

DOCUMENT RESUME

ED 352 053

IR 054 293

AUTHOR Altman, Ellen; Promis, Patricia  
 TITLE Affirmative Action: Opportunity or Obstacle.  
 SPONS AGENCY Council on Library Resources, Inc., Washington, D.C.  
 PUB DATE Sep 92  
 NOTE 30p.  
 PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC02 Plus Postage.  
 DESCRIPTORS \*Academic Libraries; Administrator Qualifications; \*Administrator Selection; \*Affirmative Action; Equal Opportunities (Jobs); \*Ethnic Distribution; Higher Education; Library Personnel; \*Minority Groups; Recruitment; Salaries; \*Sex Discrimination; Sex Fairness

ABSTRACT

Data about managerial positions and applicants were collected in an attempt to draw conclusions about the extent to which gender and ethnicity relate to the outcomes of the search and screen process for middle and senior management positions in academic libraries, and to determine any effects of affirmative action on promotion from within. Information was gathered by analyzing 238 advertisements from 157 institutions for management positions from all 1990 issues of the "College and Research Libraries News." Respondents from 104 of the schools (representing 157 positions) provided information about the gender and ethnic composition of the applicant pool, the candidates interviewed, the person finally selected, the gender and ethnicity of previous supervisors, and the status of 79 acting managers in relation to the hiring process. Only 40% of the acting managers applied for the positions they were temporarily filling, and of these, slightly more the 50% were hired. White women who were acting managers made the greatest gains. Of the 2,848 applicants for the advertised positions, 1,525 were male and 1,438 were female. Ethnicity could be determined for 1,883 applicants, and of these 143 were from categories defined as diverse; half of the diverse population was Asian. The gender and ethnicity of candidates finally selected for management positions closely resembled those of their predecessors, and there was no evidence that affirmative action had any significant impact on hiring. Although minority applicants did apply in greater numbers to ads with strong affirmative action statements, schools placing these ads didn't hire any more minority applicants than those that did not. Only 33 of 143 culturally diverse persons were interviewed for a position, which leads to the conclusion that librarianship has not given priority to hiring the culturally diverse. (Contains 15 references.) (KRN)

\*\*\*\*\*  
 \* Reproductions supplied by EDRS are the best that can be made \*  
 \* from the original document. \*  
 \*\*\*\*\*

ED352053

U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION  
CENTER (ERIC)

- This document has been reproduced as received from the person or organization originating it.
  - Minor changes have been made to improve reproduction quality.
- 
- Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

AFFIRMATIVE ACTION: OPPORTUNITY OR OBSTACLE \*

by  
Ellen Altman

and

Patricia Promis

ABSTRACT

This study analyzed the advertisements for supervisory positions in academic libraries in 1990 and the pools of applicants for these positions. The study's purpose was to examine the extent to which gender or ethnicity relates to the outcomes of the search and screen process. The study also explored the opportunities of acting candidates for permanent appointment compared with those of outside applicants.

"PERMISSION TO REPRODUCE THIS  
MATERIAL HAS BEEN GRANTED BY  
Ellen Altman

Patricia Promis

TO THE EDUCATIONAL RESOURCES  
INFORMATION CENTER (ERIC)."

The authors would like to thank the Council on Library Resources for funding this study. They also appreciate the valuable assistance of Shalesh Kumar and Barbara Kesel in preparing this report. Peter Hernon and Stella Bentley who read the penultimate draft deserve thanks and credit for their many helpful comments.

112054243

Affirmative action and equal employment opportunity have been of concern to the library profession for more than 20 years. Recently the emphasis has shifted from concern about compliance to career advancement for individuals from culturally diverse groups. At the end of 1990, the Executive Committee of the Association of College and Research Libraries (ACRL) established a standing committee to stimulate employment opportunities for culturally diverse librarians as a result of a report by a task force on minority recruitment. Yet, little is known about the ethnicity or sex of managers hired by academic libraries claiming to be affirmative action, equal opportunity employers--AA/EEO. (For reasons unknown, the more common abbreviation of equal opportunity employer seems to be EEO rather than EOE.)

Although the task force report, which prompted ACRL to appoint that committee, included no numerical evidence, it nevertheless cited "patterns of low recruitment efforts and minimal attention to the advancement and retention of underrepresented groups." (1) One area which the committee targeted for action was barriers to advancement for minorities. It referred to these barriers as "glass ceilings," "early plateauing," and the "cycle of frustration" which inhibit the advancement of minorities and in some cases lead to resignation.

Recruiting anyone, culturally diverse or not, from outside the library for supervisory positions hinders the opportunities for advancement of individuals already on the staff and eager to move up. Yet, organizational policies of promoting from within have long been recognized as beneficial to both the employer and

the employees. Opportunities for internal advancement serve as strong motivators to sustain job performance. Supervisors promoted from within understand their jobs, the positions that they supervise, and the organization as a whole.

