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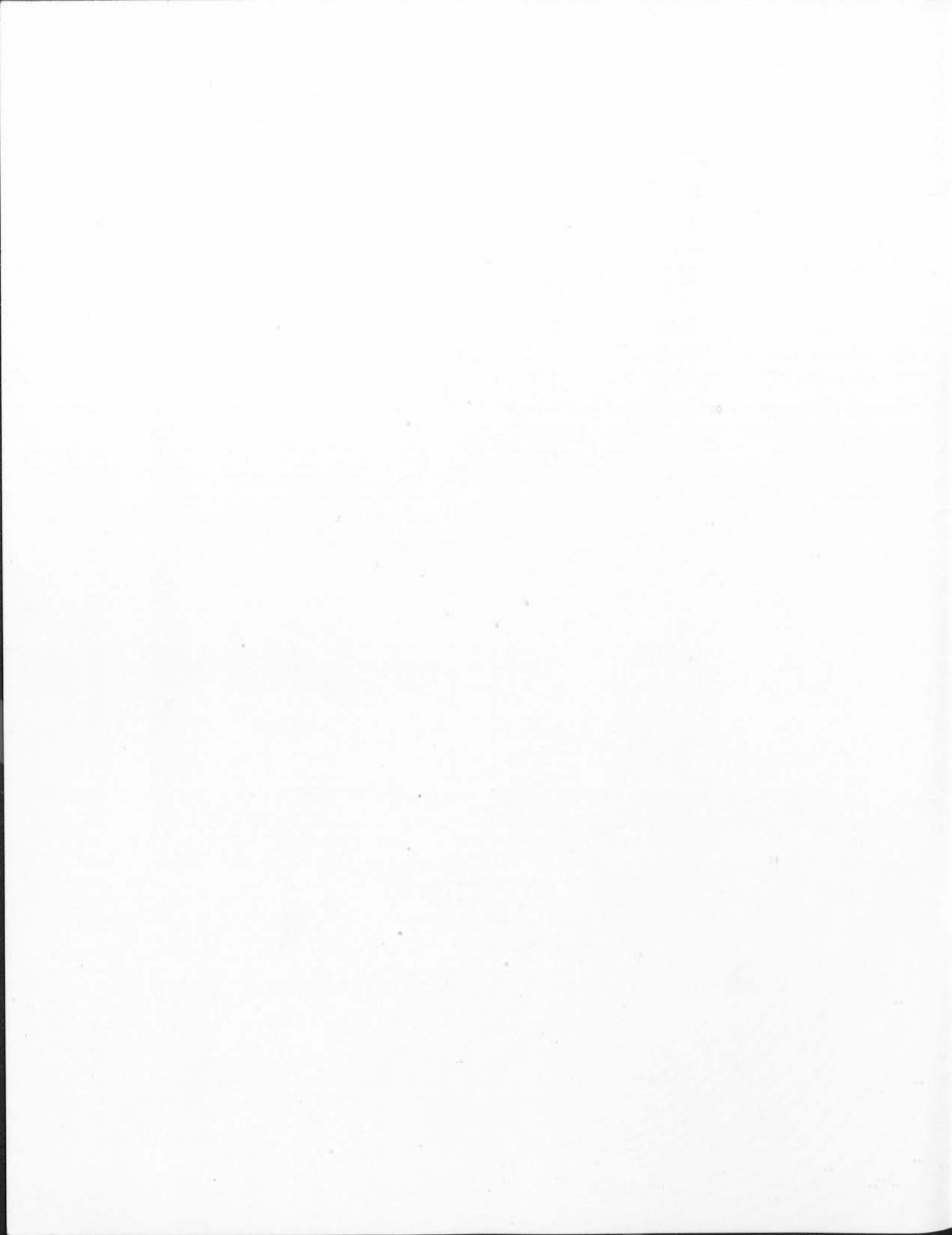
# ARIZONA LIBRARIES

Winter 1991

Number 5



**Rural Libraries**



**State of Arizona  
Department of Library,  
Archives & Public Records**

Sharon G. Womack, Director  
Arlene Bansal, Deputy Director

# ARIZONA LIBRARIES

Winter 1991

No. 5

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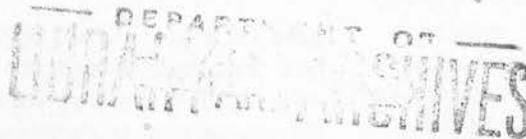
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Roabie Johnson



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Roabie Johnson: for patience extraordinaire; for two sets of photographs, including our cover shot; and for a view of librarianship from which many of us can learn.

