning us are the same as those of a century ago: breakdown of the family and the changing roles of women. Changes in women's roles have brought about a different perception of women in the labor force.¹ Whether they are single, divorced, widowed or a single parent, women are becoming an increasingly large portion of the work force, and paid employment is a major concern. For men as well as for women, earnings are crucial for financial support. Despite the similarities between men's work and women's work, significant differences exist, particularly in earnings.²

In this issue of *North Carolina Libraries*, Nancy B. Parrish examines pay equity for librarians and concludes with a bibliographical essay. Martha Barefoot presents a history of legislative effort for women and minorities in North Carolina and discusses what our state legislators are doing to further the rights of women and minorities in this state. Sylvia Sprinkle-Hamlin and Myra Worrell report the results of a survey of fourteen public library systems in North Carolina to identify the number of ethnic minorities in professional positions. The authors based their selection of the fourteen systems on the ethnic population in the respective counties. Ruth Katz assesses librarianship and indicates issues that need immediate attention. As director of a public library, Dale Gaddis comments on strategies she uses with her governing board.

One might find it interesting to look at the status of women in librarianship from a historical perspective. Contemporary feminists point to the family-wage ideology and the numerous problems it has caused in the struggle for equality. The family-wage ideology emerged in the first half of the nineteenth century when women's wages were considered a supplement (pin money) to family income and women presumably did not have to earn an income to support a family. This powerful ideology had an enormous impact on defining the relationship between men, women and work.³

Gender roles are learned early and affect the way we behave, make decisions, and view ourselves as well as the way we view others. The prevalence of sex roles is well established in the literature.⁴ Historically, certain occupations have been identified with one sex to the extent that all members are commonly associated with the characteristics of that sex. Teachers, nurses and librarians work in professions which have been sex-typed as female. Within these professions, however, are certain functions not commonly associated with the sex role that dominates the profession. Generally, management is not perceived as a female work role; consequently, even though female librarians outnumber male, women are not usually identified with the membership of library executive suites.⁵

Prior to Melvil Dewey's 1886 lecture entitled "Librarianship As a Profession for College-Bred Women,"⁶ librarianship was primarily a male profession. By 1920, the situation had changed significantly in that ninety per cent of all librarians were women.⁷ By 1960, women represented eighty-six per cent of elementary school teachers and librarians and ninety-eight per cent of nurses. Among librarians, male participation has been increasing more rapidly than female.⁸ The King Research study of *Library Human Resources* acknowledges women's increasing participation in the labor force. As librarians remain in the labor force longer than previously, fewer openings will become available; however, as women move into other professions such as law and medicine, their proportion of the profession may become smaller.⁹ In her interview with Allen Veaner, Marianne Scott, newly appointed director of the National Library of Canada, says "Women are doing better everywhere, not just in librarianship. This combination of a changing environment and changing attitudes is part of a larger trend What it really means is that *better* administrators will evolve because appointees will, in effect, be drawn from a larger pool, a double pool, because it will include top males and top females."¹⁰

Nevertheless, women must contend with sex stereotypes. Although librarianship is sex-typed as a female profession, management is stereotyped as male. Much of the research that has been

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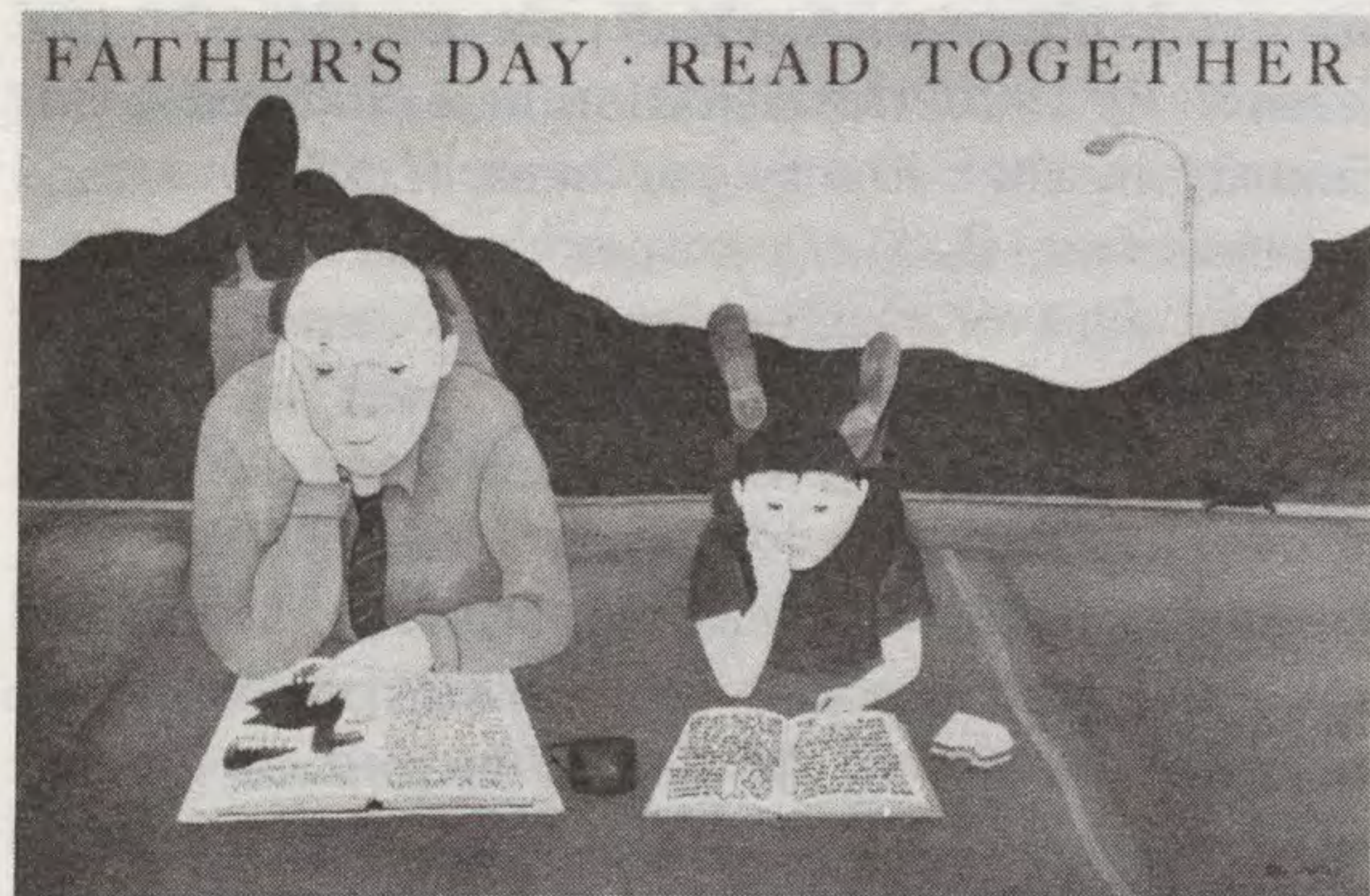
done on women managers suggests that there is very little difference between male managers and female managers in terms of attitude, motivation and behavior.¹¹ Interviews with recently appointed library administrators indicate, however, that managerial styles of men and women do differ. Sharon Rogers states, "I think more women in high-level administrative posts will change the character of organizational relationships and patterns, and the change will require a revolution in the administration of the organization."¹²

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Legislative Efforts in North Carolina for Women and Minorities

Martha Bagby Barefoot

As members of a profession whose membership is still predominantly female, a profession ever vigilant of the minority point of view, it is important for North Carolina librarians to have a clear picture of what our state legislators have done in the past and are doing currently to further the rights of women and minorities in this state.

Although our current concerns may be tied more closely to issues of the workplace, such as the "wage gap," flextime, and daycare, it is useful to remember that concerns for women and minorities in earlier years were focused on such basic societal needs as freedom, the right to own property, the right to vote and, for blacks, the right to move freely in the world without those terrible barriers known as "separate but equal facilities."

Today, in North Carolina (as well as in other states) we are looking at ways to equalize the discrepancies in pay and insurance coverage, ways to prevent single parent families from slipping further into poverty, and ways to encourage and enhance minority/female participation in the predominantly male business enterprises in the state.

How well North Carolina does in these areas may depend in part on how well and in what ways the earlier gains were achieved. A quick review of the history of legislative efforts in the state for women and minorities may offer us some clues.

It will probably come as no surprise to the readers of this article that early legislative efforts in North Carolina for blacks clearly had as their intent the separation from, and control of, the slave population and the small number of free-men living in the state, by whites. There were no legislative efforts that could be considered positive ones until 1865 when the General Assembly ratified a bill prohibiting slavery.

Examples of early laws range from the comical to the heartbreaking. Members of the 1850-51 legislature ratified "an act to prevent more effec-

tively the corruption of the slave population,"¹ an act whose intent was to prohibit whites from playing any card games or games of chance with slaves. The penalty for such a crime was to be set at the discretion of the court and could be either a fine or a period of imprisonment not to exceed six months.

The laws passed by the General Assembly grew more and more repressive as the country moved closer to civil war. The sale of liquor to blacks except for proven medicinal purposes was prohibited in 1858; the assumption of guilt was automatic since the state was not required to prove that the liquor had been purchased without a medical certificate.

On December 24, 1852, the legislature ratified a bill which proclaimed that the "stealing, taking or conveying away of slaves" was against the law and set the penalty for such an offense as "death without benefit of clergy," and in December of 1856 the North Carolina legislators disenfranchised blacks completely.

Although the legislature ratified a bill in October of 1865 prohibiting slavery, the bright future promised by the triumph of the Union forces never materialized for blacks in North Carolina, and in fact, the sectional and racial hatred perpetrated by Reconstruction caused divisiveness in the state until the middle of the twentieth century.

The General Assembly of 1866 passed legislation which was an attempt to liberalize the former oppressive limits on black freedoms. Although less restrictive than some of the other southern "Black Codes," it did not give blacks the right to vote and it did not give equal legal rights to blacks and whites.

The rise of the Ku Klux Klan in the late 1860's prompted the 1871 legislature, composed of young and inexperienced but reform-minded legislators, to pass a law prohibiting secret political organization; but unfortunately, little resulted from their prohibition. There was still terror for blacks and dissension and disruption for whites.

For the next thirty years, little was done specifically by the state legislature to further the pro-

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cess of equality for races. Any progress made by blacks was the result of federal efforts and tended only to exacerbate the problems of divisiveness and hatred already set in place by the efforts of the Reconstructionists.

In the late 1890's, there was an increase in political activity by blacks. Federally enfranchised, many blacks had become local office holders and in some cities such as Wilmington they were a large, prosperous and powerful group. Such power was frightening to many whites in North Carolina, and the campaign of 1900 was a particularly bitter, hate-filled one. Many blacks "chose" not to vote and the conservative Democrats regained control of the state legislature and immediately proposed a constitutional amendment, later passed by the 1901 General Assembly, to disenfranchise blacks a second time.

From 1900 until the civil rights movement of the early 1960's, there was in North Carolina a long, slow, *legislated* decline into the infamous "separate but equal facilities" present in all the other southern states. In 1907, the legislators passed "An act to provide for the separate accommodations of white and colored passengers upon street cars, and for other purposes." In 1909 an act was ratified providing for the separation of whites and "coloreds" in state prisons, and in 1915 to ensure racially separated health care the legislature decreed that "colored nurses" must be hired to care for "colored patients."

The efforts made by the North Carolina legislature for women have had almost as dismal a history as that for blacks ...

Unfortunately, North Carolina's early reluctance to grant civil rights did not magically change during the turmoil of the campaigns for voting and other civil rights such as integration of schools and public facilities during the mid-twentieth century. It was not until 1970 that the provision for separate but equal educational facilities was removed from the state constitution, and although a federal civil rights bill was passed by the U.S. Congress in 1957 to protect minority voting rights, North Carolina did little to change practices which had been in effect for half a century. It would take lunch counter sit-ins, widespread demonstrations and once again, a federal statute (The Civil Rights Act of 1964) to bring about a change in the situation for blacks in the state.

The efforts made by the North Carolina legislature for women have had almost as dismal a history as that for blacks if one approaches the situation from a twentieth century feminist point of view. If however, one looks at them in the context of their setting, some of the laws, if not advanced, are at least comforting in that many were attempts to provide social and some financial support for women and children who were the victims of difficult social situations.

In 1852, the court petitioned by a woman for the granting of a divorce was empowered by an act of the General Assembly to decree "reasonable and sufficient alimony ... for the support and maintenance of herself and family, pending the said suit." The 1866-67 legislature guaranteed married women one third interest in all the property of her husband despite any "alienation by the husband" and, even if the man's property were forfeited by debt, her one third was to remain hers and protected from any loss due to his indebtedness. Paternal it is, but it is also the beginning of acknowledgement of a wife's rights to property that is her own.

Until the turn of the century and slightly beyond, the statutes enacted by the legislature concerning women were uniformly paternalist—concerned with the paying of pensions to widows of confederate soldiers and with providing protection to women from abortion, "carnal knowledge by fraud," and "seduction, under promise of marriage."

By 1913 the legislators saw fit to extend slightly the legal rights of married women, allowing them to personally recover damages from physical injuries done to them, but those same legislators ratified "an act to protect female telephone operators" making it a crime to use lewd, vulgar or profane words when using any telephone equipment. The 1913 General Assembly also enacted a statute which stated that women could hold certain positions on some educational boards as long as those positions were not to be filled by an election, i.e. women could be appointed but not elected. But for women, the significant event of this legislative session was a non-event: the General Assembly did not ratify the bill which was to give women the right to vote.

A female suffrage bill was introduced into each succeeding legislature, and only after the Nineteenth Amendment had become effective in 1920 did the state make reluctant provision for the registration and voting of women. The state legislators had in fact voted against ratification of the amendment earlier in the 1920 extra session; but the amendment was ratified by the Tennessee

Legislature the day after it was defeated in the North Carolina General Assembly, and the Tennessee vote gave the amendment the required three-fourths majority. North Carolina did not ratify the Nineteenth Amendment until the 1970's.

It is apparent that, even today, the legislators of North Carolina are waiting for federal guidance or pressure on many of the issues that are of current importance to women and minorities.

During the 1930's the North Carolina legislators passed laws which regulated the number of hours females could be asked to work, and during the 40's and 50's extended employment and retirement benefits to all state employees, an ever-growing portion of whom were female. In 1963, the U.S. passed the Equal Pay Act; although North Carolina has enacted a Fair Employment Practices Law which covers the public sector, it has not to date adopted an Equal Pay Act. In 1972, the U.S. Senate approved the Equal Rights Amendment; in 1982, the North Carolina legislature voted not to ratify the Constitutional Amendment, thereby ensuring its ultimate defeat.

It is clear from this mini-history that North Carolina has not in any cause been "first off the mark" in its legislative support for women and minorities and in fact, in all issues of vital societal importance, including civil and voting rights, the state came late and reluctantly into the fold, often without a legislative enactment. One should, of course, not assume that all individual legislators were or are unconcerned about the social issues of the day, but it is evident that the number of concerned individuals was obviously smaller than the number of those who were not.

It is apparent that, even today, the legislators of North Carolina are waiting for federal guidance or pressure on many of the issues that are of current importance to women and minorities. The 1985 General Assembly passed during its closing days in July 1986 three enactments intended to bring North Carolina into compliance with the "Child Support Enforcement Amendments of 1984,"² passed by the U.S. Congress. One act was to establish guidelines for child support payments, one was to provide for the expediting of child support cases, and the third was to provide

for withholding from wages and other income for child support payments.

Current efforts for women and minorities center around the Legislative Research Commission Committee on Women's Needs, which was established in 1983. The committee's charge was to study "the entire range of the economic, social and legal problems and needs of the women of the state of North Carolina."³ Following only a few of the recommendations (spousal and child abuse programs, job training, extension of flextime options, increased aid to families with dependent children) presented in the committee's report to the 1985 General Assembly would start North Carolina on the way to much needed reforms in the equalizing of rights for all the people of the state. Unfortunately, most of the legislative proposals presented by that committee have been postponed indefinitely, but the committee has been asked to continue its study and to present another report to the 1987 General Assembly.

It has been made clear to us that North Carolina legislators have often moved slowly in the past in some of the more liberal social legislation of the times, but as minority and female participation in the state legislature grows, we may be hopeful that legislative activism will grow as well; and that instead of waiting for federal statutes to dictate the solution to social problems, our state legislators will quickly respond to the needs and rights of its citizens whatever their race or sex.

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State Documents Depository System

An explanation of the proposed State Documents Depository System and its purpose are featured in an article by Marjorie W. Lindsey, "State Documents: Proposed Statewide Depository System", in the fall 1986 issue of *Popular Government*, pp. 8-11. This bill is being introduced in this session of the legislature. Your input and concern can be expressed by writing or contacting your local representative.

Pay Equity—An Issue For Librarians

A Summary and Selected Bibliography

Nancy B. Parrish

A number of studies have shown that in spite of affirmative action legislation—the Equal Pay Act and the Civil Rights Act—a significant gap continues to exist between the earnings of males and females. According to Nancy Perlman (1983), in 1982 women were earning on the average between fifty-nine and sixty-four cents for each dollar earned by men—a forty per cent wage differential. Evidence from pay equity studies indicates that the wage gap is related to occupational segregation of women into only a few of the available occupations. In addition, the salaries of men and women in the traditionally female-dominated jobs are artificially depressed—meaning that wages are lower than they would be if the jobs had been historically held by men. Librarianship is an example of one of these female-dominated occupations.

Pay equity is a method for evaluating jobs to determine whether wages are artificially depressed and to compare the value of dissimilar jobs according to requirements of effort, skill, responsibility, and working conditions. Salaries are set based upon job characteristics. According to Steinberg and Haignere (1984), “the policy of equal pay for work of comparable worth has evolved to rectify the wage discrimination that is a by-product of occupational segregation” (p. 17). Opponents of pay equity contend that the wage gap is not based upon sex discrimination but upon differences between males and females in education, work experience, job choice, and social convention (Thompson, 1985). However, the findings of a 1981 National Research Council study indicate that only a small part of the wage differential can be attributed to these factors (Treiman & Hartmann, 1981).

