

# A Comparative Study of the Career Development Patterns of Male and Female Library Administrators in Large Public Libraries

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ACCORDING TO THE 1980 occupational census figures, the profession of librarianship is 81.4 percent female and 18.6 percent male.<sup>1</sup> In a study by the standing Committee on the Status of Women in Librarianship (COSWL) conducted in 1979 of the American Library Association membership, the statistics reported were 75.8 percent female and 24.1 percent male.<sup>2</sup>

The service professions of social work, nursing, teaching, and librarianship have been identified as female professions. Certain characteristics common to these predominantly female fields are: (1) within the hierarchy of all occupations/professions, they are low in status, prestige, and income; (2) administrative positions are usually held by men; and (3) men earn more than women who are at equal levels of occupational/professional development.<sup>3</sup>

A report in 1981 of data on public libraries serving populations of 100,000 or more cited the following trends: (1) fewer female librarians are directors than in the past, (2) female directors generally receive lower salaries than male directors, and (3) libraries with female directors generate lower per capita support and compensation for beginners than do libraries with male directors. Males held approximately two-thirds of the directorships of the libraries surveyed, and the median salary for male directors was \$34,505 and for female directors, \$29,220—an overall differential of 18 percent in favor of men. The advantage in per capita support to male directors was shown to be 27 percent.<sup>4</sup>

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The nationwide study reported here was conducted to investigate the extent to which the sex of the individual is the controlling factor relating to salaries, career progression, and library support. The focus of the research was the comparison of the careers of male and female public library directors and consisted of two general areas of concern. One area involved the existing conditions in the profession relating to salaries and library support, and the other involved the career development process. *Career development* is defined as the steps in the advancement from the beginning of a professional career to achievement of the position of library director.

The relationships of the variables of educational preparation, professional experience, and personal and family characteristics to the achievement of the position of library director were examined. Similarities and differences in the career patterns of male and female library administrators were defined. Library support levels were determined by the amounts of the total operating budgets, the sizes of the materials collections, the number of professionals employed in the libraries, and the beginning salaries for professionals.

In the past ten years, studies have been reported of the career development of women in academic libraries (Judith S. Braunagel,<sup>5</sup> Janice C. Fennell,<sup>6</sup> and Barbara B. Moran<sup>7</sup>), but the career progression of women in public libraries has not been investigated. This comparative study of public library directors provides a basis for additional research relating to women in public librarianship.

The precedent for the salary and position differentials regarding female library employees was documented in 1892. In a paper presented at the Fourteenth American Library Association Conference: The Woman's Meeting, Mary S. Cutler stated that: "Women rarely receive the same pay for the same work as men."<sup>8</sup>

The dualities in career structure for male and female librarians were identified by Alice I. Bryan in a report in 1952 of a study of public librarians. She described an accelerated library career for men, who were the minority, and a career with considerably fewer options within lower limits for women, who were the majority.<sup>9</sup>

In 1971, Helen Lowenthal characterized the library profession hierarchy as one with recruitment for two different levels—men for the fewer positions at the top and women for the greater number of positions at the lower level.<sup>10</sup>

## *Career Patterns of Male and Female Administrators*

### **Methodology**

The survey method was used to conduct this comparative study of male and female public library directors. The mail questionnaire was the instrument for data collection. It was designed to obtain personal, educational, and professional data about the library director, and statistical data about the library or library system. Professional career and personal data were used in the examination of relationships between professional, educational, and personal variables in career achievement. Salary levels reflected career achievement. Library or library system data were used to determine the library support level.

The population consisted of all of the directors of public library agencies serving populations of 100,000 or more in the continental United States. The *American Library Directory*<sup>11</sup> was consulted for identification of library agencies and directors serving the appropriate population categories. A *public library or library system* was defined as an agency performing direct service as a single unit, or as a city, county, or regional system. State library agencies and agencies serving as headquarters of library cooperatives were excluded when it was possible to identify them. For the purposes of this study, 426 public library agencies were identified as appropriate. A part of the pretesting process involved three male and three female directors who were not included as participants in the final data-gathering effort. The population consisted of 420 directors, 256 (60.95 percent) males, 163 (38.81 percent) females and 1 (.24 percent) director of unidentified gender.

In May 1983 questionnaires were mailed to the business addresses of the directors of 420 public library agencies in forty-three states and Washington, D.C. None of the libraries in New Hampshire, North Dakota, South Dakota, Vermont, or Wyoming were identified as serving populations of 100,000 or more.

Usable responses were received from 321 (76.43 percent) of the directors, 189 (45 percent) from males and 132 (31.43 percent) from females. These returns represented responses from 73.83 percent of the total male population and 80.98 percent of the total female population.

The measurable data were analyzed using SAS (Statistical Analysis System) and were entered variable by variable for each individual. Comments from the directors in response to discussion questions relating to administrative behavior and the factors which influenced progression to the directorship were studied and grouped according to similarities.

The chi-square test of statistical significance was used to determine if a systematic relationship existed between the variables. This nonpara-

metric test was appropriate for the nominal and ordinal data collected. The level of significance was designated as .05. The variables were looked at independently or in groups of two or three at a time. First, the relationship between two variables was tested, and then a third variable was introduced, as in the case of the variables of sex and age with the third variable of salary being introduced.

Major hypotheses were designed to investigate the associations of the sex of the director and the salary paid the director and of the sex of the director and the support level for the library he or she directed. In all cases annual salaries were divided into categories of \$30,000 or less and \$30,001 or more. Directors were categorized initially according to sex and then into the primary areas of geographic regions and populations served. Reported salaries were grouped in the appropriate regions and according to the sizes of the populations served. The distribution of the respondents by sex is shown in table 1.