And always, the Staff: Sharon G. Womack, for clearing the decks; Connie Robinson for the customary masterful management, and a special nod to layout artist Phyllis Carter for service above and beyond the call. Thanks guys; I needed that. —BF

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## Transforming the Rural Public Library

The purpose of this paper is to describe a national survey of  $n=3531$  library clients in  $n=302$  libraries who were asked about their daily information needs and the ability of the library to provide for those needs. Support for this investigation was provided by the U. S. Department of Education through the Higher Education Act, IIB, Research in Demonstration between February, 1989 and July, 1990. Libraries chosen to participate were randomly selected from the *American Library Directory* from populations under 25,000 people in communities outside of a Metropolitan Statistical Area.

While this investigation was able to realize its objectives, it ultimately provided the author with attempting to answer elementary questions on the role of the rural and small public library in the United States. These concerns are central to this report. For purposes of this paper—as was the case in the research investigation itself—rural and small are meant to be complementary terms.

To provide a quick overview of the entire research effort, the following executive summary is offered:

- Seven out of ten library clients are women.

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*Bernard Vavrek, Ph.D., is Director of the Center for the Study of Rural Librarianship, Clarion University, Pennsylvania.*

- Women have different information needs than men and rely more on the library to meet those requirements.

- Seventy-two percent of the women surveyed came to the library to borrow books for themselves. Only 28% borrow books for someone else.

- The average female library user is 44 years old and identifies herself as a "homemaker."

- The typical male client is 47 years old and is either retired or a professional person.

- High school education, is the highest level of schooling cited by the average rural public library user.

- Weekly visits to the library is the pattern followed by 68% of the users.

- The average time spent in the library per visit is between six—fifteen minutes.

- Sixteen percent of the clients studied came to the library to use services such as copier, fax machine, and telephone.

- The most frequent reason for library use (37%) was for best sellers. Uses identified as reference/information accounted for 15% of the total.

- Seven books/month are read by the average library user, and eighty-two percent of those surveyed read magazines regularly. By contrast, respondents reached by telephone reported reading approximately three books/month.

- There is a gap between the daily information needs of rural

residents and the ability of the library to satisfy those needs.

- In order of importance, information about best sellers, national news, local news, programs of education, health/medical services, and decisions of local government are described as daily information needs.

- The library is viewed as most important in providing information on reference books, best sellers, how-to-do-it topics, hobby/crafts, programs of education, and national news.

- In addition to the library, clients obtain information from personal books/magazines, newspapers, other libraries, TV, word of mouth, and government agencies.

- The public library is supported by a core of influential people, who are viewed as such because of their reading habits, information needs, and involvement in community activities.

- Library users view the library highly or critically important to the well-being of the community.

- Ninety-one percent of those surveyed believe that the library provided what they needed on the day of their visit.

- Fewer than half of those surveyed indicated a willingness to pay a fee for services received.

- If forced to pay a fee, 49% would pay less than \$1.00.

- A larger library building, more materials, and being open more hours are at the top for suggested improvement.

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•Of those participating in our telephone survey, 48% were not considered active clients because it had been over one year since they last utilized the library or its services. The reasons for nonuse tended to be either that the respondents lacked time or had no need.

•Telephone respondents voiced their views that they did not perceive the library as better suited for any target groups, such as men, women, or children (Vavrek 1990, 2-3).

As a parenthetical note to the above executive summary, the entire research project actually comprised three national studies—an initial survey conducted among library clients, a telephone survey of the general public in nonmetropolitan counties, and a follow-up survey of library clients.

Three matters pertaining to the results of this overall project are worth further interpretation for the reader—the majority use of the libraries by female clients; the fact that bestsellers represented the highest category of information requested; and, that while clients need current information on a variety of subjects, they do not necessarily utilize the library for satisfying these needs.