### Problem Statement

Despite the concerns expressed by ACRL and the growing interest in accommodating cultural diversity on campuses, the profession has little information on whether gender or ethnicity are related to the outcomes of the search and screen process for middle and senior management positions in academic libraries. Nor does it have any indication of how affirmative action may be affecting opportunities for promotion from within to senior level positions. This study gathered data about managerial jobs and applicants in an attempt to draw conclusions regarding the extent to which AA/EEO guidelines have affected recruitment and promotion for the groups covered by those regulations. The study also sought to determine to what extent internal candidates, especially those acting in the advertised positions, have or have not been affected by AA/EEO policies.

The objectives of the study were to:

- collect data about the gender and ethnicity of applicants, the candidates interviewed and those selected for management positions in academic libraries
- ascertain the success of applicants covered by AA/EEO in obtaining management positions
- determine opportunities for internal promotion into management positions.

## FINDINGS FROM THE LITERATURE

Two surveys investigating the selection process for filling senior library positions found that internal promotions are not common within academic libraries. An Association of Research Libraries (ARL) survey on filling assistant/associate director positions among 51 libraries observed that "internal recruitment is rare." Further, the report said:

While there are some strong arguments in support of external searches, including affirmative action compliance, they do imply that it is difficult to build a successful managerial career within one institution. Staff morale also can be adversely affected if senior positions always are filled from the outside. Over-reliance on outside hiring also raises questions about the library's training and developmental programs for professional staff. (2)

Ruth J. Person and George C. Newman reporting on the selection of academic library directors noted, "in the five searches studied, current library staff members were rarely considered as viable candidates or included in a final 'short list.'" Their report recommended that universities pay attention to developing managers in their libraries with the aim of increasing the pool of potential applicants for future director searches. (3)

Library literature contains little information about the hiring of affirmative action candidates for supervisory positions, either from the outside or by promoting from within. Only Barbara B. Moran's article which compared the number of women holding middle and senior academic library positions in 1972 and 1982 offered any numeric data. (4) She concluded that "the position of women improved slightly during the decade. . ."

A 1991 article on the development of an affirmative action plan for the University of Arizona Library noted that a search of

the literature since 1985 "revealed little applicable information other than summaries of affirmative action case law." (5) Another survey about recruitment of middle and upper level managers does not even address the affirmative action issue, although its authors commented that there was little information about the subject of recruiting these managers. (6) This paucity of information seems curious considering the fact that since the early 1970s advertisements from educational institutions have carried statements about endorsing equal employment opportunity and being affirmative action employers.

The best information about multicultural employment in libraries comes in two studies conducted by the Office of Library Personnel Resources within the American Library Association in 1980 and 1985. (7,8) The later study concluded:

Comparisons with the 1980 data . . . [show] there has been very little change in the racial, ethnic group or gender of academic and public librarians. . . . Black librarians remained almost constant (4.0 in 1980 as compared to 4.1 in 1985). Asian/Pacific Islanders declined slightly. . . from 5 percent (1980) to 4.5 percent (1985). . . . Hispanic librarians show. . . a very slight decrease (1.7 percent in 1980 to 1.5 percent in 1985). The percent of American Indians/Alaskan Natives remained exactly the same--0.2. . . . (p.6)

The study found that the proportion of females in academic libraries had increased from 62.3 percent in 1980 to 65.9 percent by 1985. The ethnic distribution of top management showed a greater percentage of whites than among librarians as a whole -- 93.6 percent of upper level managers were white vs. 89.7 percent overall. Although women represented 65.9 percent of academic librarians, they held only 48.2 percent of the top level positions. Whites of both sexes held 89.9 percent of branch and department head positions. Women held 66.4 percent.

Although acting appointments, especially for middle and senior levels, are common in academic libraries, "the subject of acting librarians is a topic that has not been addressed in the professional literature," according to Claire-Lise Benaud and David G. Null. (9)

#### AFFIRMATIVE ACTION REGULATIONS

No affirmative action regulation requires an employer to hire any applicant who is not qualified for the position. However, Supreme Court decisions have concluded that affirmative action allows consideration of race or sex as another desirable characteristic in evaluating applicants for employment or promotion. (10) Later, handicapped and Vietnam' veteran status qualified as additional positive factors in selecting employees. Essentially, "equal employment" means no discrimination against the named groups in hiring, treatment or promotion, while "affirmative action" means actively seeking to hire or promote members of these groups.