Opposition to pay equity usually focuses on three arguments. The first is that dissimilar jobs cannot be compared for establishing salaries—the apples and oranges argument. This argument appears to have little value, however, since for years private and governmental employees have been setting wage rates based upon job evalua-

tions of dissimilar jobs (Perlman, 1983). A second argument is that pay equity interferes with the free market system of wages determined by supply and demand. Again, however, examples of manipulation of the free market system are frequently seen in our capitalistic society—for example in the bail-out of Chrysler and Lockheed and in restrictions on the import of Japanese autos (Steinberg & Haignere, 1984). A third argument by pay equity opponents is that the cost of implementing a new system would be so extensive as to create economic chaos. However, Perlman (1983) indicates that, when pay equity has been implemented, the costs have not devastated the state or local economy. Usually any retroactive payments are paid over a period of two to three years. According to William Agee, former chairman of the Bendix Corporation, “raising women’s wages would increase their purchasing power and, consequently help strengthen the nation’s economy” (Women’s Work, 1984, p. 8). Thus, while the opposition argues forcefully, there is evidence to question the validity of their arguments. Goodyear (1986) encourages librarians to continue their pursuit to make pay equity a reality—“Our quest for equal pay in the nation’s libraries should not be deterred by such arguments, however. We should, instead, look forward to successful implementation of a wage scale that rewards librarians’ true worth” (p. 9).

Certain events in the past few years have contributed to strengthening the support for pay equity. In 1980, the International Union of Electrical Workers and Westinghouse reached a settlement when a court ruled that the union could sue under Title VII of the Civil Rights Act. This agreement is important because a pay equity violation was affirmed for significantly dissimilar jobs which were considered comparable in worth (Women’s Work, 1984). The often cited “County of Washington, Oregon vs. Gunther” ruling provided encouragement for pay equity suits, when in 1981 the Supreme Court provided a broader interpretation of Title VII of the Civil Rights Act although it did not rule on pay equity specifically. This decision “established the groundwork for ... argu-

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ments that an existing federal antidiscrimination law ... is broad enough to consider allegations of wage discrimination that the Equal Pay Act (1963) cannot address" (Rubin, 1985, p. 8). Perhaps the most publicized pay equity case has been the twelve-year battle between Washington State and state employees represented by the American Federation of State, County, and Municipal Employees (AFSCME). In 1983, a U.S. District Court Judge ruled that the state had violated Title VII of the Civil Rights Act and ordered an immediate wage increase. The state appealed to the 9th Circuit Appeals Court which reversed the 1983 decision. Finally in December 1985 an out-of-court settlement was reached. The agreement provides for the worth of jobs to be measured in terms of skill, effort, training, education, responsibility, and working conditions. Pay equity increases of 2.5% were granted but no retroactive pay was included ("Washington State Settles Dispute," 1986).

According to a recent article in *Show-Me-Libraries*, only four states have not initiated any consideration of the pay equity issue. "By May 1985, 10 states had passed legislation establishing pay equity as a goal in the public and private sector" ("On Pay Equity," 1986, p. 5).

... a significant gap continues to exist between the earnings of males and females.

Some events of the 1970's and 1980's point to the activities of librarians in state and local initiatives. Galloway and Archuleta (1978) note that librarians in San Francisco conducted a study of sex and wage discrimination, and that San Diego public librarians filed a suit against the city. In Fairfax County, Virginia, public library employees filed charges with the EEOC after studies in 1975, 1980, and 1981 indicated wage inequities between entry level librarians and other entry level professionals. A 1983 pay study in Jersey City, New Jersey, which compared librarians with sixteen job classes of city employees, revealed a twenty-one per cent wage differential ("Announcements Litigation," 1984).

On the national level, The American Library Association (ALA) has undertaken an advocacy role. ALA was a founding member of the National Committee on Pay Equity, which was established in 1980 after the National Pay Equity Conference. In 1984 the Executive Board of ALA approved the establishment of a Commission on Pay Equity to recommend future ALA action and to provide

increased visibility to comparable worth issues in the library profession ("New Groups to Address Pay Equity," 1984). The ALA Office for Library Personnel Resources (OLPR) has also been active in gathering and making available information about equity. Resource materials including bibliographies and data on library-related pay equity cases can be obtained from OLPR, and a publication entitled "Pay Equity: Comparable Worth Action Guide" is being prepared by that office ("On Pay Equity," 1986).

The present status of the pay equity issue reflects both losses and gains during 1985. Long-term implications of unfavorable decisions remain to be determined. The EEOC, composed entirely of Reagan appointees, announced that it will no longer assist women whose wage discrimination complaints are based upon comparable worth. In addition, the Civil Rights Commission rejected the principle of comparable worth as a method to close the wage gap (Evans, 1985).

In North Carolina, a reversal by the General Assembly means that a pay study of this state's job system has been indefinitely postponed. This pay equity study had been authorized in 1984, with a Pay Equity Advisory Committee created by the legislature. A letter from Governor James Martin to U.S. Congressman William Cobey indicates that the General Assembly reconsidered this legislation and terminated the study in April 1985. His letter indicates that the concerns leading to this reversal were the cost to implement pay equity, interference with market rates, and private enterprise's fear of government wage setting—the same three arguments used by past opponents of pay equity (Congressional Record, 1985, August 1, p. H7124).

However, the concept of pay equity received some support in 1985. At the federal level, Senator Alan Cranston and Representative Mary Rose Oakar introduced pay equity bills in the 99th Congress, similar to those introduced in the 98th session. The Federal Equitable Pay Practices Act of 1985, HR 3008, which passed the House of Representatives in October 1985 authorizes an eleven-member commission to contract for an eighteen-month study of the federal job system. The bill has been sent to the Senate Committee on Governmental Affairs which is already considering the Senate version of the bill, S.5. A similar situation occurred in the 98th Congress when pay equity legislation was passed in the House of Representatives but not in the Senate (Congressional Record, 1985, October 9, pp. H8521-H8560). Donna Alexander of Congressman Howard Coble's office indicated in a recent phone conversa-

tion that discussion of the bill has not been scheduled on the committee calendar as of June 6, 1986.

Successful implementation of pay equity programs has also occurred at both the state and local government levels. Librarians were recipients of pay equity wage adjustments in several locations last year. In Los Angeles, public librarians succeeded in negotiating a new contract which grants special pay equity adjustments of twelve per cent over the next two years to 326 librarians. The librarians had prepared a salary survey and filed discrimination charges with EEOC ("Los Angeles Librarians," 1985). Pay equity increases negotiated with the city of Chicago by the AFSCME will be paid to librarians and other library personnel. Increases were also negotiated in Iowa, Minnesota, Wisconsin, New York, Connecticut, and San Francisco ("Pay Equity Gallops," 1986).

Although pay equity initiatives have been successful in some states and localities, efforts must continue so that librarians and others in female-intensive occupations can be equitably compensated for their work. Young people can hardly be encouraged to enter the profession as long as wages remain artificially depressed. Most of the success in pay equity has occurred with the aid of employee unions. The ALA Commission on Pay Equity and the OLPR should continue to provide information and resources especially for librarians who have no access to union assistance.

... when pay equity has been implemented, the costs have not devastated the state or local economy.

Bibliography

Books

Comparable worth: Issue for the 80's: a consultation of the U.S. Commission on Civil Rights, June 6-7, 1984. Washington, DC: The Commission [CR1.2:C73/3 v. 1&2]

The consultation was held to provide the Commission with the opportunity to hear from experts on the subject and to engage in discussions with them. Vol. 1 contains papers submitted by participants. Both sides of the issue are represented, as well as background on the development of the concept. Vol. 2 records the proceedings of the consultation.

The earnings gap between men and women. (1979). Washington, DC: U.S. Department of Labor, Women's Bureau. [L36.102: Ea7/2/979]

Presents data regarding factors which contribute to continuing the wage gap between men and women. Indicates that the prime factor is the occupational segregation of women into low-paying occupations and into lower status jobs in higher-paying occupations. Based upon 1977 statistics.

Gold, M. E. (1983). *A dialogue on comparable worth.* Ithaca, NY: ILR Press. [HD6061.2.U6G64 1983]

Arguments for and against information about various aspects of comparable worth are presented in the format of a debate between an advocate and a critic.

Hearings before the United States Equal Employment Opportunity Commission on job segregation and wage discrimination. (1980). Washington, DC: The Commission. [Y3.Eq2:2J57/6]

Includes statement by Margaret Myers, Director, Office of Library Personnel, ALA—pp. 602-611. Hearings were held April 28-30, 1980. Four librarians submitted written testimony (not included in print edition).

Heim, K. and Phenix, K. (1984). *On account of sex, an annotated bibliography on the status of women in librarianship, 1977-1981.* Chicago: ALA. [Z682.4.W65H44 1984]

Provides brief annotations for articles and books, government reports and hearings for the years covered. Comparable worth is included as a topic in subject index.

Johansen, E. (1984). *Comparable worth: The myth and the movement.* Boulder, CO: Westview Press. [HD6061.2.U6J64 1984]

Presents the development of the comparable worth movement in historical, social and political contexts. Examines methods used to implement pay equity practices in setting salaries. Extensive bibliography. Chronological summary of federal and state events between 1951 and 1984.

Norwood, J. L. (1982). *The female-male earning gap: A review of employment and earnings issues.* Washington, DC: U.S. Department of Labor, Bureau of Labor Statistics. [L2.71:673]

Statement presented at the Pay Equity Hearings 9-16-82. Summarizes changes since 1960 in the participation of women in the work force. Increased labor force participation has not increased the economic status of women and

especially families maintained by females. At all entry levels of educational achievement women's median earnings lag behind men's earnings—about a 40% wage gap.

Remick, H. (Ed.). (1984). *Comparable worth and wage discrimination*. Philadelphia: Temple University Press. [HD6061.2.U6C44 1984]

Papers presented by authors who "represent a broad spectrum of perspectives on the issue" (p. x) provide information about the origins of comparable worth and other aspects of attempting to implement the principle.

Treiman, D. J. & Hartmann, H. I. (Eds.). (1981). *Women, work, and wages: Equal pay for jobs of equal value*. Washington, DC: National Academy Press. [HD6061.2.U6W65]

Summary of findings related to the wage gap between males and females. Report prepared by Committee on Occupational Classification and Analysis, Assembly of Behavioral and Social Sciences, National Research Council. The committee and subsequent report were a response to requests from the Department of Labor and EEOC for an examination of issues involved in comparable worth.

University of California. Library Affirmative Action Program for Women Committee. (1971). *A report on the status of women employed in the library of the University of California, Berkeley, with recommendations for affirmative action*. [Z682.3.C37]

This study, conducted to determine inequities in status between men and women employed in the Berkeley General Library, provided additional evidence of wage depression in female-dominated occupations. The report contains specific recommendations for correcting inequities. These can serve as a guide for other libraries.

Women in the workforce: Pay equity. (1984). Washington, DC: U.S. Government Printing Office. [Y4.Ec7:W84/8]

Statements of witnesses at a hearing before the Joint Economic Committee of Congress, April 10, 1984. Includes information related to the 1981 National Research Council study, the Washington State discrimination case, and National Committee on Pay Equity.

Women's work: Undervalued, underpaid: A report on pay equity. (1984). Washington, DC: National Commission on Working Women. [HD6061.2.U6D440 1984]

Examines one aspect of job discrimination against women—unequal pay. Outlines the history of unequal pay. Discusses factors responsible for the

wage gap between men and women. Describes strategies to deal with wage discrimination—legislation, litigation, negotiation, public education, and job evaluation systems.

Articles

"Announcements, litigation." (1984). *Women's Rights Law Reporter*, 8, 3-4.

Reports that the Fairfax County Public Library Employees Association filed charges with the EEOC against Fairfax County, VA. The complaint charged wage discrimination on the basis of sex. Studies in 1975, 1980, and 1981 showed inequities between the wages of entry level librarians and entry level professionals in other county departments. Also reports that a pay study in Jersey City, NJ, in December, 1983, showed that wages of library workers were 21% lower than other city employees.

Buchele, R. & Aldrich, M. (1985). "How much difference would comparable worth make?" *Industrial Relations*, 24, 222-233.

Describes a study to determine whether the implementation of comparable worth would help to close the wage gap between males and females. Findings and implications—comparable worth would significantly reduce the wage gap; would improve the efficiency of the labor market; and the principle does not violate the laws of supply and demand.

"Comparable worth laid low by equal opportunity agencies." (1985). *Library Journal*, 110, 28.

Indicates that EEOC ruled that it will no longer aid women who use comparable worth as a basis for sex discrimination cases. Previously, the Civil Rights Commission rejected the theory of comparable worth.

"Comparable worth movement goes on despite setback." (1985). *American Libraries*, 16, 606.

Reports the September 1985 overruling of a federal judge's decision that Washington State had discriminated against female employees. The reversal by the Ninth Circuit U.S. Court of Appeals came just as bargaining sessions between employees and the State were to begin.

"Comparable worth scores in Washington and Chicago." (1986). *American Libraries*, 17, 92-94.

Library technicians will benefit from the settlement of the twelve-year comparable worth battle in Washington State. In Chicago, librarians and library clerks will receive comparable worth pay

increases in a settlement between the employees, the union and the city.

Congressional Record. (1985). Proceedings and debates of the 99th Congress, first session, 131, S595-S611.

Statements by Senator Alan Cranston before the U.S. Senate describing the Pay Equity Act of 1985 (S.5) which he had introduced on 1-3-85. The bill was referred to the Senate Committee on Governmental Affairs. Includes significant background information about the development of the concept, important court cases and summarizes Congressional action in the 98th Congress.

Congressional Record. (1985). Proceedings and debates of the 99th Congress, first session, 131, H5750, H6671, H7118-H7136, H8521-H8560.

These sections trace the development of H.R. 3008, The Federal Equitable Pay Practices Act of 1985, through passage in the House on October 9, 1985. The bill provides for the establishment of a commission to contract for a study to determine whether Federal pay and job classification systems are consistent with current law which prohibits discrimination on the basis of sex, race and ethnicity. The bill has been referred to the Senate Committee on Governmental Affairs.

Evans, G. (1985, June 16). "EEOC rejects role in adjudging comparable pay." *The Chronicle of Higher Education*, pp. 1,14.

In its first ruling on comparable worth EEOC, now all Reagan appointees, voted unanimously not to aid women who use comparable worth as the basis of wage discrimination complaints. These individuals will be required to file lawsuits. This decision was reported to be independent of the U.S. Civil Rights Commission's rejection of the principle of comparable worth.

Federal equitable pay practices act of 1985. House of Representatives report 99-232, July 29, 1985. [Y1.1/8:99-232]

Report from House Committee on Post Office and Civil Service recommending passage of H. R. 3008. Summarizes committee action by Subcommittee on Compensation and Employee Benefits in the 97th, 98th, and 99th Congresses related to similar legislation.

Feldberg, R. L. (1984). "Comparable worth: Toward theory and practice in the United States." *Signs Journal of Women in Culture and Society*, 10, 311-328.

Contends that "comparable worth has radical implications because it initiates an end to women's economic dependency and questions the

market basis of wages" (p. 313). Discusses the history of low wages for women in the U.S., the theory and practice of comparable worth, and the implications of the concept. Relates wage discrimination to the high rate of poverty among female-headed households.

Galloway, S. & O'Neill, J. (1985). "Comparable worth adjustments: Yes comparable worth adjustments: No." *American Libraries*, 16, 92-94.

Presents opposing viewpoints on the merits of comparable worth as a way to close the wage gap between males and females.

Galloway, S. & Archuleta, A. (1978). "Sex and salary: Equal pay for comparable work." *American Libraries*, 9, 281-285.

Describes differences in two wage setting methods—prevailing wage and job evaluation analysis (comparable worth). The first method perpetuates existing discriminatory patterns when new salaries are set. The second evaluates jobs based on relative difficulty and salaries are set based upon this analysis. Suggests possible courses of action for librarians in their effort to achieve pay equity.

Goodyear, M. L. (1986). "Librarians and pay equity." *Show-Me-Libraries*, 37, p. 7-9.

Summarizes the economic argument against pay equity and points out the fallacies of this opposition.

"House authorizes comparable-worth study." (1985, October 11). *The Washington Post*, p. A25.

Reports passage of a bill in the House of Representatives to establish an 11 member commission and authorize an eighteen-month study of the federal job system, to determine disparities in wages between men, and women and minorities.

Ingwerson, M. (1985, June 19). "Pay equity for jobs held by women: How states and cities put it into practice." *Christian Science Monitor*, p. 4.

Reports results of collective bargaining between American Federation of State, County, and Municipal Employees and the city of Los Angeles to settle lawsuits. Over the next 3 years the city will raise wage scales of 3900 employees in clerical and library jobs. This victory was won without a comparable worth study as an impetus for the adjustment.

Josephine, H. (1982). "All things being equal: Pay equity for library workers." *Wilson Library Bulletin*, 57, p. 300-303.

Describes several pay equity initiatives involving

librarians. Provides addresses for obtaining information about pay equity.

"Los Angeles librarians win pay equity victory." (1985). *American Libraries*, 16, 368-370.

The LA Public Library Librarians' Guild succeeded in negotiating a new contract which grants 326 librarians special pay equity adjustments of 12% over the next 2 years. Librarians had prepared a salary survey and filed discrimination charges with EEOC. They had attempted to negotiate for pay equity adjustments for 12 years.

Martinez, A. & Martinez, J. (1979). The comparable worth study. *Personnel in Libraries*, ed. K. Nyren. New York: R. R. Bowker. (Library Journal Special Report #10), p. 43-57.

Discusses the comparable worth method for evaluating jobs for the purpose of establishing salaries. This method differs from prevailing wage rate method in that it can determine whether female-dominated jobs are undervalued.

Miller, S. (1984). "The incomparable problems of comparable worth." *Consumers' Research*, 67, 20-21.

Summarizes arguments against comparable worth.

"New groups to address pay equity and service to minorities." (1984). *American Libraries*, 15, 498.

ALA President Josey announced that the Executive Board of ALA approved the establishment of a Commission on Pay Equity to give increased visibility to comparable worth issues within the library profession, access existing ALA activities and policies on pay equity and consider related projects.

"On pay equity." (1986). *Show-Me-Libraries*, 37, p. 5-7.

Summarizes the activities of ALA organizations—Office for Library Personnel Resources and Commission on Pay Equity—to provide resources about the issue of pay equity for librarians.

"Pay equity gallops across America in 1985." (1986, December/January). *National Now Times*, p. 2.