TABLE 1  
DISTRIBUTION OF RESPONDENTS

	<i>Number</i>	<i>Percentage</i>
Male	189	58.88
Female	132	41.12
Total	321	100.00

Regional classifications of Northeast, North Central, South, and West were based on the 1980 Bureau of the Census designations.<sup>12</sup> The Northeast included Connecticut, Maine, Massachusetts, New Jersey, New York, Pennsylvania, and Rhode Island. The North Central region consisted of Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, and Wisconsin. The South included Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, and Washington, D.C. The states in the West were Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, and Washington. The distribution of the directors and their salaries in the four regions is shown in table 2.

*Career Patterns of Male and Female Administrators*

TABLE 2  
SALARIES AND REGIONS

Region	Total		\$30,000 or less <sup>a</sup>		\$30,000 or more <sup>b</sup>	
	Number	Percentage	Male Number	Female Percentage	Male Number	Female Percentage
Northeast	46	14.42	7	23.33	25	15.92
North Central	81	25.39	5	16.67	52	33.12
South	124	38.87	18	60.00	51	32.49
West	68	21.32	0	0.00	29	18.47
Total	319	100.00	30	100.00	157	100.00
					9	10.59
					14	16.47
					26	30.59
					36	42.35
					85	100.00

Note: One male in the Northeast and one male in the South did not furnish salary information.

<sup>a</sup>( $N = 77$ , chi-square = 2.00,  $df = 2$ ,  $p = .3679$ )

<sup>b</sup>( $N = 242$ , chi-square = 16.01,  $df = 1$ ,  $p = .001$ )

## Findings

### *Salaries*

Significant differences in the salaries of male and female directors were not found in any of the regions in the salary group of \$30,000 or less. Neither were there significant differences in the salaries of male and female directors in the Northeast, North Central, or South in the salary group of \$30,001 or more. However in the West, 42.35 percent of the female directors compared to 18.47 percent of the male directors reported yearly salaries in the higher category. When the 92.85 percent response rate for females compared to 65.91 percent for males in that region is considered and the thirty-six females and twenty-nine males who reported salaries of \$30,001 or higher, it appears that a higher number of the female directors are in a region that has a high salary range and which had the highest female response rate. The lower salary category included three females and no males.

The categories of populations served ranged from 100,000 to 1 million and over and were adjusted by increments of 250,000. More than one-half of the directors were in libraries which served populations of 100,000-250,000. Of the eighteen directors of libraries serving populations of 1 million or more, eleven were male and seven were female. No significant association was found with the sex of the director and size of the population served.

Salaries for males and females did not differ significantly in the assigned population categories when the salary divisions of \$30,000 or less and \$30,001 or more were used as the basis for comparison. There is a possibility that further discrimination at the higher salary levels of \$30,000, \$40,000, and \$50,000 would indicate differences that were not identified in the broader categories. The distribution of the salaries for male and female directors in the appropriate population categories is shown in table 3.

### *Personal and Family Data*

Significant differences were found between male and female directors in personal and family data reported which related to age, marital status, presence of children, education, education of parents, and continuing education activities. Female directors were older, nearly one-half were either single, divorced, widowed, or separated—compared to approximately one-eighth of the males—and they were less likely to be parents. Although they were more involved in continuing education activities, 88 percent of the female respondents compared to 70 percent of the males reported the master's in library science as the highest degree

*Career Patterns of Male and Female Administrators*

TABLE 3  
SALARIES AND POPULATION

Populations	Total		Male		Female		Male		Female	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
100,000 - 250,000	183	57.37	26	86.66	35	74.47	80	50.96	42	49.41
250,001 - 500,000	73	22.88	2	6.67	10	21.28	38	24.20	23	27.06
500,001 - 750,000	34	10.66	2	6.67	2	4.25	20	12.74	10	11.76
750,001-1,000,000	11	3.45	0	0.00	0	0.00	8	5.09	3	3.53
1 million or more	18	5.64	0	0.00	0	0.00	11	7.01	7	8.24
Total	319	100.00	30	100.00	47	100.00	157	100.00	85	100.00

Note: Two males in the 25,001 - 500,000 population category did not furnish salary information.

<sup>a</sup>( $N = 77$ , chi-square = 1.66,  $df = 2$ ,  $p = .1976$ )

<sup>b</sup>( $N = 242$ , chi-square = 0.66,  $df = 4$ ,  $p = .9562$ )

earned. A significantly higher percentage of both parents of the female directors than of the male directors had completed education beyond the high school level.

The representation of male directors peaks at thirty-five to forty-four years of age, while the female directors reach the highest level of representation at fifty-five to sixty-four years of age. Nine female directors compared to three male directors were sixty-five years of age or over. The age distribution of the directors illustrates the difference in career development for males and females in the library profession. The age groupings for directors are shown in table 4.

TABLE 4  
AGES OF DIRECTORS

Years	<i>Total</i>		<i>Male</i>		<i>Female</i>	
	Number	Percent	Number	Percent	Number	Percent
25 - 34	21	6.59	12	6.42	9	6.82
35 - 44	101	31.66	65	34.76	36	27.27
45 - 54	98	30.72	60	32.09	38	28.79
55 - 64	87	27.27	47	25.13	40	30.30
65 and over	12	3.76	3	1.60	9	6.82
Total	319	100.00	187	100.00	132	100.00

Note: Two males did not report ages.  
( $N = 319$ , chi-square = 5.81,  $df = 1$ ,  $p = .0159$ )

A subject-area master's degree in addition to the master's in library science was reported by only fourteen female directors compared to fifty of the male directors. One of the female directors and eight of the male directors listed a master's degree in public administration, and one female and four males indicated that they had completed a master's degree in business administration. None of the female directors reported an earned doctorate, although some reported that they were working on this degree. Nine of the male directors reported five earned doctorates in a subject area, three in library and information science, and one a law degree. Either by choice or because of other priorities, women have been less likely than men to acquire advanced degrees in a subject area or in public administration or business administration in addition to the library science master's. Women's greater involvement in continuing

## *Career Patterns of Male and Female Administrators*

education is an indication that they are attempting to augment their education after they join the profession.