The federal government requires its contractors to develop, maintain, and update written affirmative action plans describing goals and timetables for countering the effects of discrimination. This means that any institution which takes money directly from the federal government in grants or contracts, or indirectly in the form of student fees, must comply. Federal regulations require these employers to send all job applicants a questionnaire inquiring about their gender and ethnicity, although applicants are not required to respond. Because completing and returning the questionnaire is voluntary, it is impossible to obtain data detailing the gender and ethnicity of

every applicant for every job.

According to Jay Stauss, former Associate Vice-President for Affirmative Action at the University of Arizona, institutions must maintain a log of all applications for each position. (11) Information recorded in the log includes the position's title, the applicant's name, the date the application was received, the results of the screening, and the date the applicant was notified of elimination or granted an interview. After concluding the search, the hiring unit must complete another report detailing, when possible, the ethnicity and gender of applicants. Both the logs and the summary statements must be kept on file for three years.

#### ADVERTISED POSITIONS

ACRL is the major professional affiliation for academic librarians, and all members receive its newsletter, College and Research Libraries News. Advertisements from all 1990 issues of CRL News constituted the pool used to identify the management positions available. Positions selected were those for director, deputy, assistant/associate director (hereafter called AUL), branch head, department head, and section head. The term "section head" in this study refers to positions below that of department head, for example, head of monographic cataloging. During 1990, CRL News carried advertisements for 238 positions classified as managerial. Public institutions placed 155. Private non-sectarian schools accounted for another 65 and religious institutions for 18. Libraries holding membership in the Association of Research Libraries (ARL) placed 104 of these advertisements (43.7%). Because 44 libraries advertised two or



more jobs, only 157 separate institutions are represented.

#### DATA COLLECTION

Information taken from the advertisements included level and type of position, salary stated, qualifications required and desired, and the forcefulness in the wording of the AA/EEO statement. Also noted was the status of the advertising library as part of a public or private institution and ARL membership.

Subsequently, a letter outlining the study and a questionnaire were sent to the persons designated in the ads to receive applications, usually these were campus personnel or library personnel officers. For director positions and some departmental libraries, the designated person was either the chair of the search committee or the office of an academic administrator. The questionnaire addressed the gender and ethnic composition of the applicant pool, the candidates interviewed, and the person finally selected. The questionnaire also sought information on "acting" positions (i.e., whether the acting person was a candidate and if that person was subsequently selected).

Data from the advertisements were coded and entered on to a spreadsheet program. Returned questionnaires were matched with their associated position announcements. Questionnaire responses were entered in the same spreadsheet row as the matching advertisement.

#### FINDINGS

Most of the job titles mentioned in the advertisements clearly indicated the level of the position. Job titles such as head of fine arts collection were placed in the subject department category. Table 1 shows that department head was the most

frequently advertised position, and deputy director the least.

TABLE 1

Levels of Positions Advertised

Level	Number Advertised	Percentage
Director	45	18.9
Deputy Director	6	2.5
Assistant/Associate Director	39	16.4
Branch Librarian	23	9.7
Department Head	105	44.1
Section Head	20	8.4
Total:	238	100.0

The advertised positions covered more than 20 different types of library activities. Table 2 covers ten types of activities, those represented by ten or more advertisements. Administration, which accounted for the largest number, includes director and deputy jobs as well as some assistant/associate university librarian (AUL) positions having responsibility for general administrative services. AULs for public or technical services were placed in those categories because of the background knowledge required for these specialized areas. Reference refers to jobs involving direct information assistance for clients, whereas public services encompasses the administration of reference and other departments units which interact directly with clients.

The areas shown in Table 2 equal nearly 85 percent of all the advertisements for management positions. Areas such as media services, preservation, government documents, interlibrary loan, and bibliographic instruction had three or fewer advertisements.

TABLE 2

## Most Common Types of Positions Advertised

Type of Position	Number Advertised	Percentage
General Administration	55	23.1
Subject Department Head	27	11.3
Cataloging	20	8.4
Technical Services Admin.	19	7.9
Reference	17	7.1
Acquisitions	16	6.7
Public Services Admin.	16	6.7
Systems	11	4.6
Special Collections	10	4.2
Access/Circulation	10	4.2
Percentage of all advertisements:		84.9

Salaries

Advertised salaries ranged from \$19,000 for one position to over \$80,000 for three positions (these may or may not be the amounts finally negotiated). Although CRL News has a policy requiring that a salary or salary range be stated, 23 advertisements did not mention salary. Of these, 14 were for director positions. The salary data were computed from the advertised salary or from the midpoint for advertised ranges. The median salary for all advertised positions was \$34,000. Table 3 displays the mean salaries in two contexts: by type of parent institution and between ARL member and non-member libraries.