Reports advances made during 1985 related to pay equity in spite of attacks by the current administration. Washington State employees—out of court settlement negotiated—no retroactive pay included. Chicago—union negotiated pay equity wage increase for city workers including librarians and other library personnel. Pay equity increases were negotiated by unions in Los Angeles, Iowa, Minnesota, Wisconsin, New York,

Connecticut, and San Francisco. In Philadelphia a suit was filed against the city.

Perlman, N. (1983). "Pay equity." *North Carolina Libraries*, 41, 211-219.

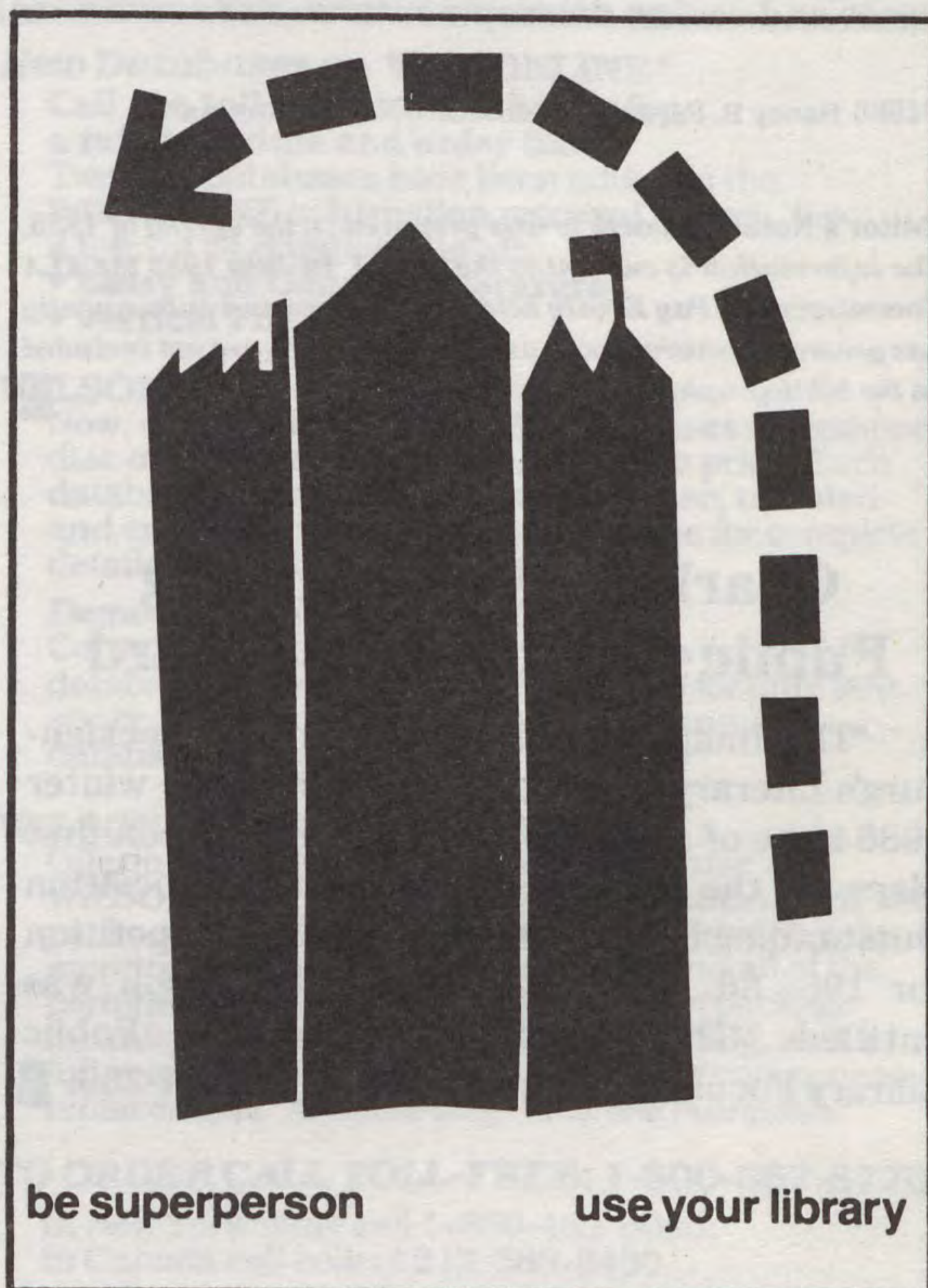
Defines comparable worth and describes occupational segregation as one factor in the wage gap between men and women. Mentions strategies to bring about pay equity. Summarizes arguments against the practice.

Richey, W. (1985, June 19). "New fury over pay scales for women." *Christian Science Monitor*, p. 3.

Reports statement by Claudia Wayne. Executive Director of National Committee for Pay Equity responding to EEOC decision that federal law does not require pay equity for jobs of comparable worth.

Rubin, M. (1985). "Equal pay for work of comparable worth: The role of research in shaping an equity strategy." *Women's Studies Quarterly*, 13, 8-15.

Points out the contribution of research to the success in pay equity thus far. Research has provided a baseline of information and is one strategy to use along with litigation, job evaluation, organizing, bargaining, and public education—a strategy which can be carried out by women's studies groups.



Steinberg, R. & Haignere, L. (1984). "Now is the time for pay equity." *Consumers' Research*, 67, 17-20.

Describes the principle of pay equity. Mentions events which led to the development of the concept. Discusses the use of job content analysis and job evaluation to determine whether or not pay equity in operating in a company. Answers opposition arguments.

Thompson, R. (1985). "Women's economic equity." *Editorial Research Reports*, 1, 335-356.

Summarizes the status of various issues related to economic equity for women, one of which is comparable worth. Mentions court cases and legislation. Includes information about arguments pro and con.


"Washington State settles dispute over pay equity." (1986, January 2). *New York Times*, p. A15.

Washington State and state employees union have settled their 12 year dispute without a Supreme Court appeal by the union. Provisions of the settlement include salary increases of at least 2.5% and the worth of different jobs will be measured according to skill, effort, training, education, responsibility, and working conditions.

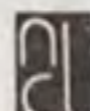
Women's Rights Law Reporter, 8, (1984).

Entire issue devoted to comparable worth. Most articles discuss implications of major pay equity cases and review developments.

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Editor's Note: This article was prepared in the spring of 1986. The information is current to that point. In July 1986 the ALA Commission on Pay Equity held a conference and subsequently has generated several books and articles which are not included in the bibliography. 

Charlotte-Mecklenburg Public Library Wins Award

"The Imaginative Spirit—Charlotte-Mecklenburg's Literary Heritage," described in the winter 1986 issue of *North Carolina Libraries*, won first place in the Southeastern Library Association Outstanding Library Program Award competition for 1984-86. The article by Julian Mason was entitled "The Imaginative Spirit—A Public Library Focuses on Local Writers," pp. 234-239. 

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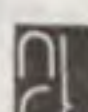
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3. The applicant must work in North Carolina.
4. The applicant must demonstrate financial need.
5. The completed application form must be neat and intelligible.
6. The applicant must secure work leave approval as appropriate.

Conditions of Grant Acceptance

1. The recipient must provide confirmation of acceptance in writing to the chairperson of the Resources and Technical Services Section.
2. The recipient must be a member of, or join, NCLA and RTSS.
3. The recipient must attend the entire Biennial Conference and all RTSS functions and will assist with RTSS programs if requested by the Executive Committee.
4. The recipient must notify the chairperson of the section, and return the grant funds if the terms of the grant cannot be met.

The selection of the grant recipient will rest solely with the RTSS Executive Committee. In the absence of qualified applicants, no grant will be awarded.

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Are Ethnic Minority Public Librarians Becoming an Endangered Species?

A Look at Fourteen Public Library Systems in North Carolina.

Sylvia Sprinkle-Hamlin and Myra K. Worrell

The public library system in North Carolina has undergone major changes and improvements in the last twelve years. Some of these changes have included on-line databases, computerized circulation systems, and the use of networking to improve library services. Even though there have been technological advances, there are still more changes in the areas of recruitment and personnel development that need to be addressed. The administrations of larger library systems (i.e., those which serve populations of at least 75,000) are dominated by white males. According to the 1980 census, twenty four per cent of North Carolina's population is ethnic/minority. Consequently, there should be a concern that few ethnic/minorities in these systems are in policy-making positions which can affect the future of public library services.

This concern was expressed on a national level in 1974 when the Black Caucus of the American Library Association conducted a survey of twenty-four leading libraries throughout the United States. Twenty-two libraries responded and of the twenty-two, ten were public libraries which served large ethnic/minority communities. The combined total of professional librarians employed by the ten systems was 2,383. Of that number only 185 were ethnic/minority.¹

This article is based on a study conducted by the authors, the purpose of which was to look at fourteen North Carolina county and regional public library systems, the demographics of the populations they serve, and the number of professional ethnic/minority librarians they employ. The study focused on systems which serve a population of 75,000 or more, whose local ethnic/minority population is 20% or more, and whose staff consists of five or more librarians holding the M.L.S. degree. This study also determined the existence of affirmative action programs in the fourteen library systems, and considered future trends in employ-

ment and/or upward mobility for professional ethnic/minority librarians in their systems.

Thirteen questionnaires were mailed to library directors. Twelve responded. In addition, six other systems were contacted by telephone. The libraries which responded were Central Regional, Craven-Pamlico-Carteret Regional, Chapel Hill Municipal, Charlotte-Mecklenburg County, Cumberland County, Durham County, Forsyth County, Gaston-Lincoln Regional, Guilford County, Hycoonneechee Regional, Neuse Regional, New Hanover County, Onslow County, Pitt County, Rockingham County, Rowan County, Sandhills Regional, and Wake County. Only those library systems which met the criteria were included in the study.

The questionnaire asked for the following information:

- Number of professional librarians employed by the library system.
- Number of professional ethnic/minorities employed by the library system.
- Number of professional librarians in top and middle management.
- Number of professional ethnic/minority librarians in top and middle management.
- Outlook for upward mobility and/or promotion of ethnic/minorities.
- Whether or not a written affirmative action policy exists in the system.

The combined total of professionals employed by the fourteen systems is two hundred fifty-two, of which twenty-nine are ethnic/minorities. One hundred twenty-five of the two hundred fifty-two professionals are in middle management. Seventeen of those are ethnic/minorities. There are forty-one professionals in top management and three are ethnic/minorities. (See Table I.)

Findings recorded on Table I reflect the disproportionate number of professional ethnic/minority librarians employed in North Carolina in 1986. It is obvious that the level of employment of ethnic/minority librarians has remained relatively unchanged compared to the findings of the 1974 ALA Black Caucus Survey. That survey

Sylvia Sprinkle-Hamlin is associate director and Myra K. Worrell is head of children's outreach for the Forsyth County Public Library System, Winston-Salem, NC.

reported that twelve years ago the Durham County Public Library employed fifteen professional librarians, four of whom were ethnic/minorities. In 1986 there are twenty-five professional librarians in the system, six of whom are ethnic/minorities. Fifteen of these professionals are in middle management, and four of the fifteen are ethnic/minorities. In top management there were two professional librarians in 1974 and one was ethnic/minority. In 1986 there are six professional librarians in top management and one is ethnic/minority. Durham County Public reported to the ALA survey in 1974 that the outlook for upward mobility and promotion of ethnic/minorities was good.² However twelve years later it appears that the outlook is not as good. According to the library director, the fact that opportunities seem to come infrequently for all professionals and the lack of turnover may account for a dimmer outlook.

Studies have shown a gradual decline in the number of ethnic/minorities graduating from accredited library schools. Three-fourths of the respondents who participated in this study felt that there is a paucity of applications received from ethnic/minorities who hold the M.L.S. degree. According to the director of Wake County Public Library in his response to the study's questionnaire, vacancies are advertised in national publications, on the state level, and in all library schools east of the Mississippi. However, the response of ethnic/minorities remains low. Other directors indicated that salaries are not attractive enough to draw top ethnic/minority candidates.

All of the participants in the study expressed a desire to employ more professional ethnic/minority librarians in their systems. In spite of the fact that there is an apparent lack of professional ethnic/minority applicants, several of the library systems indicated that they are seeking ways to address this concern. Seven of the fourteen systems surveyed have written affirmative action policies. Several directors foresee employment and upward mobility of ethnic/minorities through expansion of facilities and creation of new positions. Some indicated that they employ ethnic/minorities in paraprofessional positions. Forsyth County, Wake County, Neuse Regional, and New Hanover County stated that they currently have in their employ paraprofessionals who are pursuing the M.L.S. degree. The administrations of these libraries encourage and support the efforts of these employees. Upon completing their degrees, the status of the paraprofessionals may be upgraded to that of professional librarian.

In reviewing the data of this survey it is evident that the key to solving the problem of the shortage of ethnic/minority public librarians is not beyond our reach. All of the in favor of employment of ethnic minority librarians if qualified applicants could be found. However, the authors feel that library administrators should be actively involved in recruiting ethnic/minority librarians for their systems. Ethnic/minority librarians already employed by a system could possibly serve as resources for attracting like candidates. Most of the systems surveyed indicated that they wanted only superior ethnic/minority candidates; however, it is difficult to find

TABLE I.
1986 Survey of N.C. Public Library Systems

Library System	% Minority of Population Served*	Total No. of Professionals In System	Total No. of Minority Professionals In System	Total Management In System		Total No. of Minorities In Management	
				Middle	Top	Middle	Top
Central Regional	21.0	8	0	7	1	0	0
Charlotte-Mecklenburg	27.9	46	7	23	6	6	0
C-P-C Regional	22.0	7	0	4	3	0	0
Cumberland County	36.0	23	1	9	4	0	0
Durham County	37.3	25	6	15	6	4	1
Forsyth County	25.0	40	7	18	4	3	1
Guilford County	26.0	26	2	10	4	1	0
Hyconeechee Reg.	25.0	5	1	3	1	1	0
Neuse Regional	40.0	11	2	4	2	1	1
New Hanover Co.	22.3	9	0	3	5	0	0
Pitt County	35.0	6	0	5	1	0	0
Rockingham Co.	20.9	9	0	4	1	0	0
Sandhills Reg.	32.0	7	0	6	1	0	0
Wake County	23.2	30	3	14	2	1	0

*Source: North Carolina State Government Statistical Abstract. Fifth Ed., 1984.

superior applicants even among the dominant ethnic population. The authors suggest that it is possible to hire the average ethnic/minority applicant and develop him or her into a superior employee by providing quality work experiences and exposure to exemplary mentors.

According to Dr. Benjamin Speller, Dean of the School of Library and Information Sciences, North Carolina Central University, "Practitioners need to be more concerned about recruitment issues than they have been historically. The major effort for recruitment *must* be made by those in the profession who are close to sources of potential librarians—school librarians, college and university librarians and public librarians. All major

sections, roundtables and committees of the North Carolina Library Association should have as one of their top priorities active participation in the process of recruitment, admissions, enrollment, and education of minority librarians. This action would insure quality library and information service for all citizens of North Carolina and increase everyone's quality of life as well."³

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READING TIME ENCORE! is the title of the Children's Book Council's newest year-'round reading encouragement program. Full-color, 11½" x 17" posters by Eileen Christelow for the Fourth of July (on the left) and by Hans Wilhelm for April Fool's Day (on the right) are part of a humorous and thoughtful eight-poster set that includes two posters each by Molly Bang, Eileen Christelow, Petra Mathers, and Hans Wilhelm. For a brochure that includes prices and ordering information, and shows the posters in full-color, send a 22¢-stamped, self-addressed, #10 envelope to CBC, 67 Irving Place, New York, NY 10003.

New Opportunities, New Choices: Some Observations About Libraries in North Carolina

Ruth M. Katz

This article is one person's assessment of librarianship and the issues that need attention now. It is not a review of the literature. The focus is North Carolina, but readers should generalize to other states and regions whenever their personal experience suggests that is appropriate. Some of the changes suggested may not seem like they would benefit women and minorities but, in our profession, all changes directly or indirectly affect these groups. If I exaggerate slightly and use other literary devices to make my points, I know that readers will be understanding and patient.

Concerns about employment, legislation, and other topics relating to the participation of women and minorities in society continue to attract scholarly, media, and political attention in this country. The range of topics addressed in this issue of *North Carolina Libraries* is evidence of the continuing concern. Evidence of interest abounds at the national level and in North Carolina. Evidence of action is somewhat more difficult to detect.

Key Terms and Concepts

It is useful to begin with definitions of terms that will further clarify what this article is about. "Minority" is a word that I think frequently is misused. Minority is a relative term, relative to whatever the majority is. In librarianship, men are a minority group. For our purposes, minority groups include Blacks, Native Americans, Hispanics, Asians and Pacific Islanders, persons with visual, hearing, motor or mental impairments, and veterans. This definition may be unsatisfactory because some ethnic, racial, and cultural groups are not present in large numbers in North Carolina and because of the other groups included in the definition.

A newer and more helpful concept is that of representativeness which, if applied in North

Carolina libraries, suggests that our work force should be representative of the diverse population in our state and region and therefore, representative of the clientele we serve. Civil service and other public sector units cannot claim organizational responsiveness without a representative work force. Affirmative action to achieve representativeness can be effective. These ideas and others about the concept of representativeness in the civil service and its relation to equal opportunity and affirmative action are discussed in a thought-provoking article by Nesta Gallas.¹

One additional term should be clarified. "Change" is not only a positive concept but also a prerequisite to organizational responsiveness. Employees in libraries and other organizations often talk about the desirability of a stable work situation as if this were the equivalent of eternal peace and security. In fact, a stable organization is one that is changing at approximately the same rate as the factors in its environment (e.g. in the economy, the population) and as its competition (e.g. other municipal departments, computer centers). An organization that does not change is not stable; it is out of touch and losing ground quickly. How nice for those old-timers who like to remind us that the more things change the more they remain the same, at least in relation to one another.