Similarities in personal and family data for the male and female respondents were in the areas of participation in professional organizations and in attendance at professional workshops. Over 90 percent of both male and female directors reported attendance at professional workshops. Membership in the American Library Association was reported by 88 percent of the males and 93 percent of the females; in a regional organization, membership was reported by 48 percent of the males and 53 percent of the females; and in a state organization by 92 percent of the males and 95 percent of the females.

### *Professional Data*

Analysis of the professional data reported revealed significant differences between male and female directors in the areas of aspirations for an administrative career, the number and sexes of mentors, the number and reasons for career interruptions, the number of library employers, the level of the position immediately prior to the present position, and the ages of the directors when they achieved their present positions.

Female directors were not as likely as male directors to have wanted to become administrators at the time they began their professional careers. Of the females, 36.15 percent compared to 77.04 percent of the males reported that they initially aspired to be administrators.

Although more than one-half of the men and women directors perceived mentors to have been important to their career advancement, twice the percentage (29.52) of males as the percentage (14.63) of females reported more than one mentor. Males were more likely than females to have had both male and female mentors.

Of the total number of directors, 20.56 percent reported leaves from the library profession of six months or more. Nearly twice as many females as males reported interruptions to their professional careers—forty-two females (31.82 percent) compared to twenty-four males (12.70 percent). Career-related reasons represented 92 percent of the leaves reported by males and 28.36 percent of the leaves reported by females. Family-related reasons accounted for 71.64 percent of the leaves reported by female directors and only 8 percent of those reported by male directors.

Women reported fewer library employers than men. Female directors were more likely to have remained in one library throughout their professional careers. Of the thirty-four directors who reported only one library employer, twenty-two (64.71 percent) were females and twelve (35.59 percent) were males. Of the female directors, 40.91 percent com-

pared to 16.67 percent of the male directors had been in only one library for ten or more years. It appears that men are more likely to be hired from outside the institution for higher-level positions while women often advance through internal promotions in one organization.

Male directors predominated at a higher level of administration (director, associate director, or assistant director) in the positions immediately prior to their present ones. This administrative category included 123 (65.08 percent) of the males compared to 58 (43.94 percent) of the females. Approximately two-thirds of the men and less than one-half of the women had progressed to a high management level before assuming their present positions.

The pattern of a more rapidly progressing library career for men than for women is further validated by the ages of the respondents at the time they achieved their present directorships. The males were significantly younger than the females; 144 (76.19 percent) of the males and 80 (60.61 percent) of the females were forty-four years of age or younger. Conversely, forty-five (23.81 percent) of the males compared to fifty-two (39.40 percent) of the females were forty-five years of age or older.

Significant differences were not evident at the onset of the careers of the respondents. Over 90 percent of the directors began their careers in the library field and of those 310 individuals, 233 reported their first jobs were in public libraries. Public librarianship accounted for 148 (79.57 percent) of the males who began their professional careers in libraries and 85 (68.55 percent) of the females. Over one-half of both men and women identified public services as the first area of employment in a library. A slightly higher percentage of the females than of the males cited administration as the entry-level position; thirty-six (29.03 percent) of the females and fifty-two (27.42 percent) of the males. Over one-half of both males and females reported tenures of from one to three years in the first jobs.

Statistical differences at the .05 level were not revealed in the tenure and salaries in the positions immediately prior to the present positions, in tenure in the present positions, or in total years of library experience.

Tenure of six years or less in the positions immediately prior to the present ones were reported by 80.74 percent of the male directors and 74.22 percent of the females. Salaries did not reflect the higher levels of administration reported by the males. Possibly, men came to their present positions from administrative positions in smaller organizations. This career strategy was identified by a number of male respondents.

How great are the opportunities for the person second in authority to advance to the directorship, considering the tenure of the present

## *Career Patterns of Male and Female Administrators*

directors? Reporting tenure of ten or more years in the present position were 103 directors—67 men and 36 women. This represents 35.45 percent of the males and 27.27 percent of the females. Ninety-six of the females (72.73 percent) compared to 122 (64.54 percent) of the males reported tenure of less than ten years. Reporting tenure of three years or less were forty-six (34.85 percent) of the females and forty-one (21.69 percent) of the males. Based on the 1983 date of the survey, nearly three-fourths of the female directors achieved their present positions since 1973 and over one-third became directors during the present decade, which may indicate a positive trend for women aspiring to be library administrators.

Male and female directors reported similar total years of library experience. The sum of professional experience of twenty-one years or more was reported by 45.99 percent of the males and 43.94 percent of the females. Women with relatively the same number of years of experience as men tended to be older than the men. The age difference could be explained by two factors: women tend to begin their careers later than men—due to family responsibilities—and women may have a higher incidence of career interruptions than men.

### **Major and Subordinate Hypotheses**

The difference in the overall percentages of male and female directors was the fact inasmuch as that 61 percent of the 420 directors identified for the study were male and 39 percent were female. Usable returns came from 58.88 percent males and 41.12 percent females. Comparisons were made of the percentages of each sex: female respondents to the total number of females and male respondents to the total number of males. Then the percentages of the females and of the males were tested for significant differences.

The major hypotheses concerned comparative salary levels for male and female directors and the support levels for the libraries they direct. Research hypotheses—predicting significant differences—were supported by the data in both cases.

The distribution of the yearly salaries of the directors is shown in table 5. Males predominated in the salary category of \$30,001 and higher. More than twice the percentage of the female directors than of the male directors reported salaries of \$30,000 or less; 35.60 percent of the females and 16.03 percent of the males. Salaries of more than \$50,000 were reported by thirty-five males compared to fourteen females.