TABLE 3

## Mean Salaries by Level of Position and Institutional Affiliation

	Public	Private	Religious	ARL Member	Non-Member
Section Head	\$27,405	\$34,500	na	\$29,133	\$25,060
Dept. Head	33,680	31,030	\$29,214	33,659	31,726
Branch Head	35,437	48,000	45,000	37,500	38,500
AUL	47,732	45,111	na	49,028	44,086
Deputy	39,250	40,000	48,000	39,000	41,750
Director	58,915	48,625	39,333	81,666	47,871

The largest disparity--\$33,795--occurred between published salaries for ARL directors and directors of other libraries--a difference of 70.5 percent. Part of the difference can be attributed to scope of responsibility since the ARL libraries are larger. However, the dollar differences between ARL libraries and non-ARL libraries offered for the other position levels are much more modest, ranging from minus 7 to 16.25 percent. These differences seem anomalous when compared with the directors' salaries.

#### Qualifications Required and Desired

All but one position required a master's degree from an ALA accredited program. Other qualifications, when enumerated, were more frequently "desired" than "required." Because the number of required qualifications was so small, both required and desired are combined in this analysis.

Over 42.8 percent or 102 of the advertisements stated a preference for applicants possessing a second graduate degree. The type of work influenced the desirability of an additional degree. Of the 45 ads for director, 80 percent required or desired an advanced degree. Other jobs most likely to prefer a master's or doctoral degree were special collections/rare books (80%), collection development (75%), reference (53%), and subject departments (40.74%). Curiously, except in a few cases, the subject of the degree was unspecified. A small number of libraries stated explicitly that a second graduate degree was mandatory for appointment as assistant professor/librarian or for receiving tenure. Only one position, for a director, specifically required the PH.D., as opposed to other types of

doctorates. Non-ARL libraries wanted additional degrees more than twice as often as ARL members. The preference of non-ARL libraries for directors with advanced degrees and the unimportance of such credentials in ARL libraries is reconfirmed. Of the 103 schools desiring additional graduate credentials 73 were non-ARL libraries and 30 were members.

The preference for a second graduate degree may discourage applications from the culturally diverse. The cost of obtaining a degree is high both in terms of educational expenses and foregone income. Since the subjects of the desired degrees were not usually specified, it seems questionable that these degrees are essential for the work performed. Therefore, libraries seeking multicultural applicants should reconsider the rationale of this qualification.

Knowledge of another language was less often specified than the possession of two graduate degrees. Only 36 (15.1%) of the 238 advertisements analyzed, wanted such facility, and only nine stipulated a particular language. The desire for foreign language ability was strongest in acquisitions and cataloging. Even though ARL libraries purchase more foreign language materials, they placed only 45 percent of all the advertisements desiring applicants with knowledge of a second language. One explanation may be that departments heads in large libraries focus more on administration than those in smaller schools where the department heads are likely to continue doing cataloging along with administrative duties.

Since all the positions included in this study were supervisory, it is surprising that nearly one-fourth (23%) of the

advertisements did not mention prior library experience as a qualification. Among those specifying a particular amount of experience, the most common period was five years. In fact, only one position specifically required more years in management.

#### Professional Activities

Few of the job announcements expressed a preference for scholarly and/or professional activities. Only 28 (11.7%) positions wanted evidence of scholarship and only 41 (17.2%) expressed interest in professional association activities. The relative unimportance of these activities across all levels and all types of positions remained constant, with one exception. Nearly one-fourth of the schools wanted the applicants for director to have evidence of professional association involvement.

#### Affirmative Action

It has become common practice for employers to indicate in their advertisements that they do not discriminate on the basis of sex, religion, ethnicity, or disability. Originally such notice was stated as: "Affirmative Action/Equal Opportunity Employer." Later, the statement often became abbreviated as "AA/EEO." As some organizations tried to increase the hiring of women, the multicultural, and the disabled, their statements expressly solicited such applications. For example: "[Name of institution] specifically seeks candidates who can make contributions in an environment of cultural and ethnic diversity."

As shown in Table 4, the label, "Affirmative Action/Equal Opportunity Employer," or the abbreviation, "AA/EEO," appeared in 57 percent of the announcements. Advertisements specifically saying: "Women and minorities are encouraged to apply," or

"Applications from women and minorities are welcomed," amounted to 22.7 percent. Slightly under 12 percent of the total expressed strong interest. Nearly 39 percent of the public institutions and 29 percent of the private ones placed ads encouraging or strongly urging affirmative action applications.

TABLE 4

Analysis of AA/EEO Statements by Type of Organization

	Public	Private	Religious	ARL	Non-ARL	Total
No Statement	13	3	6	12	10	22
Label Only	82	43	9	59	75	134
Inviting	38	15	1	19	35	54
Strong	22	4	2	14	14	28
TOTAL	155	65	18	104	134	238

Although religious organizations are exempt from AA/EEO guidelines, two-thirds of the ads from church-affiliated institutions contained an AA/EEO statement.