Obstacles to the Observer's Work

By now it should be clear that I believe that representativeness and change are necessary to maintain responsive, effective and stable library organizations. How are we doing in North Carolina? I do plan to answer the question but want to address two general problems that tend to impede analysis and progress. First, we do not have very much data about personnel resources in North Carolina libraries. We tend to know the gender of the directors and top administrators because their names appear in directories. This is useful information to which I will refer subsequently in a later section of the article; but the

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greatest chance for representativeness comes from the bottom of the organization and not from the top. We need to know something about the people who have been hired, during 1985 and 1986 for example, and how they compare in several ways with those who retired or otherwise left the organization during that same time period and with those who remain with the organization. This analysis would give us good data about the likelihood of change and its direction and, perhaps, is a better indicator of affirmative action as practiced by a library's current leadership than are data for the entire library staff, many of whom may have been employed there for decades.

Because the largest number of library employees are not librarians but rather paraprofessionals and other technical and support personnel, we need to include this large and valuable group in our data collection. At a time when the North Carolina Office of State Personnel (OSP) and its Pay Systems Task Force are recommending changes in the pay plan to reflect the "prevailing labor market(s) with which the state competes for employees,"² we have no data to offer and no basis for knowing whether library staff members are likely to fare poorly or well when such data are available. Keep in mind that the Office of State Personnel sets salaries for library support staff employed by the sixteen University of North Carolina System campuses and for employees of the Division of State Library. The likelihood exists that the Office of State Personnel will collect data about library salaries in municipalities, private universities and corporations and use this to the possible detriment of another group of library staff members. Can we not find library staff who think it is important to study municipal and state civil service systems in North Carolina so that we can make our feelings known about the adequacy of job specifications and pay grades?

Change is not only a positive concept but also a prerequisite to organizational responsiveness.

A second general problem is that the continuing emphasis on "types" of libraries is counterproductive because libraries vary as much or more by size than they do by type. In a multitype library environment, the emphasis can be on facilities, services, collections, personnel, and the like—areas in which both change and representativeness are more likely to occur and to be mea-

asurable. In North Carolina, we have talked about multitype networks and we are implementing a state network, but commitment to the concept is lacking. As always, lack of commitment indicates lack of profession-wide consensus on goals, and the result is lack of funding.

It probably is helpful and only slightly risky to look at progress toward representativeness and change among basic types of libraries and library-related organizations in North Carolina. Those readers who are research-oriented and looking for a model or a continuum are bound to be disappointed with the level of analysis that follows.

First, the Good News

The good news is that university libraries and school libraries appear to be taking the lead in library development in North Carolina. As noted above, the matter of representativeness, as I have defined the term, is difficult to assess because data are not readily available. This is not to say that each university and school system does not collect data about its staff or would not make such data available if requested to do so.

If we expand the concept of representativeness as I would like to do, we would look at the filled professional positions in each library and ask some of the following questions: How many librarians have had experience working in states other than North Carolina? How many have worked in more than one type of library? How many different library schools are represented among the MLS graduates on the staff? Are there any staff members who were born in a country other than the United States? Are there Black employees on the professional or the support staff who are from New Jersey or the Midwest (for example) as well as from North Carolina or Georgia? If we look only at university library directors, then progress will be hard to detect. Among the six largest University of North Carolina System libraries and the two largest private university libraries, only one is directed by a woman. (Hopefully, the number will double by the time this article appears in print.) At the assistant/associate director and department/branch head level, the mix is increasingly good, and women, but not Blacks, are well represented. For appointments made within recent memory (about five years), the quality of the appointees appears to be very high.

Among the historically or predominantly Black institutions, judgments about library development can be made by watching two key factors: the qualifications of a recently appointed director and the representativeness of the library staff. At

present, only four of eleven Black institutions have female library directors. While the private Black colleges appear to be in a continuous struggle to remain in operation, the five institutions that are part of the University of North Carolina System are doing very well; four of them have new libraries or library expansions under construction or in the planning stage. Library development at these schools bears watching.

Representativeness among school librarians can be assumed because the group is so large in number. Because each library is small, the most practical units for analysis would be all the librarians in a school district, the eight Regional Education Center school media program consultants, and all the librarians (other than those at the regional centers) employed by the State Department of Public Instruction (SDPI). The qualifications and the number of school librarians will continue to increase through the efforts of SDPI, the North Carolina Association of School Librarians (NCASL), and the State Legislature.

How ironic that academic librarians, so often thought to be elitest in attitude, and school librarians, often ignored by their professional colleagues working in other settings, should be leader of the library pack! These two groups are acting as if multitype library cooperation and networking are both real and desirable.

The universities, especially the sixteen University of North Carolina campuses and Duke University, will soon have operational online catalogs and circulation systems. Their bibliographic files are included in the North Carolina Online Union Catalog where they will be accessible to librarians and library users at many smaller libraries through dial access. High schools in the Charlotte/Mecklenburg County School System use OCLC for cataloging and their holdings are included in the statewide network. High schools in several areas of the state have expressed interest in terminal access to the online catalog at a nearby University of North Carolina campus. These activities are happening at a time when proposals for school-college partnerships are being put forward by education critics and planners. In this state, a recent report about the professional preparation of teachers makes several recommendations for strengthening the relationship between the public schools and teacher education programs.³ Libraries are not mentioned in the report, but any librarian reading it will find much to think about in terms of work to be done. Our own literature is addressing the same topic, especially as it becomes increasingly clear that each school library cannot hope to have

the resources needed to support fully the professional needs of teachers and other school personnel, the increasingly complex and comprehensive curriculum requirements of the Basic Education Plan, and the necessary range of bibliographic instruction programs. Academic libraries open ninety hours or more weekly with specialized collections, staff with expertise in many subject areas, and a full range of facilities are valuable partners for school libraries, especially high school libraries. The benefit to the academic libraries will come from sharing ideas and experiences and from working with colleagues who are knowledgeable about curriculum materials and about teaching.

Other areas of mutual interest to school and academic libraries are the increasingly creative uses of microcomputers for library management and instruction and for listing and scheduling films and other audiovisual materials and equipment, programs for gifted and talented students, and a willingness to experiment with electronic mail and telefacsimile services. Shared interests make shared staff development programs possible—a real boon to librarians not located in the major metropolitan areas.

Approaching Good News

The more visible and stronger leadership role for the Division of State Library should be good news for North Carolina librarians. The State Librarian has used every opportunity to fill open positions in such a way that representativeness among the staff is increasing. Recent hires have come from good experience in other parts of the country and from several different library schools. Best of all, the organization is becoming more functional with less emphasis on type-of-library consulting. Also contributing to improving the environment for multitype library cooperation are efforts to include school and academic library participants in various networking efforts while these are still in a planning or pilot project stage of development. Meetings with representatives of the University of North Carolina Library Directors Council (an advisory group for the Vice President for Academic Affairs), with OCLC officials, and with SDPI Media and Technology Services staff have, I think, produced both the good will and the broad political base necessary for legislative approvals and appropriations. Greater State Library involvement in projects that show cooperation among state agencies and benefits to many parts of the state enhances the reputation of the Division and the Department of Cultural Resources in the minds of elected officials. Prog-

ress of this kind should not be underestimated.

If there is one group of State Library activities that never seems to change, evolve, or otherwise inch forward, it is those activities concerned with public libraries. The problem is that, in North Carolina, public libraries apparently are defined narrowly as being municipal (city, county) libraries. The federal government defines "public library" much more broadly to mean "a library that serves free of charge all residents of a community, district, or region, and receives its financial support in whole or in part from public funds."⁴ This broader definition seems to include school, academic, and community college libraries located within publicly supported systems and institutions. Consider this. Citizens in need of materials, facilities, or subject expertise are more interested in getting what they need from the most convenient source in which they have confidence. They don't care about jurisdictional disputes, e.g. you can't come to my library because it is paid for by the higher education system and therefore serves only college students, faculty, and staff. (What about the spouse of the faculty member? Will the local "public" library and the college split the cost of providing service to this person?)

The continuing emphasis on "types" of libraries is counterproductive.

The point that I am trying to make is that it is contradictory for the State Library to promote multitype library cooperation while, at the same time, continuing to direct a considerable amount of its attention and money to city and county libraries. Perhaps the worst example of this practice is the publication *FLASH!* which the State Library sends to "public" libraries only. Direct requests to be added to the mailing list have been turned down. In *FLASH!* and/or in *Tar Heel Libraries* are announcements that indicate that information about grant programs, books withdrawn from the State Library and the like will be sent to "public library directors" or will be available to "public libraries." Other libraries want this information too, perhaps to suggest a joint project idea to a reluctant public library director. The time has come, I think, for the State Library to support libraries that (a) serve a broader range of users than their expected type-of-library clientele, (b) serve as a resource for other libraries and (c) participate in regional (bring back the ZOCs!) and/or statewide multitype cooperative projects. Staffing at the State Library should be redirected

accordingly. We need collection specialists and facilities planners, not consultants who arrive in a community that has a dozen libraries and visit only one.

Some of the News is Bad

If readers have any sympathy at all for the view that one weakness of the State Library is its historical commitment to being the Division of Public Libraries, then perhaps there will be no violence in response to the suggestion that city and county public libraries are the biggest obstacle to multitype library networks, to new roles for the State Library and to library progress in North Carolina generally. Strong words, I know.

Public libraries appear to lag behind other types of libraries in terms of representativeness. It is well known that only one of the seven largest public libraries in North Carolina has a woman as director. I suspect that many senior public librarians at the assistant/associate director and department/branch head levels haven't ever crossed the state line to work in another library. Many have made only lateral moves within the state or have been in the same job for fifteen years or more. Surely most people reach a plateau in each job they hold, a point beyond which no substantial learning takes place and no new challenges are found. Absence of change is as bad for people as it is for organizations. At the very least, upward mobility of younger librarians is limited, and the best of the new professionals may leave North Carolina for another state. Without adequate information about the characteristics of library staffs, it is unknown whether minorities and other persons representative of the clientele served are present in reasonable numbers among public library staffs. As with academic libraries, the more visible public library positions do not seem to have the level of representativeness that would benefit our profession.

Without question, public libraries contribute greatly to the cultural, social and educational life in our state. Their staffs work under sometimes difficult financial and political constraints to respond to the needs of their communities. I do think, however, that there are three groups (for lack of a better word) associated with municipal public libraries that affect progress toward a more cooperative statewide library environment. These groups are trustees, Friends (especially the Statewide group), and the Public Library Directors Association. These groups, I think, promote public libraries to the extent that there is a negative effect on other libraries and on community attitudes toward multitype library cooperation.

Trustees rightly advise and support the library in its local area, but some trustees are overly enthusiastic in persuading local officials, businesses, and legislators to support projects that benefit only one library and, even that, on a temporary basis. At the state level, some of the pork barrel allocations to public libraries may do more harm than good. If a local library cannot exist without a few thousand dollars obtained each year by a helpful state legislator, then that community's need and support for the library must be very weak.

Friends of the Library groups do a very good job for the public and academic libraries they support. It is the state and national organizations that concern me because they were founded to promote municipal libraries. Although some statewide Friends groups are changing to a broader emphasis, I continue to believe that libraries can do without them. The American Library Association also has made several efforts to help publicly funded libraries obtain support from business and industry and from other sources. Whether or not these have been fully or partially successful, I think that they serve mainly to distract attention from the need for strong, ongoing state and local-level funding support for publicly funded libraries. A library "friend" must do more than raise money. Raising consciousness about library staffing and the need for services to all segments of the community would be a very friendly gesture.

Perhaps someone can explain why there is a Public Library Directors Association. Isn't the Public Libraries Section of NCLA adequate for the needs of public librarians, whatever their job titles?

A Candidate for Change

Surely the most change-resistant organization of them all is the North Carolina Library Association. It is our very own immovable object. If there is such a thing as imitation representativeness, NCLA has it. Rotating the presidency among type-of-library candidates is not only a contrived mechanism, but it also suggests that natural selection doesn't work, that the size of the talent pool in each category doesn't matter, and that outstanding professional librarians must be interested in and knowledgeable about only the type of library in which they are presently employed. The rotation system is especially offensive because of the two-year term of office. Presumably, when a public librarian becomes president of NCLA, there cannot be another president from a public library for at least six years (eight if a special libraries section is added) even though

the number of public librarians in North Carolina is large. Lack of representativeness is evident in other ways. Consider NCLA committee assignments. Why have some committees been chaired by the same person for long periods of time? Surely we have enough talent in the state to give new people a chance. Why have some people served on as many as five committees in a particular biennium when other members have never been invited to serve? Consider NCLA round tables. Many readers will remember how recently the NCLA leadership expressed the opinion that there was no need for round tables concerned with women in librarianship and with ethnic minorities.

Only one of the seven largest public libraries in North Carolina has a woman as director.

The Futures Committee of NCLA presented a series of recommended changes to the NCLA Executive Board last fall. The Committee report has been sent to all members for their review. The report is very good and the changes recommended are the most basic changes needed to give NCLA new life. Nevertheless, early reports are that there is much resistance to change and much misinformation about the implications of the Futures Committee report. Not all of the present NCLA Board members are working in support of the needed changes. Perhaps it is inevitable that some of the people in charge now want to stick with the system that put them in charge. Meanwhile, some of the sections have good leadership and good programs. They continue to serve their members and, except for financial matters, they have little reason to be involved with the NCLA superstructure.

Unsung but Heroic Participants

Special libraries in North Carolina are not mentioned as a group because so many of them are small and/or associated with a university library. All of the health sciences librarians are active in cooperative efforts and in professional activities. Representativeness for this group and for the private sector health industry libraries is managed by a minority group of sorts, librarians having one or more degrees in the sciences. The large special libraries associated with federal government agencies have participated in state-level activities when these were compatible with

agency mission and funding. Individual librarians give generously of their time in working with library education programs and in service on committees. Private sector special librarians usually are receptive to inquiries about a role in networking if placing their collection records in a public file is not required.

The community and technical college libraries and learning resource centers are fortunate to have employed some of the most outstanding librarians and library managers in the state. How these fine and talented people are able to triumph in such difficult work environments is a puzzle to me. Surely community college librarians operate in the most political, most poorly supported (institution and state agency level), and most undermanaged organizational settings in all of North Carolina. Nevertheless, some individual librarians have brought their institutions and their staffs into valuable roles in multitype library activities, e.g. the Western North Carolina Library Association, the Cape Fear Region libraries. In the east and northeast, some of the community and technical colleges have provided a base for off-campus degree programs offered by East Carolina University and other universities, often without adequate support from the universities they serve. These relationships should strengthen as the value of the community college collections are more widely recognized, a process that will accelerate now that most of the bibliographic records from community college collections are part of the North Carolina online union catalog.

The Observer Concludes

Without change and without representativeness in staffing, there is not enough energy available to get needed work done in libraries and in communities. All libraries have high visibility in whatever organizational setting they are in; the examples they provide with their staffing patterns, quality of management and planning, and statewide perspective will benefit our profession as well as other agencies of local, county and state government. Local officials and state legislators will be as impressed with our broader view of our mission as we think they are with our narrower one.

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Richard Peck Videotape Available

The videotape of Richard Peck's address to the North Carolina Association of School Librarians' convention on October 24 is currently available. Send request, shipping address, and check for \$15.00 to NCASL, Carol Southerland, 1902 Oxford Road, Kinston, NC 28501.



Richard Peck discusses *Are You in the House Alone?* with one of the many school media coordinators who were fortunate to have the opportunity to chat with the noted author during the NCASL convention in Winston-Salem last October.



The Female Public Library Director and Her Governing Board

Dale W. Gaddis

How do female administrators fare with governing boards? What are the disadvantages of being a female administrator competing for adequate funding and recognition for a growing and vital organization? Are there ways to overcome the problem of being a woman in this environment?

Personally, I do not like to think in terms of gender differences, but prefer to think in terms of individual differences and the strengths and weaknesses of a particular individual in a given situation. Perhaps I fear that talking about what I perceive as gender differences will encourage the persistence of stereotyping all men and women according to these perceived differences. It seems to me that all situations and administrators are different and success in a given situation is not dependent on whether one is male or female. Rather, it depends on how well one understands the situation; one's own weaknesses and strengths in dealing with the situation; and on how well one utilizes the strengths of others to supplement one's own strengths, and compensate for one's weaknesses.

Upon examining certain facts relating to North Carolina public libraries, one begins to suspect, however, that there are disadvantages in being a female director of a public library. Forty of the seventy-two state funded public library systems are directed by women. Only two of these directors are among the ten highest paid directors in the state and only five are among the twenty highest paid. If one ranks libraries by the population served, again only two of the top ten libraries are directed by women. Ranked according to size of budget, only one library among the top ten is directed by a woman. On the other hand, if the libraries are ranked according to per capita operating support, seven of the top ten are directed by women.

What does all of this mean? Without further research one can only suppose why so few women direct the large systems. It is relatively clear that because women are not in these jobs, they therefore do not command the higher salaries paid by

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those systems. The high per capita support for libraries directed by women may indicate that women are effective at developing support for their libraries and do not have (or they are able to overcome) the disadvantages they often are presumed to have in that effort.

What are these presumed disadvantages?

Generally speaking, women are often presumed by themselves as well as by their governing boards, superiors, and colleagues not to be as competent as men in financial and technical areas.

Women are smaller physically, and generally do not have a commanding presence. They are often presumed to be soft, easily cowed, and not make a fuss if not given what they request.

Women are thought to be emotional, not logical, reasonable. Men generally are presumed uncomfortable dealing with women as equals. Consequently, as women have entered the traditional male strongholds in business and management, they have had difficulty breaking into the communication networks developed by men when women were the extreme minority in these fields.

Women's work traditionally has not been valued as highly as men's. "Women can get by for less, because there is someone else supporting them" has, until recently, been the excuse.

When I was selected to replace George Linder as director of the Durham County Library, I had some real fears that I would not be able to maintain support for the library, both because I was a woman and because of my particular personality which I felt would work against me in my efforts to maintain that support. George Linder was a real fighter for the library; he attacked library support issues as if he were going into battle. I knew that I could not work that way; my personality and talents would not support that approach. But I was not sure that my approach would be successful, and even had the fear that perhaps I was being selected by the County Manager for the position because he knew I would not fight in the same way and because he felt that he could control me.

With regard to the supposed disadvantages of being a woman, I knew I was competent in

financial and technical areas. One advantage I had always had growing up was good aptitude in mathematics and logic. From my years in elementary school, I can remember enjoying competing (particularly with boys) to win math contests or to receive the highest grades in the class. Although I did not pursue a technical education, I have always felt myself competent to understand the technical aspects of a problem. The only problem I have encountered is that women are not assumed to have this competency, so it is necessary to demonstrate it or get an accepted authority to confirm it. Men on the other hand are often not required to demonstrate their competence, although in many cases, I have found that they should be.