Subordinate research hypotheses on the comparison of the salaries of the male and female directors predicted that males would be paid

TABLE 5  
SALARIES OF THE DIRECTORS

Yearly salaries	Total		Male		Female		Total	
	Number	Percentage	Number	Percentages <sup>a</sup>	Number	Percentages <sup>a</sup>	Number	Percentage
Less than \$20,000	10	3.14	3	1.60	7	30.00	5.30	100.00
\$20,000 - 25,000	20	6.27	9	4.81	11	45.00	8.33	100.00
25,001 - 30,000	47	14.73	18	9.62	29	38.30	21.97	100.00
Total	77	24.14	30	16.03	47	38.96	35.60	100.00
\$30,001 - 35,000	65	20.38	37	19.79	28	56.92	21.21	100.00
35,001 - 40,000	41	12.85	31	16.58	10	75.61	7.58	100.00
40,001 - 45,000	53	16.61	33	17.65	20	62.26	15.15	100.00
45,001 - 50,000	34	10.66	21	11.23	13	61.76	9.85	100.00
More than 50,000	49	15.36	35	18.72	14	71.43	10.61	100.00
Total	242	75.86	157	83.97	85	64.88	64.40	100.00
Total	319	100.00	187	100.00	132	58.62	100.00	100.00

Note: Two males did not report salaries.

<sup>a</sup>Percentages in parentheses relate to categories of salaries and are read horizontally.  
( $N = 319$ , chi-square = 16.17,  $df = 1$ ,  $p = .000058$ )

### *Career Patterns of Male and Female Administrators*

higher salaries regardless of age, marital status, total years of experience, education, number of career interruptions, or initial aspirations for library administration. Data supported the predictions of higher salary levels for male directors who were the same age or younger than female directors, for married and formerly married male directors, male directors with the same or fewer years of library experience, male directors with the master's degree in library science as the only graduate degree, male directors regardless of the number of career interruptions, and male directors whether or not they initially aspired to be administrators.

Predictions relating to salaries which were unsupported by the data were the single marital status and having a subject-master's degree in addition to the master's degree in library science. In these categories, men and women were paid comparable salaries.

There was not a significant difference in the salaries of the 156 males and 85 females in the age groups of under forty-five years or of forty-five years and over for those directors who reported yearly salaries of \$30,001 or above. However, older females predominated in the lower salary category. More than three times as many females as males (thirty-two to ten) in the age group of forty-five years and over reported annual salaries of \$30,000 or less. Of the females, 68.09 percent, compared to 34.48 percent of the males, were identified in the higher age and lower salary categories.

Analysis of the data relating to salaries and marital status indicates that marriage is compatible with a successful career for men, but for women a successful career often precludes marriage. Of the males, 161 (87.03 percent) were married and 133 (83.11 percent) reported salaries at the higher level. Of the sixty-nine (52.67 percent) married females, forty-five (65.22 percent) were in the high salary group. A significantly higher percentage of married males than of married females are paid salaries of \$30,001 or higher. Twice the percentage of married females as of married males are paid salaries of \$30,000 or less—34.78 percent of the females compared to 16.89 percent of the males.

Directors who identified the formerly married category accounted for thirty-two females and seventeen males. Women significantly predominated at the lower salary level in this category. Significant differences were not found in the salaries for single male and female directors. This category included thirty females and seven males. Of the seven males, six reported salaries of \$30,000 or more and of the thirty females, twenty-two reported salaries in the higher category.

Although a significant difference was not found in the total years of professional experience of men and women directors, over half (59.57 percent) of the females in the lower salary category reported more than

fifteen years' experience. Among males in the lower salary category with experience of more than fifteen years, only 23.33 percent of the men are accounted for, and the salary disparity between the sexes in the lower salary category is evident.

The distribution of salaries for males and females who reported the master's degree in library science as the highest professional degree is shown in table 6. The pattern of male directors predominating in the higher group and females in the lower continued. This educational level was reported by 219 of the directors—117 of the males and 102 of the females. Of the males, ninety-three were in the higher salary category compared to sixty-five of the females—i.e., 80.87 percent of the males and 63.73 percent of the females.

Although a significantly higher percentage of males than females reported a subject-master's degree in addition to the master's in library science, there was not a significant difference in the salaries of the male and female directors who reported these additional degrees. As is shown in the display of the data in table 7, the higher salary category consisted of forty-two (84 percent) of the fifty males and eleven (78.57 percent) of the fourteen females. This indication of equitable salaries when the educational preparation is more comprehensive warrants further consideration in the profession.

Although a significantly higher percentage of females than of males took leaves of six months or more from the profession, a significantly higher percentage of those females were not as a consequence in the lower salary group. In fact, the percentage of females who reported leaves were significantly higher than the percentage of males in the \$30,001 and over salary category. The salaries of the directors were not significantly affected by leaves from the profession. A description of the distribution of salaries for males and females related to the incidence of career interruptions is shown in table 8.

The findings in this study are similar to Braunagel's regarding career interruptions of academic librarians. Braunagel concluded that the higher incidence of leaves reported by women did not affect their salaries or position attainment and that there was some indication that the leaves positively affected their salary progression.<sup>13</sup>

Results showed that males were more likely than females to want to be administrators from the beginning of their careers. Of the forty-seven females who wanted to be administrators, seventeen (36.17 percent) were paid \$30,000 or less, and of the eighty-three who did not want to be administrators, twenty-nine (34.94 percent) were in the same salary category. Males predominated in the higher salary category regardless of initial aspirations for administration.