The increasing number of advertisements in the Chronicle of Higher Education inviting applications from culturally diverse individuals whatever their academic specialty reflects the desire to promote cultural diversity on many campuses. Therefore, it seems curious that nearly ten percent of the advertisements from CRL News used in this study carried no information about AA/EEO policies. Even a small proportion--8.3 percent--of public colleges and universities omitted the AA/EEO. Also lacking the statement were 11.5 percent of the ARL libraries. There is no way to know if these omissions were simply an oversight or not. AA/EEO statements may have been included in the job announcements routinely sent to library schools and other libraries. The difference in enthusiasm for AA/EEO applicants expressed in the

ads by ARL and non-ARL libraries was slight. Nearly one-third of the ARL libraries' announcements contained encouraging or strong AA/EEO statements; similar to the 36.5 percent from non-ARL libraries.

#### Overview of the Respondents

Because 44 institutions advertised two or more positions, the 238 advertisements represent only 157 separate schools. Questionnaire responses also totaled 157; these came from 104 institutions. One library not counted as a respondent specifically declined to participate. In all, 138 of the openings advertised by the 157 respondents were filled.

The recession which began in 1990 negatively impacted some searches. Ten were suspended indefinitely because of budget cuts. Another five libraries reopened their searches but had not concluded them by spring 1992. In the four remaining cases, existing positions assumed the duties of the job advertised, or the job was eliminated.

The searches spanned a period of one to 22 months, with a mean time of six months. For those libraries that bore the cost of the searches themselves the average costs were \$1,717 for advertising, \$1,651 for interviews, and \$2,420 for relocation.

#### Gender and Ethnicity of the Applicant Pools

The Previous Supervisors. In order to determine whether applicants covered by AA/EEO guidelines were being selected in greater numbers for management positions, it was necessary to determine the gender and ethnicity of the previous supervisors. Table 5 shows these data.



TABLE 5

## Gender and Ethnicity of Person Previously Holding Position

Level of Position	White Male	White Female	Asian Female	African American Male
Section Head	3	10		
Dept. Head	20	38	3	
Branch/Subject AUL	4	9	2	
Deputy	6	15		
Director	2	1		1
	14	4		
TOTAL	49	77	5	1
% of TOTAL	37.1	58.3	3.8	0.7

The overwhelming proportion (95.4%) of previous supervisors were white, and 58.3 percent of them were women. About 46 percent of the men held AUL, deputy, or director positions. Although women occupying jobs at those levels were nearly equal in terms of absolute numbers, the proportion of women in upper-level positions was smaller (25.6%) because there are many more women in the pool. Culturally diverse representation was extremely small--six individuals, (five Asian females and one African American male) amounting to less than 4 percent. The single African American male served as a director. Three of the Asian females were department heads and two branch managers. These six worked in public, private, and religious institutions and in ARL and non-ARL libraries.

Acting Appointments. One issue this study addressed was the opportunity for professional staff, regardless of gender or ethnicity, to advance into management positions within their own libraries. Therefore, the questionnaire asked about the appointment of "acting" managers and whether those acting persons were considered for permanent appointments. Surprisingly, only

79 persons (59.8%) were appointed as acting. Nearly two-thirds of those appointed as acting already worked within the same unit. Many libraries reported that another administrator on the staff had shouldered the responsibilities of the vacant positions as additional duties. Another 15 advertisements were for new positions.

In filling those 79 appointments, the proportion of white individuals declined slightly from 95.3 to 94 percent. As a group white females made the largest gains: Their proportion increased from 52 to 59 percent, and even more significantly they assumed higher-level positions. There were 12 acting appointments made at both the AUL and director level. Women were designated acting for two-thirds of those vacancies. The only acting deputy appointed was also female.

Although only four culturally diverse individuals were named acting, the group was more ethnically diverse: one Hispanic, one Asian, and one African American; all women. The single male was African American. Three of these appointments were as department head, the other as branch librarian. These four appointments were equally divided between ARL libraries and non members. Three of the acting persons were chosen by public institutions, and the fourth by a private school.

Whatever the reasons, 60 percent of those acting as managers chose not to become candidates for the positions that they were filling. Of the 40 percent who did apply, almost all were accorded an interview. Yet, the candidates already acting in the job and who applied had only a slightly better than a fifty-fifty chance of appointment. In the end, only 18 of the 79 acting

managers were selected. Thirteen of the others acting who competed in the search process lost to external candidates, one was rejected for another person on the staff. Another 15 internal candidates were chosen to fill positions where no acting had been appointed or the acting declined to apply. Because external applicants received 472 interviews and internal candidates only 74, it is not surprising that the outsiders won appointment overwhelmingly. (See Table 6.)