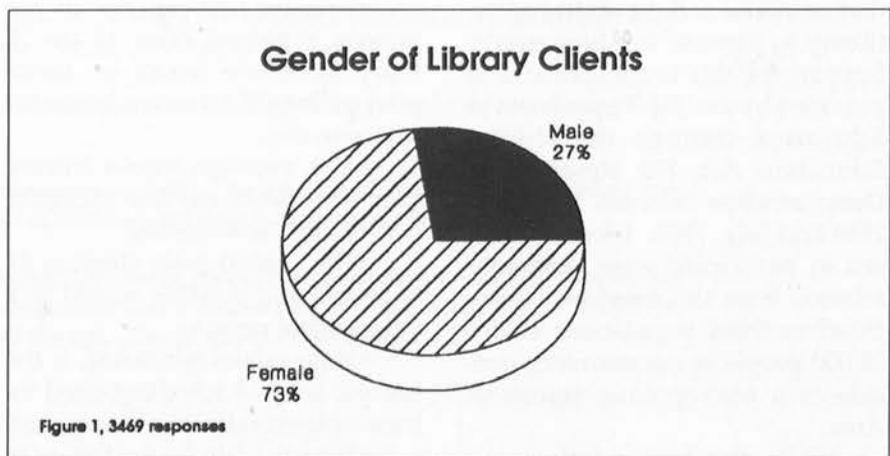
### Female Use Of The Public Library

Analysts of public library use have had no difficulty reviewing the “natural superiority of women” (Knight and Nourse, 1969; Doremus Porter Novelli, 1987; North Dakota Library Association..., 1990). What has been a surprise, however, is the fact that this present investigation shows that only 27% of the clients frequenting rural and small libraries are men. Figure #1 shows this male/female relationship. Female use was elevated even higher (80%) in a survey of Pennsylvania public library clients using the same instrument that was utilized nationally (Vavrek 1990, 2).

By using standard statistical

analyses, this present investigation does suggest that women have greater information needs than men and make more use of the library to satisfy those needs. Additionally, there are some assumptions that might be useful to suggest: (1.) Women not only find value in the library for themselves, but feel it is culturally and educationally important to the well-being of their children for them to be involved in the library. Nine percent (321) of those responding to our original survey indicated that children’s services were the primary reason for library use on the day of the survey. One must surmise that women continue

the almost seven million students enrolled in programs of higher education in the United States were women (*The Almanac of Higher Education: 1989-90* 1989, 25); and, (7.) Approximately 28% (555) of the clients surveyed in our second data verification survey indicated that they were borrowing a book for someone else when they went to the library, helping to augment use. Conversely, however, it should be noted that 72% (1950) of the respondents participating in our data verification survey—69% (1344) of whom were women—come to the library to borrow a book for themselves. Apparently, women use the



to have major responsibility for bringing children to the library in rural areas; (2.) Women read more than men. Based on our collected data, women read an average of over seven books a month, men read five; (3.) Women are more literate and comfortable in the library because of their familiarity and use of the services; (4.) Since library staff members tend to be female, women clients feel more at home in the library; (5.) While rural women continue to work outside of the home in greater numbers, library hours tend to coincide with the ability of rural women who work at home to frequent the library; (6.) Women in increasing numbers are attending programs of education and are organizing home study courses for their children. In the fall of 1987, 54% of

public library for their own reasons, not from being other directed. This latter effort at data verification was conducted to answer those who interpreted female library use to be a construct of supporting family services.

Beyond the above organization of impressions and “facts,” the significance of the female library client creates some interesting questions for those responsible for library development. Will the individuals responsible for community decision making be inclined to support library services if they attribute library use to be a primarily female activity directly related to leisure activities (that is, reading bestsellers which will be described subsequently) as opposed to important things such as snow removal, road

*continues on page 14*

## Portfolio



**Foothills Branch**  
**Yuma County**  
**11371 South Foothills Blvd.**  
**Yuma, AZ 85365-5811**  
**Georgia Browning,**  
**Library Manager**