*Career Patterns of Male and Female Administrators*

TABLE 6  
SALARIES WITH THE MLS DEGREE

Salaries	Total		Male		Female		Total	
	Number	Percentages <sup>a</sup>	Number	Percentages <sup>a</sup>	Number	Percentages <sup>a</sup>	Number	Percentage
Less than \$20,000	5	2.31	1	.87	4	(80.00)	4	3.92
\$20,000 - 25,000	15	6.91	7	6.09	8	(53.33)	8	7.84
25,001 - 30,000	39	17.97	14	12.17	25	(64.10)	25	24.51
Subtotal	59	27.19	22	19.13	37	(62.71)	37	36.27
\$30,001 - 35,000	47	21.66	25	21.74	22	(46.81)	22	21.57
35,001 - 40,000	25	10.60	15	13.04	8	(34.78)	8	7.84
40,001 - 45,000	38	17.51	23	20.00	15	(39.47)	15	14.71
45,001 - 50,000	22	10.14	13	11.31	9	(40.91)	9	8.82
More than 50,000	28	12.90	17	14.78	11	(39.29)	11	10.79
Subtotal	158	72.81	93	80.87	65	(41.14)	65	63.73
Total	217	100.00	115	100.00	102	(47.00)	102	100.00

<sup>a</sup>Percentages in parentheses relate to categories of salaries and are read horizontally.  
( $N = 217$ , chi-square = 8.03,  $df = 1$ ,  $p = 0.0046$ )

TABLE 7  
SALARIES WITH THE MLS AND A SUBJECT-MASTER'S DEGREE

	Total		Male		Female		Total	
	Number	Percentages <sup>a</sup>	Number	Percentages <sup>a</sup>	Number	Percentage	Percentage	Percentage
Less than \$20,000	3	4.69 (66.67)	2	4.00 (33.33)	1	7.14	7.14	100.00
20,001 - 25,000	4	6.25 (50.00)	2	4.00 (50.00)	2	14.29	14.29	100.00
25,001 - 30,000	4	6.25 (100.00)	4	8.00 (0.00)	0	0.00	0.00	100.00
Subtotal	11	17.19 (72.73)	8	16.00 (27.27)	3	21.43	21.43	100.00
30,001 - 35,000	9	14.06 (88.89)	8	16.00 (11.11)	1	7.14	7.14	100.00
35,001 - 40,000	11	17.19 (90.91)	10	20.00 (9.09)	1	7.14	7.14	100.00
40,001 - 45,000	12	18.75 (58.33)	7	14.00 (41.67)	5	35.71	35.71	100.00
45,001 - 50,000	9	14.06 (77.78)	7	14.00 (22.22)	2	14.29	14.29	100.00
More than \$50,000	12	18.75 (83.33)	10	20.00 (16.67)	2	14.29	14.29	100.00
Subtotal	53	82.81 (79.25)	42	84.00 (20.75)	11	78.57	78.57	100.00
Total	64	100.00 (78.13)	50	100.00 (21.87)	14	100.00	100.00	100.00

<sup>a</sup>Percentages in parentheses relate to categories of salaries and are read horizontally.  
( $N = 64$ , chi-square = 0.23,  $df = 1$ ,  $p = 0.6315$ )

*Career Patterns of Male and Female Administrators*

TABLE 8  
SALARIES AND CAREER INTERRUPTIONS

	\$30,000 or less <sup>a</sup>		\$30,001 or more <sup>b</sup>		Total No. Percentage	Female No. Percentage	Male No. Percentage	Total No. Percentage
	Male No. Percentage	Female No. Percentage	Total No. Percentage	Male No. Percentage				
Took leaves	2 6.67	11 23.40	13 16.88	22 14.01	31 36.47	53 21.90		
Did not take leaves	28 93.33	36 76.60	64 83.12	135 85.99	189 63.53	78.10		
Total	30 100.00	47 100.00	77 100.00	157 100.00	242 100.00	242 100.00		

<sup>a</sup>( $N = 77$ , chi-square = 3.66,  $df = 1$ ,  $p = 0.056$ )

<sup>b</sup>( $N = 242$ , chi-square = 16.26,  $df = 1$ ,  $p = .00006$ )

Predictions in the research hypotheses were fulfilled regarding support levels, larger total operating budgets, the employment of a higher number of library professionals, and a higher entry-level salary for professionals. When the total operating budget categories were combined into two groups with amounts of \$1 million or less and of \$1,000,001 or more, it was shown that forty-two (31.82 percent) of the female directors and forty (21.17 percent) of the male directors administer libraries in the lower budget category. Administering libraries with total operating budgets of \$1,000,001 or more were 149 (78.84 percent) of the males compared to 90 (68.18 percent) of the females. A significantly higher percentage of females direct libraries with budgets in the lower category. The distribution of budget amounts of the male and female directors is shown in table 9.

Categories relating to the number of professionals employed by the library agencies ranged from 25 or under to over 200. A significantly higher percentage of the females than of the males directed libraries that employed twenty-five or fewer professionals; 71.75 percent of the females compared to 59.57 percent of the males. Conversely, 28.24 percent of the female directors compared to 40.42 percent of the male directors reported twenty-six or more professionals employed in their libraries.

The prediction of higher entry-level salaries for professionals in libraries directed by males was supported, although it was not possible to identify a definite pattern. A higher percentage of males reported entry-level salaries above \$14,000 with the exception of the \$16,001-18,000 range which included 28.46 percent of the female directors and 18.28 percent of the male directors. Of the 186 males who responded to this question, 30 reported entry-level salaries higher than \$18,000 compared to 7 of the 130 females who responded.

The size of the materials budget was the only area which did not conform to the profile of an institution directed by a woman with lower financial support, necessitating fewer professional librarians and a lower entry-level salary for professionals. The possibility that when funds are limited, female directors are more likely to assign priority to materials over personnel is a type of administrative behavior for consideration. The distribution of the sizes of the materials collections in male- and female-directed libraries is shown in table 10.