TABLE 6

Selection of Acting, Internal and External Applicants			
Level of Position	Acting	Internal	External
Section Head	3	1	9
Dept. Head	6	11	46
Branch/Subject	4	3	8
AUL	1	1	21
Deputy Director	4		4
			16
TOTAL:	18	16	103
% of TOTAL:	13	12	75

The data in Table 6 confirm the strong preference for external candidates mentioned in previously cited studies. While 20 percent of the new directors were internal promotions, only 2 of 27 libraries chose to fill an AUL or deputy director position with a member of its own staff. Perhaps the relatively low percentage of internal promotions reflects the desire for "new blood" or at least fresh perspectives at the administrator level.

An important consideration in hiring an unknown external candidate is whether that person can perform the job in a satisfactory manner. Considering the time and costs involved in the recruitment process, the investment in choosing managers is

substantial. The typical search in this study covered six months, and cost the libraries who paid from their own funds a total of nearly \$6,000, not counting staff time for the selection process. Six of the external appointments have already left their positions. Half accepted a position in another library. The other half were either terminated, or the contract was not renewed because of dissatisfaction with performance. Nine of the previously acting heads have left with the library.

The Applicant Pool. Many of the applicants--965--could not be identified by ethnicity because they chose not to reveal their backgrounds or because of inadequate record keeping by the libraries. In several instances, the person responding to the questionnaire could not decide ethnicity when the applicant's heritage included two minority groups, such as Hispanic and Asian. Ethnicity could not be determined for 540 males and 425 females. Nevertheless, the information supplied for the other 1,883 candidates does give a good indication of the ethnicity of the applicant pool. In all, 143 culturally diverse candidates were identified; over half (75) were Asian. However these applicants represented all AA/EEO ethnic groupings. Culturally diverse candidates sought positions at every level from section head to director and in each type of institution: public, private, and religious. They applied for 90 positions in ARL libraries and for 53 in non-ARL libraries.

Although studies have repeatedly shown that women librarians outnumber men by a rather wide margin, in this study male applicants outnumbered women--1,525 to 1,438. These figures include persons whose ethnicity is undetermined. Men were much

more likely to apply for jobs as director, associate director, and department head. Women were applicants in greater numbers for section head, branch librarian, and deputy.

Of the 143 culturally diverse applicants, only 33 were interviewed. This study did not explore the reasons why any applicants were deemed unsuitable. "The consensus among respondents [to a 1990 survey of ARL libraries] on the major barriers to minority recruitment are lack of qualified applicants... and lack of knowledge on; the part of the recruiter about where to find qualified minority librarians." (12)

Anyone who has served on search and screen committees knows that it is not uncommon for persons lacking the required qualifications to apply, though how many did cannot be determined in this study. However, it seems unlikely that all 110 of the culturally diverse applicants (77%) rejected for interviews lacked credentials for the positions which they sought. Table 7 shows the gender and ethnic backgrounds of all candidates interviewed.

TABLE 7

Gender and Ethnicity of the Applicant Pool vs. Pool Interviewed			
Gender/Ethnicity	No. Applied	No. Interviewed	Percentage
White			
Males	917	180	19.6
Females	823	267	32.4
Asian			
Males	33	3	9.1
Females	42	10	23.8
Hispanic			
Males	17	0	0
Females	6	4	66.6
African American			
Males	15	3	20.0
Females	22	12	54.5
Native American			
Males	3	0	0
Female	5	1	20.0
Unknown			
Males	540	6	
Females	425	4	
TOTAL:	2,848	490	

The last column in Table 7 gives the percentage of candidates interviewed in relation to the number of applicants for each gender/ethnic category. Based on the numbers represented in the pool, Hispanic females had the best chances because two-thirds who applied were interviewed. African American females also did well; 54.5 percent received interviews. Overall, females were more likely to be interviewed than their male competitors in every ethnic group. The situation for male candidates was mixed. Twenty percent of African American and white males were selected for interviews. But the chances for the other males were poor, ranging from nine percent for Asians to zero for Hispanics and Native Americans. Only six males (8.8%) from the culturally diverse pool were interviewed--three Asians and three African Americans. Yet, 36 percent of the females in the pool

interviewed. About two-thirds of the multicultural candidates were considered for the lower-level management positions--section or department head and branch librarian. However, African American females were more likely to be interviewed for higher level jobs. Eight of the 12 were contenders for AUL or director jobs. The remaining AA/EEO candidates interviewed for upper level positions included one Asian female, one Asian male, and one African American male.