I am short. I am quiet. I am noncombative. To fight successfully for the library, I must compensate for these feminine characteristics or learn to use them to my advantage.

I have found that the avenues for communication with male colleagues and superiors are not as open to women as they are to other men. A business lunch or breakfast seems to be much more possible when the participants are of the same sex. Poker games are great times for establishing rapport if one wishes to become one of the boys but I just cannot bring myself to do that. The most prestigious and powerful civic clubs in Durham have persisted as dictated from the national level in excluding women from their membership rolls. This is perhaps the biggest disadvantage I have found in being a female administrator of a significant community organization. In Durham, most male County department heads and male heads of cultural and educational organizations belong to Rotary or Kiwanis Clubs, as do the influential male business leaders of the community. By not being able to belong, not only are my contacts not as easily established but the library does not have the visibility with business leaders that it otherwise might. My predecessor is still active in Kiwanis and maintains the library's high profile there. When he first retired, he tried to get male librarians on the staff to join the club to maintain the continuity of support that Kiwanis had provided over the years. To put it bluntly, this galled the heck out of me.

Fortunately, in Durham, I have not encountered the undervaluing of women's work that often occurs elsewhere. George Linder set the stage for higher salaries for the library director and for library employees generally. He demanded a high salary (for the time) when he came to Durham, and this salary was maintained by him through a County reclassification and salary

study done in the early 70's. Throughout his career, he fought hard for librarians' salaries. Because of my longevity with Durham County, I was able to maintain the salary level for the director's position when I came into the position. By the time a new reclassification study was done in 1985, comparable worth and pay equity had become issues so that the new classification for the library director's position was put on a par with the County's finance director. We have recently had a merit pay plan put into effect, with the prospect of future across the board raises fading out of existence. Although future raises are to be based on an objective rating system, subjective judgment does enter into the awarding of the raises. It will be interesting to watch to see what effect if any this process will have on pay equity.

... success in a given situation is not dependent on whether one is male or female.

How can one maintain support for one's organization in spite of the disadvantages of being female? Rosabeth Moss Kantor in her book, *Men and Women In The Corporation*, claims that power is an important factor in achieving managerial success. She defines power as "the ability to get things done, to mobilize resources, to get and use whatever it is that a person needs for the goals he or she is attempting to meet." Power is generated within the structure of one's job and is not a specific personality characteristic.

How does one generate this power? I have thought quite a bit about this problem because of my own fears that I would not be successful in developing a strong power base, and have developed the following list of principles and guidelines that I try to follow. The suggestions that I have to offer are valid for both men and women. Although supposedly women have unique disadvantages in the battle for gaining support for their organizations' programs, I have seen many men struggle in that same battle.

1. Know yourself. What are your strengths and weaknesses? Do your weaknesses become strengths in certain situations and vice versa? What situations? Analyze what you can do to mitigate the effect of your weaknesses, your disadvantages in a particular situation.

2. Know your governing body. If possible, get to know them personally. Attend functions where they will be present. Read the newspaper religiously to keep up with what they are doing. Make the most out of meetings you attend to learn all

you can about them.

County Commissioner meetings can be tedious to attend, but I love to go to them. I only go when I have to, but when I am there I watch and listen very carefully to all that is going on. I want to know what people are asking for and how the Commissioners respond to their requests. I watch how these people make their requests and I try to correlate their methods and approaches to the Commissioners' responses. I want to know why the Commissioners give some people a very hard time while they respond to others enthusiastically and cordially. I look for individual differences among the Commissioners; what are their favorite causes, what are their favorite bones to pick, who are their friends, what are their alliances, what kinds of arguments or presentations sway them.

3. Identify the individuals who will influence the decisions of the governing body, educate them to the library's needs, and win their support.

In Durham, the previous County Manager looked to the Finance Director for advice regarding most issues facing the library. If the library did not have the Finance Director's support, there was little chance of winning the support of the County Manager who in turn was the key to winning support from the County Commissioners. When the library administration made the decision to recommend that SOLINET/OCLC be used for cataloging and retrospective conversion, the Finance Director and County Data Processing Director were taken to Greensboro to see the system up and running and to talk with their counterparts in Greensboro. Once they were educated in this way, they provided unconditional support to the library's recommendation, which then was accepted by the County Manager and the Commissioners.

Power is generated within the structure of one's job and is not a specific personality characteristic.

4. Sell yourself as the expert on library business. Prepare your reports and requests thoroughly, and present them in a clear and precise manner. Know the answers to questions. If you do not know the subject thoroughly, bring your staff experts with you to provide the answers. If you cannot provide the answer at the meeting, admit that you do not know and follow up the next day with the answer. Do not answer questions that were not asked and be sure to answer the questions that are asked. Do not waffle.

5. Be sure you have touched all bases required in your situation. If your library is a department of local government, be sure you have contacted all other departments which require input or whose support is either required or desired by the governing body. Except in extreme circumstances when there may be a confrontation between your Library Board and the County or City Manager, do not go to the governing body without the support of both your Board and the Manager. In those extreme circumstances, let the Board make the request or presentation. I have found that the governing body in Durham will not act if all parties who may potentially be involved in the results of the action have not been consulted.

6. Build the trust of those whose support you will require by maintaining open communications and giving your support when it is appropriate as well as requesting it.

7. Create opportunities to educate your governing body and to thank them for their support.

For the last several years we have invited the County Commissioners, Manager, and Library Board to join us for lunch. One year, the lunch was hosted by the library division heads and the Board, and the Commissioners were given a tour of the main library including the behind the scenes activities. Since that year, the Commissioners have been invited to join the entire staff for lunch on Staff Development Day, and to take part in a limited way in the training activities (for example, vendor demonstrations of automated circulation systems).

8. Operational rules often change in local government with change in management and change in elected officials. Be aware of the changes and how they affect your situation; whenever possible, use the new rules to your advantage.

9. Garner public support, particularly support from those on whom elected officials depend. Make sure the elected officials know there is public support for your program or request. Use your Library Board and Friends groups to contact officials personally, particularly if you do not have regular personal contact yourself.

I realized this past year the extreme importance of this step in winning support of the governing body when the library attempted and failed to get new branch libraries on a major bond issue to fund county capital improvement projects. Although I was complimented on my presentation to the Commissioners regarding the library's capital improvement needs, no one spoke

out in support of the requests at the public hearing. As a result, the library's requests remained low on the priority list and were not included on the bond issue. On the other hand, when only two individuals spoke out in support of another low priority item, that item was immediately moved to a high priority position.

10. Use the library to sell itself. Develop programs and services which will appeal to a broad segment of the community and which will attract people who will become spokespersons for the library. Use your staff to maintain a high profile for the library in the community through their involvement on interagency councils and regular contacts with other community institutions and businesses.

11. When you are successful in getting support from your governing body for your request, follow through and do what you said that you would do, and report back to the governing body the results of your efforts.

12. If you are not successful, do not give up. If your needs persist and your ideas are good, sometimes the only way to convince a governing body is to keep going back again and again. Do, however, reevaluate your request each time to see if there are alternate ways to reach the same goal which might be successful.

Summary

Although there may be disadvantages in being a female administrator in the effort to gain support from a governing body for the library's program, these disadvantages do not necessarily preclude a female director from being successful in that effort. The key is understanding what those disadvantages are and developing a strategy for overcoming them. The female director must have a clear understanding of herself and of the problem with which she is confronted, and she must take the steps to identify and utilize all resources that might be available to assist in the effort.

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Survey of North Carolina Public Library Use Statistics, 1983-84

James J. Govern

This survey of library facilities attempts to update and expand a similar survey completed by David Paynter of the New Hanover County Public Library whose findings were published in the Fall 1984 issue of *North Carolina Libraries*. In his survey covering fiscal year 1982-83, Mr. Paynter surveyed branch library service in six large county public library systems in North Carolina. The current survey, covering fiscal year 1983-84, was expanded to include all county and regional public library facilities in North Carolina in an effort to provide information and draw comparisons on library service at these different library facilities.

Three differing groups made up of like library systems are profiled: large county systems, medium to small county systems and the regional library systems. The responding library systems included among the large counties, Charlotte-Mecklenburg, Cumberland, Durham, Forsyth, Guilford, New Hanover and Wake; small counties, Bladen, Brunswick, Burke, Cabarrus, Franklin, Granville, Harnett, Haywood, Henderson, Johnston, Madison, McDowell, Pender, Pitt, Robeson, Rockingham, Rowan, Scotland, Wayne and Wilson; regionals, Albemarle, Central North Carolina, East Albemarle, Hyconeechee, Nantahala and Pettigrew. Since this is a statistical look at library service, the study cannot measure or in any way analyze the quality of service in these public libraries, but simply documents the quantity of that service.

Tables 1 and 2 include results for branch libraries within large and small county systems. The regional facilities are included, but it should be noted that in fact only some of these facilities are branch libraries. It should be pointed out also that some main libraries function more like a branch than a main library—Wake County's Olivia Raney Public, for example. The per capita calculations for the individual facilities used those population statistics supplied in the survey. System per capita figures are based on total county population statistics.

James J. Govern is librarian of the Clemmons Branch of the Forsyth County Public Library System.

The Survey Questionnaire

A form asking for various information was sent to all county public libraries and all regional systems in North Carolina. Thirty-two of sixty-six systems responded, for a return rate of 49%. A copy of the form is appended.

Only out-of-library circulation figures were used in calculating the circulation statistics. Reference figures do not include directional transactions. Programming figures reflect library-sponsored, in-library program attendance. Bookmobile, adult outreach, children's outreach or other outreach services and activities are not covered in this survey. Personnel budget figures include salary only.

The categories calculated from the data provided for comparisons were circulation per staff, circulation per staff dollar, circulation per capita, circulation per book budget dollar, circulation per programming attendance, reference per staff, reference per staff dollar, reference per capita, reference per book budget dollar, reference per programming attendance, collection turnover rate and per dollar expenditure effectiveness rating.

The effectiveness rating category is simply a measure of the amount of output (as measured by the sum of circulation, reference and programming statistics) provided for each dollar of input (as measured by the sum of book budget and personnel budget categories).

Because of the difficulty in standardizing the concepts of total service units and total dollars of input, the aforementioned definition of input and output was selected. The bulk of what libraries do is circulate books, provide information and offer programming events—*output*. Seventy-five per cent of the average public library budget in North Carolina consists of personnel and book budget monies—*input*. Hence, this effectiveness rating simply means that for each dollar invested in a library (personnel + book budget), there is some corresponding figure of output (circulation + reference + programming attendance) by which you can measure the effectiveness of a library facility or system. This pinpoints those qualities or com-

TABLE I.

Table I contains averages for various categories for library facilities within the three differing groups of libraries surveyed. This table excludes information for main libraries within the large and small systems but includes all facilities within the regionals.

	Large	Small	Regionals
Adult Circulation	63,738	9,704	23,379
Juvenile Circulation	27,119	5,198	12,864
Total	90,857	14,903	36,243
Paperbacks as % of Circulation	27	23	11
Personnel Budget	56,164	10,284	32,982
Book Budget	22,475	6,555	17,117
# of Professional Staff	.56	.10	.53
# of Nonprofessional Staff	2.83	.94	2.21
# of Temporary Staff	.52	.05	.30
Building Square Footage	3,657	1,552	6,455
Hours Per Week	55	25	43
Reference Transactions	11,753	1,183	4,589
Directional Transactions	10,495	1,707	5,951
Adult Programming	12	8	24
Attendance	210	270	631
Juvenile Programming	135	23	85
Attendance	3,056	740	2,242
Population	19,475	4,572	13,736
Registered Borrowers	6,158	1,398	5,248
Collection Size	21,046	7,901	27,150
# of Periodicals	72	17	62

binations of characteristics which make for a highly cost effective library service.

It is assumed that the most service provided for the least amount of money is what is meant by effectiveness. However, the findings reported do not attempt to say that those library facilities and systems at the top of the lists are "better" libraries than those appearing at the bottom. As previously mentioned, this statistical survey deals with numbers and quantity of service, not quality.

Observations Based on the Tables

Those buildings with higher circulation per staff also circulate more books per hour. This tendency is present among all three types of libraries surveyed: large, small and regional facilities.

Among branches, there is a much wider range of circulation per staff in the large systems than in the small to medium-sized systems. This is due in part to the fact that the branches within the larger systems simply circulate more books. With the circulation of more books comes the probability of this causing a wider variance among those branches in their circulation per staff statistics.

Paperbacks on average account for twenty-seven per cent of the circulation within branches in the large county systems, twenty-two per cent within branches in the small and medium county systems and eleven per cent in the regional facilities. Although the survey did not request such fig-

ures, my guess is that not five per cent of book budget money is spent directly on paperbacks in most of these systems, since so many of us rely on gift books to supply the bulk of these collections in branches. I would also guess that the difference in the circulation percentages (27%, 22% and 11%) can be explained by the number of paperbacks available for circulation. On average there are more paperbacks available in the branches within the larger systems, and this accounts for those facilities circulating more paperbacks as a percentage of their overall circulation than facilities within the other two types of systems.

Those facilities with high circulation per staff, reference per staff and per dollar effectiveness ratings have higher collection turnover rates. The busier the staff, the busier the collection. This holds for large, small and regional facilities.

The small to medium-sized systems circulate substantially fewer books per staff member and field fewer reference questions per staff, yet they provide their services as effectively in terms of dollars as do the larger systems. This may be so because of the increased cost of running a larger library as opposed to a small to medium-sized library system. More and usually higher salaries, increased administrative expenses and higher book budget expenditures per capita account for this difference. Also, because of this difference, main libraries in the small to medium-sized systems tend to operate more effectively than their counterparts in the larger systems. Branch facilities in the two differing types of systems operate

on a par in terms of dollars per output.

There does not appear to be any correlation between circulation per capita and reference per capita in the regionals and small to medium-sized systems. There is a slight tendency in the larger systems for facilities with higher circulation per capita figures to also have higher reference per capita statistics. Does this mean that two of the major functions of public libraries—circulating books and answering reference questions—are not related statistically? That is, do population areas seek library service for either one or the other but seldom both? Do some facilities push one service over the other? There is also no correlation between circulation per staff and reference per staff in all three groups of libraries. That is, those facilities with higher circulation per staff figures do not as a rule have higher reference per staff statistics. There also appears to be no correlation between circulation per staff dollars and reference per staff dollars. Those buildings with higher circulation per staff dollar numbers do not always have higher reference per staff dollar statistics. Once again, do some facilities push, develop or fund one service to the detriment of the other? Can service areas be said to be characteristically information seekers or book readers?

Facilities within the large county systems that have high circulation per staff statistics tend to have higher circulation per capita statistics. This is not true for the regional systems or the medium to small county systems.

Those systems that allocate more book budget dollars per capita tend to have higher circulation per capita statistics. Book budget dollars spent per capita, income per capita and the level of educational attainment are the most important factors in determining circulation per capita in the larger systems. The more affluent and

higher educated the service population, the busier the library.

There is no correlation between the income per capita and the amount of book budget dollars spent per capita in the large county systems and regionals. There is a slight correlation in those smaller systems between income per capita and

Programming in branch libraries must stand on its own merit as a service deemed appropriate and necessary to library service, and not as a device to spur circulation.

book budget expenditures per capita. With income per capita being one of the ways to measure the demand for library service, those systems with higher income per capita statistics should attempt to meet the demand with higher book budget dollars per capita.

The higher the circulation per staff, the higher the effectiveness rating—except in one case where a very high book budget does not translate into circulation, reference and programming statistics. It remains to be seen if such a large book budget will over time increase circulation proportionately in order to cause an increase in the overall effectiveness rating score. By and large, the higher rated facilities and systems tend to have a personnel budget to book budget ratio of around four to one. The findings seem to show that if you go much higher—for instance, the case of one large library with one book budget dollar for every ten personnel dollars

TABLE II.

Table II contains additional calculated results for the three groups of public library systems. This table excludes statistics for main library facilities and includes information for branches only within the large and small systems but includes all facilities within the regional systems. It should be noted that only some of the facilities within the regional systems are branch libraries.

	Large	Small	Regionals
Circulation per Staff	20,227	14,246	12,740
Circulation per Staff Dollar	1.58	1.50	1.10
Circulation per Capita	4.31	4.45	3.04
Circulation per Book Budget Dollar	5	5.71	3.83
Circulation per Programming Attendance	47	58	34
Reference per Staff	2,793	842	1,430
Reference per Staff Dollar	.22	.09	.14
Reference per Capita	.63	.28	.37
Reference per Book Budget Dollar	.68	.38	.49
Reference per Programming Attendance	7	3.10	3
Book Stock Turnover Rate	3.73	2.38	1.66
Per Dollar Effectiveness Rating	1.23	1.33	.84
Registration as % of Population	.31	.30	.38

—or much lower—one book budget dollar for every two personnel budget dollars in another large library's case—your chances are less that you will score well in a per dollar effectiveness rating. Does this study indicate that a personnel budget to book budget ratio of four to one is the most desirable? What I think it says is that if you don't have at least a four to one ratio or lower, your library tends to become less effective. A higher ratio simply means that you're not getting the books and a lower ratio means that you might be getting more than you really need, or more than your staff can effectively handle.

One of the things shown by looking at Table 3 is the wide variance among the four largest counties in the relationship between the amount of book money spent per capita and its outcome, or

circulation per capita. These four systems serve strikingly similar population areas in terms of per capita income and median years of school completed—two very important socio-economic variables when considering circulation or the potential for circulation. Yet, thirty-six cents per capita in one library nets about three circulations per capita (or twelve cents per circulation) while over two dollars allocated per capita in another library accounts for just over five circulations per capita (or forty cents per circulation). This shows how far a small amount of book budget money per capita may go as well as how expensive it can be in terms of book budget dollars per capita to generate circulations per capita.

There must be a point at which more book budget money becomes less effective. One could

TABLE III.

Table III lists selected information for all libraries included in the survey. Main library statistics are included.