**Building Size:** 800  
**Staff:** 1.3  
**Collection:** 4,422  
**Budget:** \$16,000

*pictured: Georgia Browning and Beth Knapp*

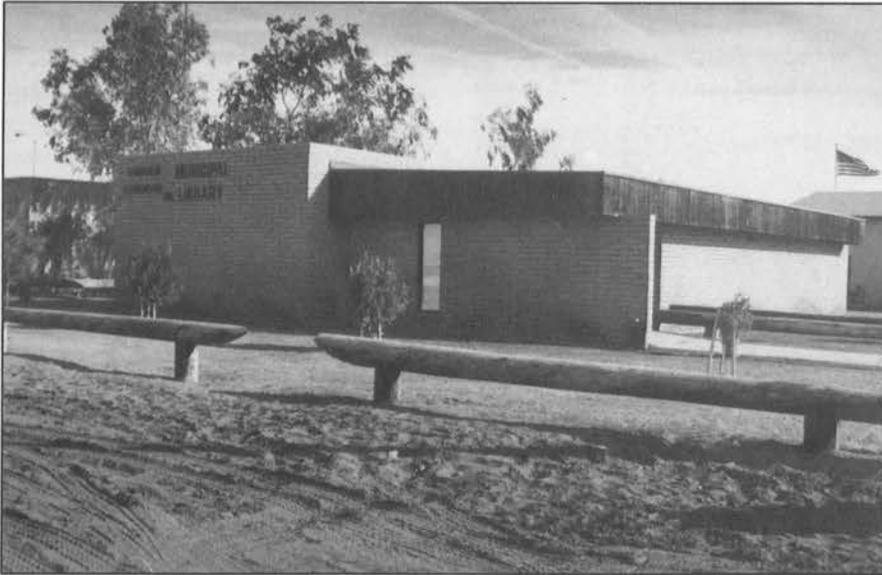


**Somerton Branch**  
**Yuma County**  
**240 Canal Street**  
**Somerton, AZ 85350-0635**  
**Diana Hudson,**  
**Library Manager**

**Building Size:** 1,800  
**Staff:** 1.5  
**Collection:** 7,521  
**Budget:** \$15,500



## Portfolio



**San Luis Branch**  
**Yuma County**  
**P.O. Box I**  
**San Luis, AZ 85349**  
**Rosario Vazquez,**  
**Library Manager**

**Building Size: 2,000**  
**Staff: 2.8**  
**Collection: 3,991**  
**Budget: \$10,000**



**Sunsites Branch**  
**Cochise County**  
**210 Ford Road**  
**Pearce, AZ 85625**  
**Kelsey Mansir, Librarian**

**Building Size: 1,500**  
**Staff: Volunteers**  
**Collection: 9,985**



## Portfolio

**Copper Queen Library**  
6 Main Street  
Bisbee, AZ 85349  
Marge Rodriguez, Head  
Librarian

**Staff:** 2.4  
**Collection:** 22,295  
**Budget:** \$41,158



**Tombstone Library**  
"The Reading Station"  
P.O. Box 218  
Corner of 4th &  
Toughnut St.  
Tombstone, AZ 85638  
Jodie Hoffman, Librarian

**Staff:** 1.2  
**Collection:** 11,435  
**Budget:** \$20,256

# Arizona Librarians Interview Bernard Vavrek



*l. to r.: Burriff, Cabot, Gaab, Vavrek, Gunckel, O'Neill*

In late September 1990, four Arizona librarians traveled to Omaha, Nebraska, to attend the Wilson Symposium on the Future of Small Public Libraries. The symposium was jointly sponsored by the H. W. Wilson Company, the Nebraska Library Commission, and by the Center for the study of Rural Librarianship at Clarion University, Pennsylvania. More than 200 persons attended, representing 34 states, three Canadian provinces, and two U. S. territories. A trustee from a library on the southern coast of Australia rounded out the group.

With this edition of *Arizona Libraries* already on the drawing board, arrangements had been made in advance for the four Arizona librarians to conduct an informal interview with Bernard Vavrek, Coordinator of the Center at Clarion University. Professor Vavrek, of course, is widely recognized nationally for his contributions to the study of rural library issues. As indicated in the brief personal sketches below, the four Arizona librarians represented a cross section of Arizona's rural libraries. Library Extension Division Consultant Robin Cabot and *Arizona Libraries* Editor Beth Francis accompanied them to record comments.

**BEVERLY BURRITT** is Library Director in Superior, a small mining town set in mountainous terrain some 60 miles east of Phoenix. Superior's population is about 4,000; the library is slightly less than \$60,000 annually, supported by the town without significant outside

contributions. The library building is about 5,000 square feet in size, with a staff of two full-time and three part-time. Beverly has been town Librarian in Superior for almost twelve years. Among her accomplishments there she counts the organization of a full-time preschool in the library staffed by volunteers.