Although every type of institution interviewed these applicants, public colleges and universities conducted the most--75.8 percent. Only the religious schools interviewed more men than women. There was little difference between ARL members and the other libraries. ARL institutions interviewed 57.6 percent of the minority applicants, and the non-members interviewed 42.4 percent.

Final Appointments. The gender and ethnicity of the candidates finally selected for these management positions strongly resemble those of their predecessors. Table 8 compares the gender and ethnicity of the former managers with their replacements. There was little change in gender between former managers and their replacements. Representation of the culturally diverse rose slightly from six persons to eleven. These include one Hispanic and four African American females. Two universities reported that diversity candidates had declined their offers.

A chi-square statistic was computed to test the null hypothesis that there was no significant difference in appointments based on the proportion of whites and minorities in the applicant pool. (13) The chi square value of 0.03 with one

degree of freedom was not significant at the 0.95 level, confirming the null hypothesis. This study found that culturally diverse candidates were hired in proportion to their representation in the applicant pool. They did receive equal opportunity. However, there is no statistical evidence that they received affirmative acting despite the current emphasis on cultural pluralism on campus and association concerns about advancement for culturally diverse librarians.

TABLE 8

Comparison of gender and ethnicity of persons appointed with previous incumbents

	Previous	Acting	Selected
White Males	49	28	50
White Females	77	47	76
Asian Females	5	1	4
Hispanic Females		1	1
African American Males	1	1	2
African American Females		1	4
New Positions	15		

As the table shows, the levels for which these candidates were selected has changed slightly. While most are still at the section head or department head level, two African American females were appointed as associate director and one African American male as deputy. A small private college chose the only minority director. Again there was no difference between ARL and non-ARL libraries in their selection patterns. The ARL schools chose five diversity candidates and the non-members appointed six.

Did the AA/EEO Statement Make a Difference? Did the advertisements containing encouraging or strongly worded AA/EEO statements attract more applications from women and minorities than those which carried only the label or no statement? Did



those schools encouraging applications actually hire culturally diverse applicants in greater proportions than the schools with less encouraging statements?

TABLE 9

AA/EEO Statement and Gender and Ethnicity  
of Applicants and (Appointments)

No. of Statements	None=22	Label=134	Inviting=54	Strong=28
White				
Males	53 (3)	435 (32)	279 (9)	150 (6)
Females	66 (7)	402 (37)	250 (21)	105 (11)
Asian				
Males		15 (0)	10 (0)	8 (0)
Females	1 (1)	5 (2)	2 (1)	2 (0)
Hispanic				
Males	1 (0)	10 (0)		6 (0)
Females		4 (0)	2 (1)	
African American				
Males	2 (1)	4 (1)	6 (0)	3 (0)
Females	6 (0)	12 (3)	3 (1)	1 (0)
Native American				
Males		2 (0)		1 (0)
Females		1 (0)	1 (0)	3 (0)
TOTAL CULTURALLY DIVERSE				
Applied	22	33	20	24 (0)
Selected	(2)	(6)	(3)	

Table 9 shows the ethnicity of applicants responding by the type of affirmative action statement. The numbers in parentheses indicate the persons appointed from each group. Culturally diverse individuals were more likely to apply when the advertisement contained an encouraging AA/EEO statement. For the 28 ads containing statements categorized as "strong," 24 minorities applied. Another 20 responded to the 54 ads inviting them to apply. In contrast, the 22 ads containing no label attracted only 9 such applications. Evidently the encouragement published in the AA/EEO statements had no bearing on the outcome. In fact,

the reverse seemed to apply. Eleven minority candidates secured management positions. Libraries whose advertisements contained using only the label or no AA/EEO statement chose eight of these applicants. Three of these were hired by one library. The institutions inviting multicultural applicants appointed two. The libraries making the strongest statements hired none.

The analysis of AA/EEO statements made in advertisements of course does not reflect other efforts that academic libraries may have made to recruit culturally diverse applicants. These would include networking to calls solicit nominations, bringing along former holders of residencies and internships, and appointing multicultural search and screen committees. Those other efforts were evidently on the mind of the person responding for one of the libraries making a strong statement who wrote on the questionnaire:

As I looked over our response I was struck by the fact that the numbers do not reflect the effort that the Library has taken over the last several years to diversify its staff. This effort has taken place through a special program in concert with the Provost's Office to identify internal needs not met by normal recruiting and funding, and to match outstanding graduates from protected classes to those needs. Our progress has been made outside of the normal recruitment channels and would not be reflected in the enclosed survey.