Small Systems	Circulation Per Capita	Median Years of School Completed	Income Per Capita	Book Budget \$ Per Capita	Book Budget	Total Circulation
Henderson	5.94	12.40	10,521	1.13	70,000	367,449
Haywood	5.94	12.10	9,028	1.52	71,397	279,818
McDowell	4.44	11.60	8,459	1.38	50,000	160,709
Pender	2.77	11.80	7,443	1.49	34,000	63,104
Wilson	2.75	11.80	10,079	.80	51,000	174,453
Cabarrus	2.73	11.90	10,368	.97	86,842	243,355
Brunswick	2.56	12.00	7,570	.90	35,000	99,721
Madison	2.44	10.80	6,972	.64	11,098	42,280
Bladen	2.42	11.30	6,930	1.30	39,900	74,605
Pitt	2.40	12.30	8,864	1.45	135,794	224,278
Rowan	2.36	11.90	9,906	.61	62,000	238,792
Scotland	2.35	11.70	8,158	1.41	47,000	78,063
Burke	2.33	11.50	9,077	.51	37,615	172,142
Wayne	2.28	12.20	8,469	.74	72,000	222,597
Franklin	2.16	11.30	7,736	.72	22,256	66,286
Johnston	2.09	11.60	8,175	.25	17,830	151,366
Granville	1.84	11.40	7,806	1.01	35,500	64,741
Harnett	1.63	11.70	7,355	.38	23,100	100,129
Robeson	1.26	11.20	6,715	.87	90,474	130,528
Large Systems						
Wake	5.08	12.90	12,759	2.21	694,002	1,600,031
Charlotte	4.66	12.70	12,863	.90	377,970	1,949,610
New Hanover	4.83	12.50	9,951	1.11	119,250	411,194
Durham	3.72	12.60	11,523	2.07	322,914	580,489
Greensboro	3.25	12.50	11,930	1.03	329,200	1,037,971
Forsyth	2.99	12.40	12,682	.36	90,800	743,937
Cumberland	2.06	12.50	8,772	.81	204,219	517,760
Regional Systems						
Pettigrew	4.03	11.25	8,631	.82	33,500	164,734
Nantahala	3.53	11.06	6,652	1.70	56,865	118,215
East Albemarle	2.87	12.00	8,111	1.06	64,636	174,514
Central NC	1.95	12.10	9,957	.81	109,000	262,346
Albemarle	1.29	10.90	7,934	.64	49,332	99,469
Hyconeechee	1.23	12.10	8,659	.63	81,768	159,270

look at it in the same way as personnel dollars. There certainly is a point below which output is hindered—too few staff to handle the load—causing a facility to become less effective. There is also a point at which a facility becomes less cost effective when a personnel budget becomes too high—too many people with too little to do. The same must hold for book budgets. That is, there is a point below which a book budget hinders effectiveness by not allowing the library to supply enough books to meet demand or the potential demand. There must also be some corresponding upper limit beyond which a service area can't absorb an increasing number of books, causing a lowering of a library's cost effectiveness; or, too many book budget dollars with too little to do. The problem could also be having too little staff to provide backup for the increased book budget.

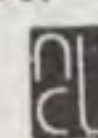
All of the larger county systems operate branch facilities which have high per dollar effectiveness ratings with high circulation per staff and reference per staff statistics. They also have facilities with very low per dollar effectiveness ratings and very low circulation per staff and reference per staff statistics (except one, which is small in terms of square miles and has only two branches). It is my assumption that these systems all have branch facilities which should probably be closed, consolidated, have staff shifted to busier branches, or have services or hours cut back. The reasons for not doing so are many and varied.

There does not appear to be any relationship between program attendance and book circulation or reference statistics. That is, those facilities with high circulation or reference statistics do not always have high program statistics and conversely those facilities that circulate few books and answer few reference questions don't always have low programming statistics. Programming in branch libraries must stand on its own merit as a service deemed appropriate and necessary to library service, and not as a device to spur circulation. This non-relationship between programming and circulation also holds for main library facilities.

There is a correlation between level of educational attainment, income per capita and available book budget per capita money with output, or circulation, reference and programming services per capita. The large county systems serve populations in a range from 107,222 to 418,071 people. The level of educational attainment as reported by census information is within half grade—between 12.4 and 12.9. With proportionately equal book budgets (book budget per capita) similarly proportionate output could be

expected in those systems with similar income per capita and education level statistics. This should hold for the medium to small systems and regionals. That is, like population areas should respond similarly given proportionately equal input.

I would like to thank all who labored to supply the data to be analyzed for this study. Some of the statistics asked for are not readily available in most systems and I appreciate the time and effort spent by those who took the time to compile that information. This study was very much a collaboration. I wish to thank my collaborators—David Paynter and Patsy Hansel.



Instructions for the Preparation of Manuscripts

for North Carolina Libraries

1. *North Carolina Libraries* seeks to publish articles, book reviews, and news of professional interest to librarians in North Carolina. Articles need not be of a scholarly nature, but they should address professional concerns of the library community in the state.
2. Manuscripts should be directed to Frances B. Bradburn, Editor, *North Carolina Libraries*, Central Regional Education Center, Gateway Plaza, 2431 Crabtree Boulevard, Raleigh, N.C. 27604.
3. Manuscripts should be submitted in triplicate on plain white paper measuring 8½"x11".
4. Manuscripts must be double-spaced (text, references, and footnotes). Manuscripts should be typed on sixty-space lines, twenty-five lines to a page. The beginnings of paragraphs should be indented eight spaces. Lengthy quotes should be avoided. When used, they should be indented on both margins.
5. The name, position, and professional address of the author should appear in the bottom left-hand corner of a separate title page.
6. Each page after the first should be numbered consecutively at the top right-hand corner and carry the author's last name at the upper left-hand corner.
7. Footnotes should appear at the end of the manuscript. The editors will refer to *The Chicago Manual of Style*, 13th edition. The basic forms for books and journals are as follows:
K Keyes Metcalf, *Planning Academic and Research Library Buildings* New York: McGraw, 1965), 416.
Susan K. Martin, "The Care and Feeding of the MARC α Format," *American Libraries* 10 (September 1979): 498.
8. Photographs will be accepted for consideration but cannot be returned.
9. *North Carolina Libraries* is not copyrighted. Copyright rests with the author. Upon receipt, a manuscript will be acknowledged by the editor. Following review of a manuscript by at least two jurors, a decision will be communicated to the writer. A definite publication date cannot be given since any incoming manuscript will be added to a manuscript from which articles are selected for each issue.

Issue deadlines are February 10, May 10, August 10, and November 10.

Computer Tells Books Where To Go: A BASIC Program for Shifting Collections

Rose Simon

Shifting a sequence of volumes from one set of shelves to another, more numerous set, calls for some careful preliminary calculating. Usually, one counts the number of shelves currently occupied by the volumes to be shifted; measures the amount of space left on each shelf; and counts the number of shelves to be occupied in the new distribution. Given the length of the shelves (36"), it is a matter of determining how many linear inches are occupied by the volumes and dividing that figure by the number of shelves in the new set. This produces the approximate number of inches of books which should be placed on each "new" shelf to fill the entire set.

For an occasional expansion, these arithmetical manipulations can be carried out with a simple calculator. The librarian doomed to shift the stacks frequently, however, could save a lot of trouble by using a computer program. One example of such a program, written in BASIC on an Apple II+ micro, is printed below. It is by no means an example of sophisticated programming; but if entered into a micro and saved to disk, it can be used to produce two useful pieces of information: (1) the approximate number of inches to be filled with books in each "new" shelf; and (2) the current location of the book which should be the last one placed in a face (i.e., half-range) of new shelving. It is worthwhile to use these volumes as tentative markers. Failure to finish filling a face with a book somewhere near the marker provides a clear warning that the shift is drifting off course. Without timely adjustment, there could be several empty shelves at the end of the set, or (worse yet) several linear feet of books left over.

```
10 DIM E(1200), Q(60), W(60)
20 INPUT "HOW MANY SHELVES HAVE BEEN
MEASURED? ";N
40 INPUT "HOW MANY RANGE FACES ARE
TO BE FILLED ";F
50 FOR J = 1 TO F STEP 1
55 PRINT "HOW MANY SHELVES IN FACE ";
J;"# ?"
60 INPUT Q(J)
```

Rose Simon is Director of Libraries at Salem College, Winston-Salem, N.C. and associate editor of *North Carolina Libraries*.

```
65 M = M + Q(J)
70 NEXT J
80 PRINT "NUMBER OF SHELVES TO BE
FILLED= ";M
90 FOR I = 1 TO N STEP 1
100 PRINT "HOW MANY INCHES OF SPACE
ON SHELF ";I;" ?"
105 INPUT E(I)
130 S = S + E(I)
140 NEXT I
150 PRINT "TOTAL EMPTY SPACE
MEASURED= ";S;" INCHES"
160 T = N * 36
170 PRINT "TOTAL SPACE AVAILABLE ON
MEASURED SHELVES= ";T;"# INCHES"
180 B = T - S
190 PRINT "NUMBER OF INCHES OF BOOKS
TO BE DISTRIBUTED= ";B

195 K = B/M
200 C = INT (100 * K + .5) / 100

210 PRINT "EACH NEW AREA SHELF SHOULD
HOLD ";C;" INCHES OF BOOKS"
250 FOR J = 1 TO F STEP 1
255 PRINT "J= ";J
260 W(J) = C * Q(J)
265 PRINT "W(J)= ";W(J)
270 IF J = 1 THEN X = 1
280 IF J > 1 THEN X = I + 1
300 FOR I = X TO N STEP 1
310 U = U + (36 - E(I)) + V
312 V = 0
315 L = U - W(J)
320 IF U > W(J) THEN V = INT (100 * L + .5) /
100
325 IF V > 0 THEN U = 0
330 IF V > 0 THEN PRINT "END FACE ";J;"
WITH BOOK LOCATED ";V;" INCHES FROM
RIGHT ON SHELF ";I
338 IF V > 0 THEN GOTO 360
339 R = INT (U / C + .5)
340 IF I = N THEN PRINT "LAST BOOKS
PLACED ON SHELF ";R;" IN FACE ";J
350 NEXT I
360 NEXT J
999 END
```

“Libraries: Spread the News”: 1987 Conference to be Held in Winston-Salem

Start spreading the news! The 1987 North Carolina Library Association's Biennial Conference is coming soon to Winston-Salem. "LIBRARIES: SPREAD THE NEWS" is the theme for the conference, scheduled October 28-30.

Featured speakers for this year's conference are Maya Angelou and Calvin Trillin. Conference programs are being planned to address the major issues in North Carolina librarianship. "Table Talks" will be something new at this NCLA Conference. In "Table Talks" specific issues in librarianship are aired in round table discussions. This allows conference participants to become more involved in the issues so important to our profession.

The Round Table For Ethnic Minority Concerns (REMCO) has worked hard to bring Maya Angelou to the 1987 NCLA Conference to be a featured speaker. The Round Table on the Status

of Women in Librarianship and the Public Library Section are co-sponsoring her appearance with REMCO. Ms. Angelou, who resides in Winston-Salem, is one of today's most popular speakers. Ms. Angelou has been a singer, educator, dancer, historian, lecturer, actress, producer, editor, songwriter and playwright. In the sixties, at the request of Dr. Martin Luther King, Jr., she became the Northern Coordinator for the Southern Christian Leadership Conference. Though her formal education ended with high school, Ms. Angelou has received numerous honorary doctorates, as well as the Chubb Fellowship from Yale. In 1981 she was appointed the first Reynold's Professor of American Studies at Wake Forest University.

Librarians are certainly familiar with her literary accomplishments, which include, *I Know Why the Caged Bird Sings* and the latest *All God's Children Need Traveling Shoes*. In addition to her five autobiographical best sellers, she has published four books of poetry. Her articles have appeared in such publications as *The New York Times*, *Redbook*, and *Cosmopolitan*. Maya Angelou has been seen on local and network television numerous times. In 1976 she was accorded the *Ladies Home Journal* award "Woman of the Year in Communication" and was among the magazine's "Top 100 Most Influential Women." Audio-visual librarians will note that she won the CINE Golden Eagle Award for her PBS film "Afro-American in the Arts." Her book, *I Know Why the Caged Bird Sings*, was a two-hour CBS television special.

"I can tell you why I had trouble reading Calvin Trillin's first novel, *Runestruck*," *New York Times*' book reviewer Christopher Lehmann-Haupt wrote. "The print wouldn't hold still because the book made me shake so with laughter." *Runestruck* is just one of the many novels, short stories, articles and essays written by satirist and observer Calvin Trillin, who will also speak at the 1987 NCLA biennial conference. Since 1963 Mr. Trillin has been a staff writer for the *New Yorker*. Mr. Trillin writes a syndicated column which appears in the *Winston-Salem Journal* as well as in other North Carolina newspapers. He has written columns for the *Nation* and was, at one time, a reporter for *Time* maga-



Maya Angelou will be one of the featured speakers at this year's NCLA Conference to be held in Winston-Salem October 28-30.

zine. One of his most famous series for the *New Yorker* was "U.S. Journal," which was published as a book in 1971.

Mr. Trillin's other works include *An Education in Georgia* (1964), and *American Fried* (1974), *Killings* (1984) and *With All Disrespect* (1985).

Of his essays, critic John Seelye wrote "His journalistic instincts lead him to the freaks and follies of American life, those grotesques which the tradition of Mark Twain, Sherwood Anderson, and Ernest Hemingway have told us are symbolic of the quality of American life."


Calvin Trillin's observations and comments on American life are both witty and stimulating. Mr. Trillin is a much sought after speaker and we are very fortunate to have him at the 1987 NCLA Convention.

The last NCLA Conference to be held in Winston-Salem was in 1983. Veterans of that conference will find some changes in the Twin Cities. A new hotel, the Winston Plaza, is now open. Located next to the Hyatt Hotel, the Winston Plaza is connected to the Convention Center Complex via a skywalk.

The M.C. Benton, Jr. Convention and Civic Center has been doubled in size and features state-of-the-art amenities for conventioners. Exhibits and meetings will be located in the new wing of the Center.

Downtown revitalization has progressed since the conference's last visit in 1983. New restaurants can be found in the Mercantile Plaza located next to the Stevens Center for the Performing Arts. Mercantile Plaza not only has a number of specialty restaurants for dining or snacking, but a number of convenient shops. And speaking of shopping and browsing, the Craft Shop of Piedmont Craftsmen has been relocated downtown, right next to the Winston Plaza and Hyatt Hotels.

If you enjoy art galleries, be sure to visit the Sawtooth Center at Winston Square to see featured exhibits. Mercantile Plaza, the Craft Shop of Piedmont Craftsmen, and Winston Square are all within walking distance of the Convention Center.

Start spreading the news! The 1987 Biennial Conference promises to be the best ever. Nationally known speakers Maya Angelou and Calvin Trillin highlight the program. A barbeque dinner will kick off the festivities Wednesday evening, October 28. Programs of sections, round tables and committees as well as "Table Talks" will address the important issues of North Carolina librarianship. Winston-Salem is ready to welcome you with more accommodations, shops and restaurants than ever before. Make your plans now. 

Join NCLA

To enroll as a member of the association or to renew your membership, check the appropriate type of membership and the sections or roundtables which you wish to join. NCLA membership entitles you to membership in one of the sections or roundtables shown below at no extra cost. For each additional section, add \$4.00 to your regular dues.

Return the form below along with your check or money order made payable to North Carolina Library Association. All memberships are for two calendar years. If you enroll during the last quarter of a year, membership will cover the next two years.

NORTH CAROLINA LIBRARY ASSOCIATION

New membership Renewal Membership no.

Name _____
First Middle Last

Position _____

Business Address _____

City or Town State Zip Code

Mailing Address (if different from above)

CHECK TYPE OF DUES:

- SPECIAL-Trustees, paraprofessional and support staff, non-salaried persons, retired librarians, library school students, "Friends of the Library," and non-librarians \$15.00
- LIBRARIANS—earning up to \$12,000 \$22.00
- LIBRARIANS—earning \$12,000 to \$20,000 \$30.00
- LIBRARIANS—earning over \$20,000 \$40.00
- CONTRIBUTING—Individual, Association, Firm, etc. interested in the work of NCLA \$50.00
- INSTITUTIONAL—Same for all libraries \$50.00

CHECK SECTIONS: One free; \$4.00 each additional.

- Children's Trustees Women's Round Table
- College Public Ethnic Minorities RT
- Documents Ref. & Adult
- Jr. College RTSS (Res.-Tec.)
- NCASL (School) JMRT

AMOUNT ENCLOSED \$ _____

Mail to: Nancy Fogarty, Treasurer,
 NCLA, P.O. Box 4266, Greensboro, N.C. 27404

New North Carolina Books

Alice R. Cotten, Compiler

Ernest B. Furgurson. *Hard Right: The Rise of Jesse Helms*. New York: W. W. Norton and Co., 1986. 302 pp. \$18.95. ISBN 0-393-02325-7.

The first full-length study of the life and career of Jesse Helms appears as the power and influence wielded by North Carolina's senior senator begins to wane. The book's author, Ernest B. Furgurson, no doubt would welcome recent setbacks at the polls encountered by Helms's political machine, the Congressional Club, and the loss of a Republican majority (and thereby committee chairmanships) in the U.S. Senate.

Furgurson, a native Virginian, is the Washington bureau chief of the *Baltimore Sun* and a syndicated columnist. His first book was a biography of William B. Westmoreland. A fascination since childhood with southern demagogues drew him to his present subject, a man he describes as "the most outspoken, unyielding hard-liner in the nation—in or out of office, wearing any political label."

As models for his book, Furgurson looked to Richard Rovere's scathing portrayal of Joseph McCarthy and Marshall Frady's demolition job on George Wallace. In important respects, Furgurson's work is less distinguished than either of these now classic political biographies. The author and subject share similar backgrounds, being Southern Baptists who went into newspaper work. Despite that, Furgurson fails to identify what grounded Helms's ideological development, citing only "a burning need to get even—with Yankees, blacks, outsiders, infidels."

On the subject of Helms's racial views, Furgurson is devastating, offering a careful analysis of his use of jokes and code words. His WRAL-TV editorials, which Furgurson plumbs to good effect, offered "implicit approval" to the Ku Klux Klan and John Birch Society by linking integration with communism. Yet, according to the author, Helms was nothing if not consistent, opposing the Martin Luther King holiday on the same grounds twenty years later.