**DONNA GAAB** is Library Director for Cochise County, comprising 6,200 square miles of some of Arizona's most beautiful and rugged country in the remote southeast corner of the state. County population is slightly over 100,000. The library budget of \$700,000 comes from the library district tax; it is shared with five branch libraries and, via intergovernmental agreement, with seven city libraries in the county. Donna has been in Cochise County for 13 years, serving Arizona's rural libraries through her outspoken advocacy of the county district law, finding ways in which the law can accommodate disparate local requirements.

**DAVID GUNCKEL** is Library Administrator for the City of Sierra Vista, a major population center of 35,000 in Cochise County. The Sierra Vista Library has an FTE staff of 10 in a library building of 10,500 square feet. The library budget is \$372,000 annually, supported primarily by the city, a principal trading hub for southeastern Arizona, and home of Fort Huachuca, headquarters of the U. S. Army Information Systems Command.

**JOHN O'NEILL** is Library Director for the Town of Cottonwood, located some 100 miles north of Phoenix near the geographic center of Arizona in the scenic Verde Valley. The local population stands at 5,700; the library building is about 4,300 square feet with a staff of six FTE. The library budget of 230,000 comes primarily from the town, with a percentage contributed by the county.

## The Interview

**AL:** Symposium keynote speaker Michael Marien said that the more useful libraries can be to the greatest number of people, the better their political life will be. In a discussion following, our Arizona librarians tend to disagree. What do you think?

**VAVREK:** Well, I do agree that the public library has been perceived as elitist and that working to make the library valuable to more people is politically advantageous.

However, as you folks point out, it's especially true in the sparsely populated rural areas that pursuit of the typical non-user can result in inadvertent neglect of the regular user. Obviously, that kind of result is self-defeating. I do think it's important to increase the library's base, and to broaden it to include the community's traditional opinion makers. But this can't be done indiscriminately or the library will stretch its resources to the breaking point.

It's important to retain a balance. Too often I've seen libraries

stretched to that point and facing budget reductions. The standard response is that all these services are essential and can't be cut anywhere. All that means is that nothing will be done well.

**O'NEILL:** Without becoming a computer tweak, how can I identify the best library software options for my personal computer?

**VAVREK:** That's a tough question; the small systems don't have full features and the big turnkey operations are too big and too expensive. The middle ground where you are is sparse, really still an open field. My best recommendation to you is threefold: 1) contact the Library Extension Division at your state library for their recommendations; 2) work the exhibits at your library association conference; and 3) network within your association to find out who the local experts are. Generally speaking, folks who have acquired some expertise the hard way are only too willing to share it with others.

**GUNCKEL:** Where do you think responsibility should lie for control of expenditures of funds raised by library support groups, such as library friends and volunteers. Is this the job of the library director, the group chairperson, or somewhere in between?

**VAVREK:** That's one I've heard many times. I know that those relationships can take on the aspect of a tug-of-war; two organizations have the same goal yet they act as if they are in direct competition with each other.

In the best of all possible worlds, a warm relationship allows the friends' activities to become an engine with immediate application for the library's benefit. It's easy to say that all this depends on the willingness of folks to work together; not so easily done however. In some ways, I think this is a reflection of the old adversarial relationship which used

to exist between library professionals and the general public. In most places, we've graduated to the more accepted customer service type of attitude. Unfortunately, in some places we still have library staff people who really just don't like people. It's too bad, but it still occurs.

Atmosphere and personality is really just everything in a small library.

**GAAB:** What is the role of very small libraries in resource sharing. Is there a state—or perhaps a study—that indicates that it may be cost-effective for small libraries to be lenders?

**VAVREK:** Probably the most important aspect for small libraries is that their readiness to participate serves a political end. Realistically, though, it's probably not too practical. And once again we're back to the idea that we may be removing resources from the local folks who need it.

One area that stands out here is local history. All small libraries have lots of unique local material. Pennsylvania did a survey of the extent to which local libraries would be responsive to the development of a finding guide for this material. The small libraries said it wasn't needed, that that material was the one thing they had a good handle on. So the guide was needed only by the larger libraries, more remote from the source.