#### CONCLUSIONS

In comparing the gender of the persons appointed with those previously holding the positions, little has changed. Women were not chosen for higher-level positions in any greater numbers than their predecessor in these same positions. In fact, Women AULs declined from 15 to 11, while men appointed AUL rose from six to 12. It could be argued that the time of big gains for women has already occurred.

Affirmative action has not had a significant impact on internal promotions, either positively or negatively. The data collected in this study indicate that opportunities for promotion from within are slight, but not because of any preference for affirmative action candidates. This study cannot speculate on the reasons for lack of internal promotion opportunities, but this seems an enticing topic for further research.

The application of social judgment analysis used for small group research on tenure decisions in an academic library by Anne McCartt has implications for future research on AA/EEO hiring.(14) Like tenure committees, search and screen committees are composed of individuals whose interpretation of the importance of particular qualifications may differ markedly. This is especially true when position announcements list most qualifications as desired rather than required or specify qualifications difficult to assess during an interview. Then the importance and weight given to desirable factors becomes open to individual interpretation. Research conducted with small focus groups could indicate what qualifications are deemed most important, when judgments are inconsistently applied, and how to better understand the process by which selection decisions are made.

Despite more than twenty years of affirmative action programs, the federal requirement that institutions set affirmative action goals, and the recent interest in career advancement opportunities for culturally diverse groups, the people chosen to fill the advertised positions closely resemble their predecessors. Yet, culturally diverse candidates applied for positions at every level and at all types of institutions. The often heard lament

that there are no minority applicants cannot be supported by this study. However, in this ex-post facto analysis, there is no way to assess the relative qualifications of the culturally diverse with the successful candidate.

Those individuals who do get hired for supervisory positions generally enter at the lower levels of section or department head or branch librarian. And, they are mostly female. Hispanic and Native American males never made the interview pool, although they constituted 20 of the 68 male applicants in the multicultural pool. Despite the discussions of enhancing cultural pluralism on campuses and the appointment of ACRL committees to assess opportunities for minority advancement, the findings from this study indicate they were hired in no greater proportion than their representation in the applicant pool. Therefore, the conclusion made by in 1990 by Cliff Glaviano and R. Errol Lam still seems pertinent.

. . . although librarianship may remain philosophically committed to increasing minority representation in the profession, the profession has given higher priority to other concerns over the past decade than to recruiting, nurturing and retaining minority librarians. (15)

**BEST COPY AVAILABLE**

## REFERENCES AND NOTES

1. Association of College and Research Libraries, Task Force on Recruitment of Underrepresented Minorities, "Recruiting the Underrepresented to Academic Libraries," College & Research Library News 51:1016-1028 (Dec.1990).
2. Association of Research Libraries, The Assistant/Associate Director Position in ARL Libraries, SPEC KIT 103 (Washington, D. C.: Assn. of Research Libraries, 1984).
3. Ruth J. Person and George Charles Newman, "Selection of the University Librarian," College & Research Libraries 51:346-359 (July 1990).
4. Barbara B. Moran, "The Impact of Affirmative Action on Academic Libraries," Library Trends 34, no.2:199-217 (Fall 1985).
5. Merri Hartse, Atifa Rawan and Roger Scanland, "The Evolution of Affirmative Action at the University of Arizona Library," College & Research Libraries News 52:7-11 (Jan. 1991).
6. John K. Mayeski and Marilyn J. Sharrow, "Recruitment of Academic Library Managers: A Survey," Journal of Academic Librarianship 8:151-154 (July 1982).
7. American Library Association, Office of Personnel Resources, The Racial, Ethnic, and Sexual Composition of Library Staff in Academic and Public Libraries (Chicago, American Library Assn., 1981).
8. American Library Association, Office for Library Personnel Resources, Academic and Public Librarians: Data by Race, Ethnicity and Sex (Chicago, American Library Assn., 1986).
9. Claire-Lise Benaud and David G. Null, "Acting Positions" The Good, the Bad, and the Ugly, College & Research Libraries News 52:30-33 (Jan. 1991).
10. Bernard Schwartz, Beyond Baake: Affirmative Action and the Supreme Court (New York: New York University Press, 1988). p. 152.
11. Jay Stauss, Personal communication, (February 22, 1991).
12. Association of Research Libraries, Minority Recruitment and Retention in ARL Libraries, SPEC 167. (Washington, D. C.: Association of Research Libraries, 1990.) p. 1.
13. Because of the small representation of some ethnic groups, all minority groups were combined into one group.

14. Anne McCartt, "The Application of Social Judgment Analysis to Library Faculty Tenure Decisions." College & Research Libraries 44 :345-57 (1983).
15. Cliff Glaviano and R. Errol Lam, "Academic Libraries and Affirmative Action: Approaching Cultural Diversity in the 1990s," College and Research Libraries 51:513-23 (1990). p. 515.