In studying a contemporary political figure, Furgurson was dependent primarily on interviews and the newspaper record. Although he

talked briefly with Helms and associates such as Thomas Ellis, Furgurson did not have full access or cooperation. Thus he relied on his contacts in North Carolina, which he identifies as "probably the best newspaper state in America." Many readers will be familiar with Helms's record as revealed through newspaper accounts. On the other hand, Furgurson's real intent may have been to explain Helms to a national audience. Nevertheless, this is an important book, vital to all library collections in the state.

Michael Hill, North Carolina Division of Archives and History.

Anne Russell and Marjorie Megivern, with Kevin Coughlin. *North Carolina Portraits of Faith: A Pictorial History of Religions*. Norfolk: The Donning Company, 1986. 243 pp. illus. \$25.00 ISBN 0-89865-454-8 (5659 Beach Blvd., Norfolk, VA 23502)

Reading *North Carolina Portraits of Faith* once will not quench the urge to pick it up again and continue learning about the neighbors who go to another church. Looking through the pictures of generations of believers who together have woven the tapestry of North Carolina's cultural history will only increase one's curiosity about the people behind the walls of the church buildings we ride by daily. Russell, Megivern, and Coughlin have provided a generous sample of the religious culture of North Carolina, a sample which might help to explain to those who do not know us well how our state can seem so different from others around us. We are a composite people, created out of many different strands of humanity that found their way here, sometimes on their way elsewhere, and then stayed. In this book we find out what was deepest in the hearts of many of our recent ancestors as well as in the hearts of the original settlers.

Neither of the authors is a professional religionist, nor clergy, and the absence of a particular denominational point of view is a welcome change from writings which even when presenting a variety of churches, manage to press one denomination to the front. The difficult task of getting

started into the book was taken up by organizing the narrative and pictures by denomination and religion and presenting them more-or-less chronologically as they appeared in North Carolina.

This is a pictorial history. The text of each chapter attempts to set the visual impressions in a verbal, historical context. It is hardly possible, however, to answer detailed questions about many decades of a church's complex history in the few paragraphs allowed by the format of this beautifully printed book. In some cases the complexity of this task overwhelmed the pages allowed. The index guides the reader to almost every photograph, though some on the same page may be listed generically.

North Carolina Portraits of Faith will surprise the reader, both unpleasantly and pleasantly. One who is very well aware of the details of the history of one's own denomination will be able to find omissions and misunderstandings in the text. But it seems clear after more than one reading that dry facts are not the purpose of this book. Some facts are more important than others in capturing the flavor of a history, and the authors cannot be faulted for missing any that loom highest in the mind of a particular reader. Not even the collaboration of the distinguished persons listed in the acknowledgments can assemble the precise proportion of fact and interpretation to please everyone. The pleasant surprise, and indeed almost a breathtaking one, is the sudden interruption of the reading by the idea that this is not a textbook on the history of religions in North Carolina. It is not a reference work to be sought after for single details. It is a mural, a story-telling, a family-reunion kind of narrative with pictures, a family album with all the relatives' words captured once and for all in the text, their proportion of fact to interpretation of fact differing with each part of the "clan" that is presented.

Stereotypes are shattered, and then genuine images put in their places, as religious groups are pictured in their worship settings. The images of the faithful at prayer, weddings, or other high moments of their lives envelop the reader inescapably in the group being pictured. No longer can "they" just be "them."

go for it!
use your library

North Carolina is portrayed here, and successfully so, from the point of view of the authors' quest for the religious aspects of the essence of its people. Add *North Carolina Portraits of Faith* to those others on a reference list of essential books to explain North Carolina to both native Tar Heels and to others.

Walter Alan Tuttle, National Humanities Center, Research Triangle Park.

Marianne Ginger. *Bobby Rex's Greatest Hit*. New York: Atheneum, 1986. 308 pp. \$17.95. ISBN 0-689-11769-8.

"Take Highway 21 from Greensboro and ride about fifteen miles—until all the good rock stations fade out ... Orfax, North Carolina. Bird Sanctuary. Population 3,127, only I think they must have counted in the cows, too. It's not a bad town, really. Just plain. The smell of meat loaf is always in the air ... By the time I was sixteen I looked around at people who'd made their lifelong homes in Orfax, and I was at a loss as to how they'd stuck it out." (p. 67)

Marianne Ginger's first novel leaves no room for doubt as to her genuine North Carolina roots. Crafting characters and locales with the keen eye and discerning ear of one who possesses the gift of creating living fiction, Mrs. Ginger sounds as if she has spent her entire life observing and recording life in a North Carolina trailer park circa 1960. She in fact grew up in Greensboro, attended Salem College and the University of North Carolina at Greensboro, taught writing at the University of North Carolina at Chapel Hill, and currently resides in Greensboro.

Bobby Rex's Greatest Hit is a joy from page one. Beginning with a series of letters as a way of introducing both characters and situation, the novel immediately compels the reader to become immersed in Pally Thompson's world. Pally is perhaps the most believable, life-like heroine to be found in recent Southern fiction. Neither she nor her idiosyncrasies are larger, more grotesque than real life, and her Southern-ness is right on the mark recognizable without the slightest hint of ridicule or caricature. Pally's observations of the citizens and events of Orfax exhibit a quick, curious mind filled with questions whose answers are sometimes not to be found in her limited experiences of small-town life, and her ponderings are thoughtful and observant without being artificially profound and wise beyond her years.

Fortunately, Pally is not the only excellent characterization in the novel. The reader will be

delighted with Pally's mother, her best friend Shilda, and a cast of townspeople with personalities as close to real life as have been found on a page. The lives in this town of Orfax, where "mostly you just waited for something to happen. And usually it happened to somebody else," are chronicled as if being told by a life-long friend, detail for detail, but only those that really matter. And when something *does* really happen, one so clearly understands why Pally says "You wanted to disappear in Orfax, you wanted to blend in. Otherwise you were notorious." Pally suffered her small-town notoriety at the hands of hometown-boy-made-good Bobby Rex Moseley, sixties rock-n-roll sensation, and things were never quite the same in Orfax after his hit song "Pally Thompson" hit the charts.

Bobby Rex's Greatest Hit is not a novel librarians will purchase solely because of its North Carolina roots. Reviews in popular national periodicals will create demand, and word-of-mouth praise will unquestionably make it an often-requested title in public libraries. Ms. Gingher's first effort is well worthy of such praise—it is an absorbing reading experience.

Julie W. Coleman, Thruway Branch, Forsyth County Public Library.

Vernon O. Stumpf. *Josiah Martin, The Last Royal Governor of North Carolina*. Durham: Carolina Academic Press for the Kellenburger Historical Foundation, 1968. 252 pp. \$19.75. ISBN 0-89089-305-5. (P.O. Box 8795, Durham 27707)

Josiah Martin, a native of Dublin, Ireland, and from a prominent Anglo-Irish family with important connections in the British Isles as well as in the West Indies and on the North American mainland, was educated privately. At nineteen he entered the army, rose to the rank of lieutenant colonel, but sold his commission after thirteen years to begin a career in government. Through family connections, he was appointed governor of North Carolina to succeed William Tryon upon the latter's appointment to the governorship of New York.

In New Bern on August 12, 1771, the thirty-four-year-old Martin took office. His colony had recently passed through the crisis brought on by the hated Stamp Act and had been divided over the problems of the Regulators. Tryon had led the militia at the Battle of Alamance just prior to his departure. Martin faced a colony ready for revolution over a variety of local problems as well as causes from abroad.

Martin was, as the subtitle of this book indicates, the final royal governor of North Carolina. As such his own personality played a key role. He was thoroughly loyal to the crown and was unwilling to compromise, even on minor matters. He faced numerous conflicts with the assembly and was unable to resolve them, nor was he able to stem the tide that led his colony to revolt. Even so, Martin did not flee as his counterparts in other colonies did. He took up a position in the Lower Cape Fear, part of the time aboard a British ship at Fort Johnston. From there he developed detailed plans to restore his royal government. These plans were approved in London, ordered into execution, and might well have restored royal rule if support from home and from New York had been forthcoming as anticipated.

When further resistance was impossible Martin departed, only to return at a later time with the army under Cornwallis. On several occasions Martin issued proclamations declaring royal government restored, but the army was unable to hold its gains in the state.

This biography of Martin adequately tells the facts of its subject's life and is the only biography of consequence available. Nevertheless, it is poorly written. It is plodding, lacks sparkle and appeal, and in places the sentences are long, involved, and almost meaningless. There are careless grammatical errors, proper names are misspelled, and punctuation is erratic. The index is inadequate with many proper names as well as subjects omitted, and for some subjects only a few of the possible entries are actually included.

Nevertheless, for the reader seeking information on Josiah Martin or on the period of his administration, this book will serve as the basis for further research.

William S. Powell, University of North Carolina at Chapel Hill.

Suzanne Newton, *A Place Between*. New York: Viking Penguin, 1986. 199 pp. \$11.95 ISBN 0-670-80778-8.

What does it feel like to be caught in the middle? To be caught between two important times of your life? To be unhappy with both your choices and not really understand why? In *A Place Between*, Suzanne Newton captures this feeling of being caught between childhood and adulthood, a feeling familiar to all adolescents.

The main character is Arden, the young girl from *An End to Perfect*, who thought that the small North Carolina town of Haverlee where she had always lived was perfect. When her father's

plant closes in Haverlee, he feels very fortunate to be transferred to Grierson, a much larger town where his mother lives. But Arden is desolate at the idea of moving away and leaving her best friend, Dorjo. The family moves in with Arden's grandmother, a move no one likes, and Arden begins eighth grade in a brand new school in Grierson. She decides from day one to hate it but in spite of herself manages to make one or two friends. She never allows herself to feel happy, though, and is continually miserable. All her thoughts center around getting back to Haverlee, and she makes her plans accordingly. She thinks perhaps she can live with Dorjo or maybe just camp out in her old house, which hasn't been sold yet. She feels an overwhelming sense of loss—of her old way of life, her old school, her old friends.

sometimes sad, sometimes humorous, sometimes frightening, but always interesting and relevant. Although *A Place Between* is written as a sequel to *An End to Perfect*, either book can be read alone as a well-written story. Told from Arden's point of view, the novel is certainly one that will appeal to adolescents and that will be welcome on the shelves of public and school libraries.

Diane Kessler, Durham County Schools.

Richard Walser and E. T. Malone, Jr. ***Literary North Carolina: A Historical Survey, Revised and Enlarged.*** Raleigh: Division of Archives and History, North Carolina Department of Cultural Resources, 1986. 182 pp. \$10.00. ISBN 0-86526-222-5.



Keep your Mind in Shape
Go for it! Use your library!

But when she returns to Haverlee for a visit, she finds that things are really not the way she remembered them. The place that she and Dorjo used for a hideaway, for example, has been taken over and ruined by vagrants. Everything seems spoiled or smaller. When Arden comes back to Grierson, she tells her brother that she has been "wilderness wandering," just as he had been several years before. She tells him that their grandfather referred to being between where you had been and where you were going as "wilderness wandering," and that she has finally understood what he meant. She is ready to get on with the business of living in Grierson. But she will always be glad she grew up in Haverlee and will always want to go back to visit.

Like all of Suzanne Newton's other books, *A Place Between* deals with the maturing process in adolescence; in Newton's hands the process is

Sixteen years ago the first edition of Richard Walser's *Literary North Carolina* appeared in print. Since that time, new writers have gained statewide and national recognition, interest in poetry has surged, and another genre of writing, "Whodunits and Sci-Fi," has come into its own in North Carolina.

Those are some of the developments that are chronicled in the new version which, like its predecessor, surveys literary achievement in the state from the documented recordings of the earliest explorers to the contributions of contemporary authors and their schools of writing. Some attention is given to out-of-state authors who have spent time writing in North Carolina. Pulitzer prize winning poet Carolyn Kizer was poet-in-residence in Chapel Hill in the seventies, and Carson McCullers wrote *Reflections in a Golden Eye* while living in Fayetteville during the

forties.

Poet laureate Sam Ragan observes that as many as eighty good poets have been productive in this decade. Fred Chappell, James Applewhite, R. T. Smith, Michael McFee, and Lenard D. Moore are some of those whose work is described. Fiction writers who have arrived lately on the scene include T. R. Pearson, Lee Smith, Jill McCorkle, Clyde Edgerton, Gail Godwin, and Angela Davis Gardner. This edition discusses these new writers as well as later works of authors who were introduced in the earlier edition. The survey was published before the National Book Critics Circle announced its award to Reynolds Price for his most recent novel, *Kate Vaiden*, and before Doris Betts' *Heading West* had gone into production as a movie.

One of the most important features of the book is the chapter on publishing. Pulling together information that is scattered throughout the first edition and adding new data, Mr. Malone treats the development of publishing from the time of the colony's official printer, James Davis, to the recent rise of the small press, an example of which is Algonquin Books. Established in Chapel Hill in 1982 by literature professor Louis D. Rubin, Algonquin's policy has been to publish diversified literature, and its output has included works by 1984 Pulitzer Prize holder Vermont Royster and more than twenty other books of high quality. *Pembroke Magazine* at Pembroke State University and *Cold Mountain Review* which has been published at Boone since 1974 are two of a fold of some forty literary journals and other magazines that have been active in publishing North Caro-

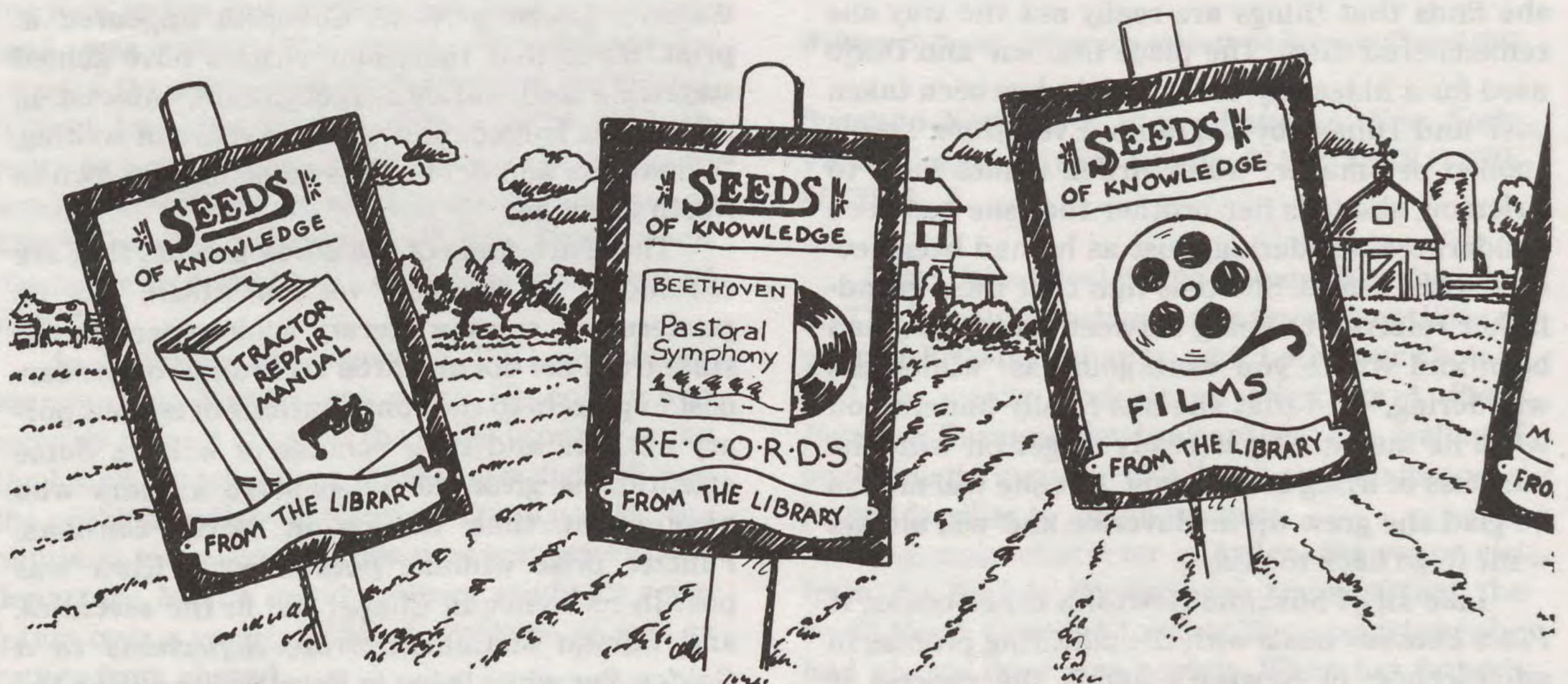
lina writers in the eighties.

The richness of the first edition of this title has been preserved and enhanced by the addition of new scholarship and new features. One appendix lists recipients of North Carolina literary awards, and another provides a bibliography of selected anthologies and general works by North Carolinians. These will be particularly useful to the reference librarian in a public, school, or academic library, and the book is highly recommended for those kinds of collections. There is an excellent index. A generous number of illustrations amplify the text: reproductions of photographs, portraits, book jackets, playbills, newspaper clippings, and six drawings by Mr. Malone.

Mr. Walser is professor emeritus of English at North Carolina State University and is respected for his efforts to encourage and promote the talents of his fellow writers and for his own considerable output of writing and editing. One of his best known titles is *Nematodes in My Garden of Verse: A Little Book of Tar Heel Poems*, which he edited. His publishing includes books about Thomas Wolfe, Inglis Fletcher, Bernice Kelly Harris, and a biography of George Moses Horton entitled *The Black Poet*.

Mr. Malone is on the staff of the Historical Publications Section of the North Carolina Division of Archives and History. A poet in his own right, he has to his credit two collections of his work: *The Cleared Place of Tara* and *The Tapestry Maker*.

Rebecca Ballentine, University of North Carolina at Chapel Hill.



NCLA Minutes

North Carolina Library Association Minutes of the Executive Board October 22, 1986

The Executive Board of the North Carolina Library Association met on October 22, 1986 at 10:00 a.m. at the Forsyth County Public Library in Winston-Salem. Executive Board members present were President Pauline Myrick, Leland Park, Patsy Hansel, Rose Simon, Dorothy Campbell, Nancy Fogarty, Frances Bradburn, Kieth Wright, Arial Stephens, Rebecca Taylor, Elizabeth Smith, Janet Rowland, Waltrene Canada, Nancy Massey, Jean Amelang, April Wreath, Mary Avery, Sylvia Sprinkle-Hamlin, Mary McAfee, and J. A. Killian. Committee members present were Mertys Bell, Eunice Drum, Arabelle Fedora, William H. Roberts, III, Nancy Bates, William Bridgman, Marjorie Lindsey, Richard Barker, Frank Sinclair, David Fergusson and John Thomas. Also present was State Librarian Jane Williams.