**BURRITT:** What's a good way to approach creative funding for necessities outside my budget?

**VAVREK:** There is a panorama of hi-tech possibilities, some of which are not big-ticket items. For example, a small town business may not be able to buy your library a personal computer. But they might be able to afford a service contract for one, and that commitment might allow you to leverage the computer out of someone else, the manufacturer for

example. Many little bits of equipment can be asked of local businesses.

It's important to remember here that most business people are willing to buy you a specific \$5 item than to give you \$5 for a vague program. Then too, don't forget to acknowledge the contribution, with a plaque above the copy machine, a letter to the editor, some public arena indicator of the library's gratitude.

There are many time-honored and well-documented methods of raising funds for libraries, from grant proposals to book sales to cheese boats. But be realistic. It's tough all over. Your best bet is your own local community; they know you and, hopefully, you've built a track record with them.

**AL:** In her presentation two days ago, Pennsylvania State Librarian Sara Parker said "Because libraries are loved, there is an inherent disinclination to change." Two questions: 1) Do librarians hide behind this to avoid innovation; and 2) Do towns use this fact as an excuse for maintaining the status quo?

**VAVREK:** When people accept what is done on a daily basis as what the library IS, it may be easy to not recognize that there is change, so there is no need to investigate if, in fact, change has occurred. The rationale is "If things are OK, why should I muck it up by asking questions?"

Many governing bodies see the library as an inactive place of things, "Oh yeah, my kids get stuff there."

When the public realizes that the library is more than leisure reading, and when librarians become less willing to accept that status quo, well that's when the library becomes a conduit for meaningful information in the mainstream of life.

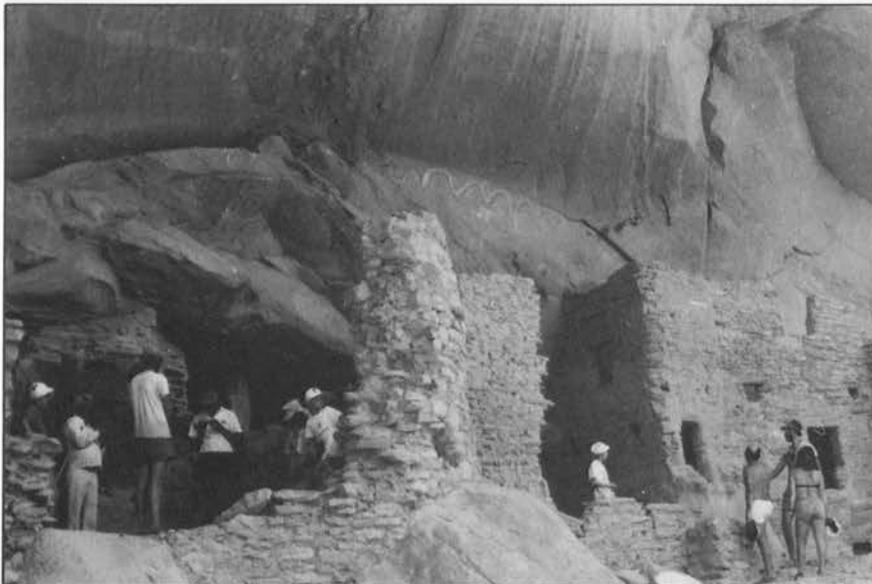
## The Wild & Scenic Library

Currently housed in a large ammo can on an 18' raft, this waterproof library was established in 1981. The Wild & Scenic Library has traveled down the Colorado River in the Grand Canyon and the Green and San Juan Rivers of Utah. It has logged well over a thousand river miles and has been enjoyed by hundreds of river running patrons. The current collection contains approximately thirty volumes, four topo maps, three periodicals and several waterproof river guide maps.



Wild & Scenic is very excited about its special collection of prehistoric literature which is stored in several different locations, usually along overhangs.

This collection, while somewhat difficult to get to, is open to the public at all times and well worth the extra effort to see it. Some of the archives are a bit run down, but most are in excellent condition, and all have held up well for many years.