Discussion questions included in the study were designed to investigate the administrative styles of the directors, as well as their perceptions of assistance and obstacles to their career advancement. In response to a question asking them to cite the differences in the previous administrations and their administrations, the majority of the directors

*Career Patterns of Male and Female Administrators*

**TABLE 9**  
**OPERATING BUDGETS**

Budgets	Total		Male		Female		Total	
	Number	Percentage	Number	Percentages <sup>a</sup>	Number	Percentages <sup>a</sup>	Number	Percentage
Less than 500,000	34	10.59	16	8.47	18	13.64	18	100.00
\$500,001-1,000,000	48	14.95	24	12.70	24	18.18	24	100.00
Total	82	25.54	40	21.17	42	31.82	42	100.00
\$1,000,001-3,000,000	140	43.61	86	45.50	54	40.91	54	100.00
3,000,001-6,000,000	56	17.44	36	19.04	20	15.15	20	100.00
6,000,001-9,000,000	12	3.74	5	2.65	7	5.30	7	100.00
9,000,001-12,000,000	11	3.43	8	4.23	3	2.27	3	100.00
12,000,001-20,000,000	12	3.74	10	5.29	2	1.52	2	100.00
20,000,001-30,000,000	4	1.25	3	1.59	1	0.76	1	100.00
More than 30,000,000	4	1.25	1	0.53	3	2.27	3	100.00
Total	239	74.46	149	78.83	90	(37.66)	90	100.00
Total	321	100.00	189	100.00	132	100.00	132	100.00

<sup>a</sup>Percentages in parentheses relate to categories of budgets and are read horizontally.  
( $N = 321$ , chi-square = 4.6383,  $df = 1$ ,  $p = .0313$ )

TABLE 10  
MATERIALS COLLECTIONS

Sizes of Collections	Total		Male		Female		Total	
	Number	Percentage	Number	Percentages <sup>a</sup>	Number	Percentages <sup>a</sup>	Number	Percentage
Less than 100,000	14	4.39	6	3.21	8	6.06	8	(57.14)
100,000 - 500,000	195	61.13	113	60.43	82	62.12	82	(42.05)
500,001-1,000,000	56	17.55	35	18.72	21	15.91	21	(37.50)
1,000,001-3,000,000	38	11.91	26	13.91	12	9.09	12	(31.58)
3,000,001-5,000,000	9	2.82	4	2.14	5	3.79	5	(55.56)
5,000,001-7,000,000	3	0.94	1	0.53	2	1.51	2	(66.67)
7,000,001-9,000,000	2	0.63	1	0.53	1	0.76	1	(50.00)
More than 9,000,000	2	0.63	1	0.53	1	0.76	1	(50.00)
Total	319	100.00	187	100.00	132	100.00	132	(41.38)

<sup>a</sup>Percentages in parentheses relate to categories of sizes of collections and are read horizontally.  
( $N = 319$ , chi-square = 4.78,  $df = 4$ ,  $p = .3106$ )

### *Career Patterns of Male and Female Administrators*

listed participative management with more open administration, increased delegation of authority and responsibilities, the team concept, and emphasis on planning as their management behaviors. Men and women listed personal relations skills as their greatest administrative strengths. Business administration techniques with emphasis on budgeting skills were listed in second place. Relevant differences in self-perceived administrative strengths related to the sex of the director were not evident.

Male directors considered undergraduate business degrees as well as graduate degrees in public administration or management as assets. Two of the female directors who participated in the survey had completed graduate degrees in those areas (one in public administration and one in business administration), and other females reported progress toward those degrees. Several male directors criticized the quality of administrative training in library schools.

Previous employers who had provided guidance, mentoring, and opportunities for assuming responsibilities were cited by sixty-two males and fifty-one females as having been positive factors in their upward mobility. The active recruitment of males for library administration in the 1950s and 1960s was cited by the male directors as having been beneficial and by the females as an obstacle. Although timing or luck was noted as having been the relevant factor in their career progressions by men and women, career planning was cited predominantly by males as a positive action. Men considered beginning their professional careers in a small library or library system an astute career strategy while women often perceived the small organization as their only option. Higher salaries were listed as the motivation for seeking administrative jobs by nine men, and two women said they were chosen for an administrative job because they were willing to accept low salaries. The passive, willingness-to-accept attitude reported by some of the females compared to the active career decisions cited by males are perceived as factors contributing to the unequal advancement of male and female librarians.

Their sex was cited as having been an obstacle to their advancement by thirty-two females. One male noted that being male was a positive circumstance. Being perceived as too young at the time they became directors was reported by ten males compared to four females. Family responsibilities and the inability to relocate were listed as deterrents to their advancement by several of the females. Mobility was cited as an advantage by a majority of the male directors and by two female directors. It was stated by ninety-four males compared to forty-five females that they had encountered no obstacles to their career progression.

## Discussion

The findings relating to career advancement for males and females in public libraries are similar to those in academic and research libraries, in professional associations, and in related female professions. The problems of lower salaries and lower support levels for females have been identified. Personal and family responsibilities, limited career planning, and prior conditioning have contributed to the unequal status of women in librarianship. In many cases a career has been perceived as a high priority for males but as an option for females.

Betty Jo Irvine, in her 1982 investigation of personnel and library environment in academic research libraries, identified separate advancement patterns for males and females,<sup>14</sup> and Moran described a dual career structure in the report in 1983 of research relating to academic library administrators.<sup>15</sup> The same patterns of advancement of females, including more frequent career interruptions and progression to higher levels of administration through internal promotions, were identified in this nationwide study of public library directors.