President Myrick called the meeting to order. She recognized Bill Roberts, Director of the Forsyth County Public Library, who in turn welcomed the Board to the library. Mrs. Myrick congratulated Jane Williams for having been appointed State Librarian. She acknowledged the return of Mary Avery, Chair of the Community and Junior College Section, with a word of welcome.

The minutes of the meeting of July 25, 1986 were approved as distributed by the secretary.

President Myrick called for the treasurer's report. Nancy Fogarty distributed copies of the report for the period July 1, 1986 - September 30, 1986, showing a cash balance of \$4,484.82, disbursements totaling \$14,727.33, section balances totaling \$18,489.09 and a balance of \$12,993.69 for *North Carolina Libraries*. Fogarty also presented an unofficial report of total assets, including balances of sections, shown in categories of restricted and unrestricted funds. She explained that the latter report was prepared to provide answers to questions that have been asked about the Association's monies. The usefulness of the report was acknowledged with thanks by some Board members.

Fogarty recommended that bonding be established to cover the office of Treasurer. A motion made by Leland Park that the Treasurer arrange bonding in the amount of \$200,000 was seconded by Arial Stephens and passed.

President Myrick called for the report of the Futures Committee, stating that it had been appointed three years ago by Past-President Leland Park. Chairperson Arabelle Fedora introduced the other members of the Committee who were present and distributed the Final Report of the NCLA Futures Committee, dated October 22, 1986. She involved the group in the reading of the entire document of 24 pages, during which process she called attention to each issue and recommendation and provided comments about the rationale that influenced the Committee's decisions. The following issues and recommendations were noted.

Issue: What will be the future for the North Carolina Library Association? The Futures Committee has concluded that organizational constraints prevent the Executive Board from exploring critical issues. Thus, its recommendations focus

on the need for clearer articulation of goals and the removal of organizational barriers to working on the achievement of those goals.

Issue: Statement of Purpose. The Committee recommends that in Article II of the NCLA Constitution the word "Object" be changed to "Purpose."

Issue: Association Management. Are the administrative tasks of running NCLA being performed as efficiently as possible? The Futures Committee recommends that the Association establish a contract as soon as possible with InfoMarketing Inc. (IMI), for association management services. It is the opinion of the Committee that a membership vote on this recommendation is not necessary.

Issue: The Structure of NCLA. The Committee recommends comprehensive changes in the structure of the organization, for the good of the whole. According to new definitions suggested by the Committee, "A section shall be that group of Association members organized for membership alignment with a type of library." Thus a special libraries section would be created. "A roundtable shall be that group of Association members organized for membership alignment with special interests and objectives." Included among such groups would be Children's Services, Documents, Ethnic Minority Concerns, Junior Members, Reference and Adult Services, Status of Women in Librarianship, and Trustees and Friends.

It was pointed out that a number of past officers suggested that the positions of second vice-president and director be eliminated since their functions could be assumed by other positions. The Committee recommends that an executive committee consisting of the president, vice-president/president-elect, secretary, treasurer, and past-president (non-voting) be used to carry on the business of the Association, directing the association management firm. The executive board would consist of the executive committee, section chairpersons, the ALA councilor (non-voting), SELA representative (non-voting), the editor of *North Carolina Libraries* (non-voting), and a parliamentarian (non-voting) if appointed by the president.

It is recommended that standing committees should be only those that relate to the basic maintenance of the Association: Archives, Finance, Membership, Nominating, Publications, and Scholarship. All other committees should be formed by the President with specific purposes outlined, based on goals and objectives of the Association. The Spring Workshop should be discontinued and instead, the committees should meet at their own convenience as soon as they are formed.

The Committee recommends that a Publications Committee be established consisting of a chairman and five members representative of various sections. The editor of *North Carolina Libraries* would serve in an ex-officio position. The Committee believes that a broader approach to publishing could then be achieved and that the Publications Committee could serve as the mechanism for improving quality and increasing revenues.

Issue: Membership and Dues. The Futures Committee believes that if the Association's budget is not sufficient to support the basic expenses, its recommendation should be that membership dues be collected annually, on the basis of the calendar year, rather than increasing the amount of dues.

Issue: Annual Elections: The Committee recommends that NCLA seriously consider annual elections after establishing a relationship with an association management firm.

Issue: Annual Conferences. The Committee suggests that NCLA seriously consider holding annual conferences, after establishing a relationship with a management firm and after dues are collected annually.

Fedora distributed the roster of the Futures Committee. She offered to meet with anyone interested in discussing the recommendations.

Richard Barker, Marjorie Lindsey and John Thomas, other members of the Futures Committee who were present, were recognized by Mrs. Myrick, and each of them expressed the hope that the recommendations would be carefully considered.

President Myrick commended the Futures Committee for its good work, noting that more than two years of study have been devoted to the task. She urged that careful thinking be given the report to avoid coming to hasty conclusions. In January we will have more information about the management recommendation which may not have to go through membership before a decision can be made. During discussion that followed it was pointed out that input obtained from sections should include indication of the services provided by IMI, the recommended management firm, that would be needed.

Past President Leland Park expressed his personal thanks to the Committee and stated that NCLA must continue to function as a self-directed professional association. He urged that services of a management firm be looked at as administrative assistance.

Discussion followed concerning the appropriate way to disseminate the information. Kieth Wright recommended that the report be sent to every member of NCLA with the request that comments be directed to the Executive Board before time for its discussion in January. Nancy Massey moved that the report be mailed to the entire membership in an expeditious and economical manner. The motion was seconded by Rebecca Taylor and passed.

The President called for the report of the Nominating Committee. Chairperson Mertys Bell passed out copies of the report and presented the slate of officers for NCLA for the 1987-89 biennium as follows:

First Vice-President and President-Elect: Barbara A. Baker, Durham Technical College, Durham; Shirley B. McLaughlin, Asheville-Buncombe Technical College, Asheville.

Second Vice-President: Nelda C. Caddell, South Central Regional Education Center, Carthage; Ray A. Frankle, J. Murrey Atkins Library, UNC-Charlotte.

Secretary: Gloria Miller, Charlotte-Mecklenburg Schools, Charlotte; Susan M. Squires, Greensboro College Library, Greensboro.

Directors: Vivian W. Beech, New Hanover County Public Library, Wilmington; Janet L. Freeman, Carlyle Campbell Library, Meredith College, Raleigh; Nancy O. Massey, Hyconeechee Regional Library, Yanceyville; Howard F. McGinn, State Library, Raleigh.

The Nominating Committee's report was accepted.

Kieth Wright, ALA Councilor, announced that free access to ALA through Alanet has been established by the Executive Secretary and the Executive Committee of ALA to provide a link between ALA and state associations. Board members who would like to use this means of communicating may obtain the pass number from Wright.

President Myrick informed the Board that she must attend a meeting of the NCASL for lunch. She asked Patsy Hansel to chair the meeting during her absence.

The meeting was adjourned for lunch at 12:00. It was reconvened at 1:15 p.m. with Patsy Hansel presiding.

In the absence of Jerry Thrasher, Hansel presented highlights from a report submitted by Thrasher on the SELA Biennial Conference held October 14-18 in Atlanta. It was noted that North Carolina ranked second in attendance and that several North Carolinians were on the program.

Frances Bradburn announced that the Education issue of *North Carolina Libraries* with Ben Speller as guest editor is scheduled to be mailed on January 30, 1987. Future issues and their editors include: Spring 1987—Status of Women and Minorities in Librarianship, Jean Weldon, guest editor; Summer 1987—School Librarianship, Katherine Cagle, guest editor; Fall 1987—Intellectual Freedom, Gene Lanier, guest editor; Winter 1987—Conference Issue.

Bradburn reported that the *North Carolina Libraries* Executive Board has decided upon the following rate changes for institutional members: Yearly Subscription rate—\$32.00; single issue rate—\$10.00. It was mentioned that use is being made of the *North Carolina Libraries* Style Manual which Michael Cotter revised before he resigned from the NCL Board. Lisa Dalton has replaced Cotter on the Board.

Reporting for the Children's Services Section, Rebecca Taylor told the Executive Board that *The Chapbook* was mailed out on October 4. Copies were sent to NCLA Board members. The Section is planning to present a speaker during the 1987 NCLA Conference. The history of the Section is now in rough draft form.

Elizabeth Smith, Chair of the College and University Section, reported that the Section is continuing to plan for a program on online catalogs to be held in the Spring of 1987. It is expected that a decision will be reached in November concerning sponsorship of the ALA/LAMA Institute "Management of the Online Catalog."

Mary Avery informed the Board that a meeting of the Community and Junior College Section's board will be held soon.

Reporting for the Documents Section, Janet Rowland, outgoing Chair, announced that beginning today Waltrene Canada is the Section's Chair. Canada has planned the program "Unfolding Maps," which is scheduled to be presented on November 7 at the Hilton Hotel in Greensboro. Rowland stated that Marjorie Lindsey's article "State Documents: Proposed Statewide Depository Systems" will be published in the Fall 1986 issue of *Popular Government*. Pat Langelier recently reported to the Section that the funding of the bill drafted by the Section's State Documents Depository System Committee has been included in the Department of Cultural Resources' request to the Governor.

J. A. Killian greeted the Board on behalf of the North Carolina Public Library Trustee Association. He stated that attention of the Association is being focused on plans for next year's conference.

The report of the Public Library Section was given by Chairperson Nancy Massey. She announced that the Adult Services Committee has scheduled a November workshop on resources in each of the areas of statistics, medicine and law. The award recipients of the Section's Research Grant Program will be named following the reviewing of grant applications by the Development Committee. The Genealogy/Local History Committee is continuing to work on a manual for public libraries, with the assistance of Ms. Alice Cotten of the North Carolina Collection at UNC-Chapel Hill. Workshops on fund raising for public library construction were sponsored by the Trustee/Friends Committee in Fayetteville and Lexington. Other committees of the Public Library Section that have reported on future programs include the Young Adult Committee and the Literacy Committee.

Jean Amelang, reporting for the Reference and Adult Services Section, announced that on November 7, 1986, the Committee will co-sponsor with the North Carolina Library Staff Development Program a workshop "High Touch/High-Tech:

Enhancing Reference Service with Technology," at North Carolina Central University in Durham. She presented details of the plans.

Chair of the Resources and Technical Services Section, April Wreath, reported that plans have been completed for the Section's Fall Conference scheduled to be held September 23-24, 1986 in Southern Pines. She stated that further consideration has been given to the idea of co-sponsoring with the College and University Section an ALA Conference on Management of the Online Catalog.

The report of the Round Table for Ethnic Minority Concerns was given by Sylvia Sprinkle-Hamlin, Chairperson. REMCO is planning a mid-winter workshop on African-American genealogy. It is also collaborating with the Round Table on the Status of Women in Librarianship and the Public Library Section to arrange to co-sponsor Maya Angelou as guest speaker during the 1987 NCLA Biennial Conference.

Mary McAfee, Chair of the Round Table on the Status of Women, announced that at the NCASL Biennial Work Conference, the Round Table will present two concurrent sessions of the program "Everything We Wish We Had Known when We Started Out." Another issue of *MsManagement* is scheduled to be distributed soon. Plans for the 1987 NCLA Conference include sponsoring a reception and co-sponsoring Maya Angelou.

Arial Stephens, reporting for the Networking Committee, stated that networking plans are being carried out progressively. He called the attention of the Board to the recently published article in *Tar Heel Libraries* which updates the information.

State Librarian Jane Williams reported that the next issue of *Tar Heel Libraries* will carry a report of the recently held Governor's Press Conference during which Governor Martin strongly endorsed the State Library's program of information networking. During September, a priority was providing training in the use of the Western Union Electronic Mail/Bulletin Board services. Ms. Williams mentioned that there are now fifty users of the online catalog.

Reporting as the newly appointed chair of the Literacy Committee, Nancy Bates announced the names of the Committee and stated that a planning meeting will be held on October 28 at the Davidson County Public Library in Lexington. It is expected that the Committee will work closely with the Public Library Section's Literacy Committee. Bates requested that suggestions be forwarded to the Committee.

Representing the North Carolina Public Library Directors Association, Bill Roberts announced that the Association's 7th annual banquet will be held next month at which time the Distinguished Service Award will be presented to Secretary Patric Dorsey of the Department of Cultural Resources. He said the Association is continuing its effort to define its role in relation to that of the Public Library Section.

The report of the 1987 NCLA Conference Planning Committee was given by Patsy Hansel and Bill Roberts. The Conference is scheduled to be held October 28-30, 1987 at the Benton Convention Center in Winston-Salem. Board members were given copies of the Committee's Minutes/Report dated September 29, 1986, the roster of the Planning Committee and a tentative schedule of the program. Hansel reviewed the basic plans in which are included an all-conference dinner, a champagne luncheon instead of a banquet, the presentation of Maya Angelou, Calvin Trillin and Herbert White as speakers, and exhibits. She reported that due to an increase in the cost of the facilities, the Committee determined that the cost of exhibit booths should be raised. It was recommended that the Executive Board take action to approve these proposed charges for vendors' use of the exhibition area: The cost of a booth reserved before May 1 would be \$300; a second booth would cost \$200; the late, after-May 1 fee would be an additional \$50. The late cost for a second booth would remain \$200. The fees would cover carpet for the

booths and the aisles. Hansel moved that the recommendation be accepted. The motion was seconded by Nancy Massey and passed.

Hansel then presented the statement of registration fees decided upon for recommendation to the NCLA Executive Board. Nancy Massey moved that the proposed schedule of fees for the conference registration included in the Conference Planning Committee Report be approved. The motion was seconded by Mary McAfee and passed.

Bill Roberts announced that an all-conference reception will be held on October 28 at the Forsyth County Public Library following the closing of the exhibits. He mentioned that the Hyatt is the hotel for the conference. Hansel urged that sections that have not submitted program plans should send their request forms to the Planning Committee as early as possible. She mentioned that the schedule presented today is a basic outline. Suggestions are welcome. It was reported that Art Weeks has suggested the theme which seems to be acceptable. It is "Libraries: Spread the News." David Fergusson, program chairman, commented about the plan to hold table talks.

The report of the 1989 Conference Planning Committee was given by Arial Stephens. The Committee advises that the dates for the Conference be changed. Stephens moved that the dates for the 1989 Conference scheduled to be held at the Civic Center & Radisson Hotel in Charlotte be changed from October 24-27, 1989 to October 10-13. The motion was seconded by J. A. Killian and passed. It was noted that the 1991 conference will be held in Raleigh.

Rose Simon, Second Vice-President, announced that copies of the brochure "Come Alive with NCLA" are available.

Nancy Fogarty advised that the stated procedure be adhered to when use of the bulk mail permit is needed.

President Myrick called for old business. Patsy Hansel asked if the question of the possibility of allocating some money to the sections and roundtables could now be addressed. During the discussion which ensued, it was noted that the Futures Committee did not address the question, although it had been referred to it. Nancy Fogarty suggested that the outcome of the Futures Committee's recommendation that a management firm be hired should be known before this question is decided. Comments of several other members reflected the opinion that a decision should not be made at this time.

President Myrick called for new business. None was mentioned.

President Myrick thanked everyone for being present today. She reminded the Board that the next meeting will be held at the Cumberland County Public Library on January 23, 1987.

There being no further business, the meeting was adjourned at 2:30 p.m.

Dorothy W. Campbell, Secretary



ALA Midwinter Report

American Library Association Midwinter Meeting ALA Council January 24, 1987

1. Council met in three sessions for action on a variety of issues, many of which related to the federal government and its policies related to information.

2. ALA members should be alert to a series of new benefits of membership when they renew their membership. A series of investment and credit card options will be available.

3. The American Library Association is operating in the black and will move from a cash basis accounting system to an accrual accounting system in September 1987. This move is in line with GAP principles and will more clearly reflect the obligations as well as the potential income of the association.

4. At the request of the Documents Section Depository System Committee, a resolution supporting the North Carolina State Publications depository bill was introduced in Council and passed as an ALA Council resolution on 1/21/87. Support from ASCLA Board, the GODORT group and other state councilors made passage relatively easy. Diana Young, Councilor at Large was the seconder of the resolution.

5. Various book awards:

Coretta Scott King—Walter, Mildred. *Justin and the Best Biscuits in the World*

Award for Illustration—Jerry Pinkney illustrator of *Half a Moon and One Whole Star*.

Batchelder Award—*No Hero for the Kaiser*, by Rudolph Frank.

Caldecott Medal—Egielski, Richard. *Hey Al*. Farrar, Straus & Giroux.

Honor Books—(1) *Village of Round and Square Houses* ill. by Ann Grifalconi, Brown, Little. (2) *Alphabetics*. ill. by Suse MacDonald, Bradbury, (3) *Rumpelstiltskin*. ill. by

Paul Zelinski, Dutton.

Newbery Medal—Fleischman, Sid. *The Whipping Boy*. Greenwillow.

Honor Books—(1) Bauer, M. *On My Honor*. Clarion. (2) Lauber, Patricia. *Volcano*. Bradbury. (3) Rylant, Cynthia. *A Fine White Dust*. Bradbury.

6. Candidates for President of ALA.

—William Summers, Dean, Florida State University Library Science Program

—Thomas Dowlin, Director of Library, Pikes Peak Library System

—Linda Ann Dougherty, Chicago Public—Petition Candidate.

7. **Watch for:** "A Public Library Card for Every School Child."

Outcry over the next Librarian of Congress.

Special flight and housing arrangements for San Francisco Meeting of ALA.

ALANET PLUS Services for databases at a flat fee based on the 10 most recent articles.

CD/ROMS everywhere for everything, most interesting for

Academic Libraries: Massive amounts of statistical data collected, easily searched and arranged

Public Libraries: Online catalogs on CD-ROM with frequent updates and cheap copy duplication for either full text of journals or catalogs in local agencies

School Library Media Centers: Wilson indexes on CD-ROM with free one year online searching of databases purchased on CD-ROM

Kieth C. Wright, NCLA Councilor



**Have a question?
Call the library!**