Wild & Scenic can't always employ a full time librarian on each trip in addition to two or more professional river guides, so it makes due with a licensed guide/reference assistant, Roabie Johnson. With seven years experience as a river guide and several years with the Flagstaff Public Library, Mrs. Johnson feels she has the necessary experience to meet the job qualifications. She has built the library up from scratch (it was previously contained in a small ammo can), and she is especially proud of a rather extensive reference selection covering the flora and fauna, geology and history of the area this library serves.

Mrs. Johnson is usually assisted by two other guides, Jerry Johnson and Jim Wilson, who in addition to helping patrons with their reading selections, also provide a great deal of local color themselves.

They occasionally find the library useful in their everyday boatman lives for such things as preparing meals.



The Wild & Scenic Library is solar heated and air coded. The roof does leak occasionally. It offers several large meeting rooms that are available at different times and places and are always open for the public to enjoy. Reservations are not necessary, but a clean-up committee is appreciated.



Guest lectures are a Wild & Scenic specialty and vary from trip to trip. These experienced consultants will help you with your reference questions and are available for informal discussions.



Individual reading and study rooms are another Wild & Scenic exclusive. We offer five to twenty modular units, depending on the trip size. Some are more stable than others:

For larger study groups we offer an 18' inflatable reading area. This movable unit is sufficient for up to seven patrons and is complete with running water and a pump.

Last, but not least, our story hour should be mentioned. It's held daily at irregular intervals, or whenever your guide is lost. Registration is mandatory, as it is very popular and always well attended. Be sure to sign up early so you don't miss the boat.



continued from page 14

grading, and waste disposal. Or will the situation rather be one because of the increasingly significant role of women in the workplace as well as home, frequently as the single parent, to whom society will have to respond. Not surprisingly there appear to be professional as well as popular views to support both postures. The crucial thing for library planners is first to recognize the dynamics of local library services and to translate client support into political action. While sounding a bit obvious: things happen because people want them to happen, and with the growing pursuit of leisure as a substitute for what previously would have been associated with work activities, and the growing role of women in the workforce, exciting new actions will be formalized.

### A Popular Lending Library

The second result of this research project had to do with the role of the public library as a disseminator of books rather than a major provider of information. While the

library use studies indicate that book borrowing is typically the greatest client behavior (Knight and Nourse, 1969; North Dakota Library Association..., 1990). The demand for leisure resources wasn't such a problem to a nonlibrarian member of our research team who said, "I thought that's what libraries are about—books." Consistent with this is the fact that 40% (251) of those identified as library clients through our telephone verification survey indicated that "checking out books" was their typical library use. "Research" was the next largest category at 16% (101). Parenthetically, the reader may be interested to know that in the survey of Pennsylvania residents referred to earlier, the response rate for "leisure books" was 51% (727) of the total (Vavrek 1990, 7). This majority result was probably owing to the fact that Pennsylvania includes within its boundaries the largest rural population in the United States (Heasley 1988, 5).

Why shouldn't the library be proud of the fact that it responds so well to the community's bookish

acknowledged beyond the scope of this study that the rural library supports the role of the community social center, a place for exchanging coupons, provides toys for kids, and becomes the local video store—in some places. Although only 3% (87) of the users indicated "nonprint" as their reason for coming to the library when the survey was conducted, this will increase in the near future as videos occupy an increasingly significant position among available resources. What other community agency then provides such a carousel of services at the municipal level? In fact, its rather amazing when one considers this "the best bargain in town" (Vavrek 1985).

At the same time, however, there can be little doubt that the typical rural librarian helps to perpetuate the library's role as a place for books regardless of other layers of service available. Storybook hours, summer reading contests, publishing the titles of newly acquired books in the local newspaper, and great book discussion groups help to extend the image of the library as a "bookish" place regardless of the conscious desire to be an information center. Effecting this role posturing is the librarian's perception of things. *Planning and Role Setting for Public Libraries* promotes as one of the goals of a modern public library: "The library actively provides, timely, accurate, and useful information for community residents in their pursuit of job-related and personal interests" (McClure 1987, 38). To determine the rural librarians' agreement with this concept, a recent study determined that 92% (339) of the respondents agreed that their libraries were pursuing this goal (Vavrek 1987, 24). The data from Figure #2 suggests that the clients may not be aware of this intent as the library's staff believes. It should not be a case of the librarian asking whether it is OK for all of this bookishness to be going on. Contrary to what this author has said at other times, as the competition con-