A graduate degree in addition to the master's degree in library science was characteristic of more males than females, according to Kathleen M. Heim and Leigh S. Estabrook in their study of American Library Association members.<sup>16</sup> Ronald Dale Karr—in an investigation of the background and career patterns of the directors of major public and academic libraries—reported that female directors were less likely to hold advanced academic degrees.<sup>17</sup> These findings agreed with those of Irvine, that women had acquired fewer degrees beyond the master's in library science,<sup>18</sup> and with those in this comparative study of public library administrators.

Thresa McDade and Mackson M. Drake's 1982 investigation of women superintendents' career paths contained similar data and reached conclusions similar to those studies which focused on women librarians' career development. Although women compose 63 percent of the nation's teachers, 2 percent of public school administrators are females, and only 1 percent of superintendents are women. The conflict between home and career for married women was the primary individual influence, and limited mobility was cited as a major deterrent to career progression. The male-dominated school board was listed as a limiting factor.<sup>19</sup> Karr suggested that a factor contributing to the pattern of sex discrimination in librarianship was the preponderance of men in the groups that choose directors—boards of library trustees and top managers in academic administration.<sup>20</sup>

### *Career Patterns of Male and Female Administrators*

Identifying inequities for men and women in the library profession presents a responsibility as well as an opportunity for library educators to evaluate their counseling processes and their curriculums. Are females being encouraged to pursue a career in administration, or are they being trained for the lower level of the hierarchy? The content and presentation of library administration courses should be examined. How do they compare with administration courses in the schools of business administration and public administration?

Is it realistic to predict that with viable educational credentials, astutely chosen mentors, and an active network that a female will have the same probability as a male of achieving the same level of professional success? Will the female reach this goal at the same age and with the same length of professional experience as her male counterpart, and will she have an equal opportunity for advancement through external appointments? Will this female librarian have the same options for marriage and children as the male librarian? Positive responses to these questions would provide a profile of an equitable profession.

The majority of librarians are women, and the status of the profession reflects the status of that majority. When women are paid equal salaries and receive equal support levels for their libraries the overall salaries for librarians and support levels for libraries will be higher. Equal opportunities for advancement based on educational and professional qualifications will allow the individuals who can contribute the most to the profession to be in the positions most advantageous to themselves and to the profession of librarianship.

This study continued the cycle of findings reported from the Bryan study of 1952<sup>21</sup> to date—i.e., that opportunities for males have exceeded those for females during these past decades. This investigation added to the past evidence the fact that preparation by females and their aspiration for administrative positions have emerged as important factors which, it may be presumed, will continue to be stressed. Subsequent studies should deal with these determinants of future roles for women in librarianship.

## Appendix

(Questionnaire)

### A Comparative Study of the Career Development Patterns of Male and Female Library Administrators in Large Public Libraries

The status of the profession of librarianship is a reflection of the status of the majority of librarians who are women. Equal opportunity for achievement is essential to the advancement of the profession. This is a study of the relationships of educational, experiential, and professional characteristics to the achievement of the position of library director and to the financial support generated for the library. Please answer all of the questions. If you wish to comment on any questions or qualify your answers, you may use the space on the last page or the back cover.

Circle the number adjacent to the appropriate answer.

#### Professional Career

1. After completing your formal educational preparation (MLS or BLS) for a library career, was your first job in a library?

1. Yes If **Yes**, answer **2, 3, 4, and 5**.
2. No If **No**, answer **6, 7, and 8**.

2. What type of library?

1. Academic
2. Public
3. School
4. Special

3. In what area of the library were you employed?

1. Administration
2. Public Services
3. Technical Services
4. Other \_\_\_\_\_ (please specify)

4. How long did you work in this area?

1. Less than one year
2. 1-3 years
3. 4-6 years
4. 7-9 years
5. 10 years or more

5. What was your job title?

1. Acquisitions librarian
2. Cataloger
3. Children's librarian
4. Library clerk
5. Public services librarian
6. Reference librarian
7. Other \_\_\_\_\_ (please specify)

*Career Patterns of Male and Female Administrators*

**Proceed to question 9 if you answered questions 2, 3, 4, and 5**

6. In what field other than librarianship were you employed?

1. Business
2. Education
3. Government
4. Other \_\_\_\_\_ (please specify)

7. How long did you work in that area outside of librarianship?

1. Less than one year
2. 1-3 years
3. 4-6 years
4. 7-9 years
5. 10 years or more

8. What was your job title? \_\_\_\_\_

9. In how many libraries, other than the one in which you are presently employed, have you held professional positions, and how many years were you in each?

*Number of libraries*

*Number of years in each*

- |                    |                        |
|--------------------|------------------------|
| 1. One             | _____                  |
| 2. Two             | _____                  |
| 3. Three           | _____                  |
| 4. Four            | _____                  |
| 5. Five            | _____                  |
| 6. Six             | _____                  |
| 7. Seven           | _____                  |
| 8. More than seven | _____ (please specify) |

10. From the time you accepted your first professional position in a library, did you ever leave library work for a period of six months or more?

1. Yes If **yes**, answer 11
2. No If **no**, go to 12

11. Please indicate reasons for interruptions to continuous service, how many interruptions, and for how long.

<i>Reasons for interruptions</i>	<i>Total leaves taken</i>	<i>Total years of leave</i>
1. To work in another field	_____	_____
2. To continue education	_____	_____
3. Personal health	_____	_____
4. Health of family members	_____	_____
5. Pregnancy or childrearing	_____	_____
6. Moved with spouse	_____	_____
7. Marriage or family reasons	_____	_____
8. Other reasons (please specify)	_____	_____

12. What is the total number of years, including the current year, of your professional library experience?

1. Less than one
2. 1-5
3. 6-10

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4. 11-15
5. 16-20
6. 21 or more

13. What was the job title of your position immediately prior to your present position?

\_\_\_\_\_

14. How long were you employed in the position immediately prior to your present position?

1. Less than one year
2. 1-3
3. 4-6
4. 7-9
5. 10 years or more

15. Where did you learn of the opening for your present position as director?

1. Announcement
2. Board of Trustees
3. Former director recruiting successor
4. Library school referral
5. Professional association placement
6. Publication
7. Notification from associate
8. Other \_\_\_\_\_ (please specify)

16. If you learned of the position opening from another person, indicate the sex of the person.

1. Male
2. Female

17. At what age did you become the director of the library in which you are presently employed?

1. Under 25
2. 25-34
3. 35-44
4. 45-54
5. 55-64
6. 65 and over

18. How many years, including the current year, have you worked in your present position?

1. Less than one
2. 1-3
3. 4-6
4. 7-9
5. 10 or more \_\_\_\_\_ (please specify)

## *Career Patterns of Male and Female Administrators*

19. What was your yearly salary immediately prior to your present position?  
NOTE: Salary information will be regarded as confidential and will be used for statistical purposes only. It will *not* be identified with you.

1. Less than \$14,000
2. 14,000 - 18,000
3. 18,001 - 22,000
4. 22,001 - 26,000
5. 26,001 - 30,000
6. Over \$30,000

20. What is your present yearly salary?

1. Less than \$20,000
2. 20,000 - 25,000
3. 25,001 - 30,000
4. 30,001 - 35,000
5. 35,001 - 40,000
6. 40,001 - 50,000
7. Over \$50,000

21. What do you perceive to be the major differences in the administration of your library as it was operated by the previous director and in your administration?

22. What do you perceive as your particular areas of strength in administration?

23. What actions did you take to develop your effectiveness as director, i.e., initiating meetings with elected officials/budget authorities, achieving greater visibility as director, interagency relationships, increased contacts? Did any of these actions affect budget allocations?

1. Yes
2. No

24. When you entered the profession, did you aspire to be a library administrator?

1. Yes
2. No

25. What were the circumstances which provided the opportunity for you to become a library director?

26. What assistance did you receive in your progression to the directorship?

27. What obstacles did you encounter in your progression to the directorship?

28. Was a mentor (advisor, role model) influential in your career development?

1. No
2. Yes
3. Sex of mentor
  - A Male
  - B Female

### **LIBRARY OR LIBRARY SYSTEM**

29. What is the population served by your library or library system?

1. 100,000 - 250,000
2. 250,001 - 500,000

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3. 500,001 - 750,000
4. 750,001 - 1,000,000
5. 1,000,001 - 2,000,000

30. In what state is the library or library system located:

---

31. What is the yearly total operating budget allocated for your library or library system? (Include federal, state and city allocations.)

1. Less than \$500,000
2. \$ 500,000 - \$ 1,000,000
3. 1,000,001 - 3,000,000
4. 3,000,001 - 6,000,000
5. 6,000,001 - 9,000,000
6. 9,000,001 - 12,000,000
7. 12,000,001 - 20,000,000
8. 20,000,001 - 30,000,000
9. Over \$30,000,000

32. What is the size of your total materials collection? (Include book volumes, periodical subscriptions, bound volumes, micromaterials, and audio-visual materials.)

1. Less than 100,000
2. 100,000 - 500,000
3. 500,001 - 1,000,000
4. 1,000,001 - 3,000,000
5. 3,000,001 - 5,000,000
6. 5,000,001 - 7,000,000
7. 7,000,001 - 9,000,000
8. Over 9,000,000

33. How many professionals are employed in your library system?

1. Less than 25
2. 26 - 50
3. 51 - 75
4. 76 - 100
5. 101 - 150
6. 151 - 200
7. 201 - 250
8. Over 250

34. What is the entry level salary for professionals?

1. Less than \$10,000
2. 10,000 - 12,000
3. 12,001 - 14,000
4. 14,001 - 16,000
5. 16,001 - 18,000
6. Over \$18,000

*Career Patterns of Male and Female Administrators*

**PERSONAL DATA**

35. Sex

1. Male
2. Female

36. Age

1. Under 25
2. 25-34
3. 35-44
4. 45-54
5. 55-64
6. 65 and over

37. Marital status

1. Married
2. Single
3. Divorced, separated or widowed

38. Do you have children?

1. Yes    How many? \_\_\_\_\_ What are their ages?
2. No

39. Highest level of education attained (circle each category which applies to you)

1. Bachelor's degree    List major \_\_\_\_\_
2. Master's degree in library/information science
3. Master's degree in subject area
4. Advanced certificate or specialist degree in library/information science
5. Advanced certificate or specialist degree in a subject area
6. Doctorate in library/information science
7. Doctorate in a subject area
8. Other \_\_\_\_\_ (please specify)

40. Have you taken continuing education courses prior to assuming your present job?

1. Yes    If **yes**, answer **41 and 42**
2. No    If **no**, go to **43**

41. How many courses?

\_\_\_\_\_

42. Do you feel any or all were helpful to your advancement?

1. Yes
2. No

43. Have you attended any workshops or seminars during the past three years? Include current activities.

1. Yes    If **yes**, answer **44**
2. No    If **no**, answer **45**

44. List workshop or seminar topics.

JOY GREINER

45. Highest level of formal education completed by your parents.

- Father \_\_\_\_\_ 1. Elementary  
Mother \_\_\_\_\_ 2. High school  
3. Junior college  
4. Bachelor's degree  
5. Master's degree  
6. Doctorate  
7. Other (please specify)  
\_\_\_\_\_

46. To what professional organizations do you belong?

1. American Library Association
2. Regional library association
3. State library association
4. Other \_\_\_\_\_ (please specify)

If you have any additional comments about the career development of library administrators, please make them here and/or on the back cover.

Your contribution to this study is greatly appreciated. If you would like a summary of the results, please print your name and address on the back of the return envelope (not on this questionnaire). The summary will then be sent to you.

## *Career Patterns of Male and Female Administrators*

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