### Reasons for Using the Library

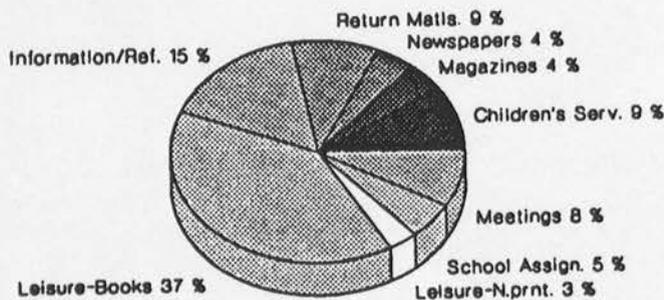


Figure 2, 3425 responses

modern public library is projected as a community information center among library "groupies," Figure #2 shows the result of the question asking clients why they visited the library. "Leisure books" as the highest response was a surprise to this library investigator. It should have been less an issue since public li-

needs? Because library "groupies" conceive of the library as an information center. It may be observed from the acquired data that, indeed, the typical rural library functions as an information resource. Witness the range of services: a place for programs, reference support, and children's services. It should also be

tinues among information providers, there is practical market value and stability with the library being identified with books. Roles should be planned, however, and not result by default.

used the public library to meet these needs. Figures #3 and #4 show the results. To aid in the interpretation, in Figure #3, 1377 people indicated that information about "Bestsellers" was their highest daily information

provide this information, while significant, is not as critical as the fact that the library is apparently not considered as the resource for information of a timely nature—Figure #5. Using selected examples, this latter figure illustrates the differences between client needs and the library's importance for "Local business/investment," "Action of government officials," "Current decisions of local government," "Local social services," and "Local ordinances/laws. It is not difficult to explain this situation. Rural library staff continue to be restrained by a book orientation while the multiplicity of resources has grown because of the information explosion. In this author's view, the transformations have yet to be made in converting the typical rural library to a vital community centered information resource.

Rural staff members often lack formalized training, making this one of our greatest challenges to overcome. It should be recalled that in legally defined rural communities the incidence of staff with a master's degree is only four percent. For public libraries in populations of 25,000, the average is 14% (Podolsky 1989, 12). State library agencies and others have attempted to overcome formalized training deficiencies with multiples of workshops and conferences. Regrettably, continuing education activities are too few and geographically too disparate to be a substitute for more regularized training. Additionally, the reader should be reminded that in communities of under 2,500 people (where 60% of the public libraries in the country may be found) the total annual budget—including salaries—is \$15,000 (Podolsky 1989, 33). We may discover if circumstances are not improved that the typical rural library will cease to function as a community enterprise. This situation may not be cured but it can be improved by an increasing willingness of those responsible for library services at the local level—trustees,

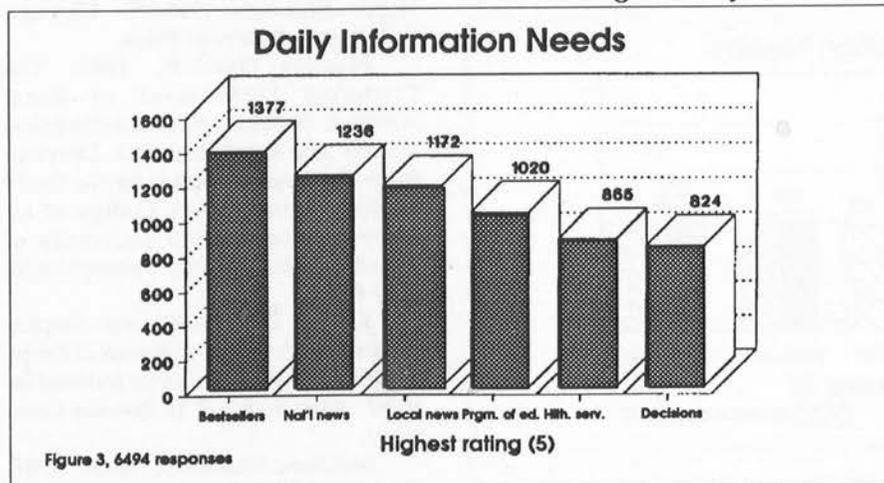


Figure 3, 6494 responses

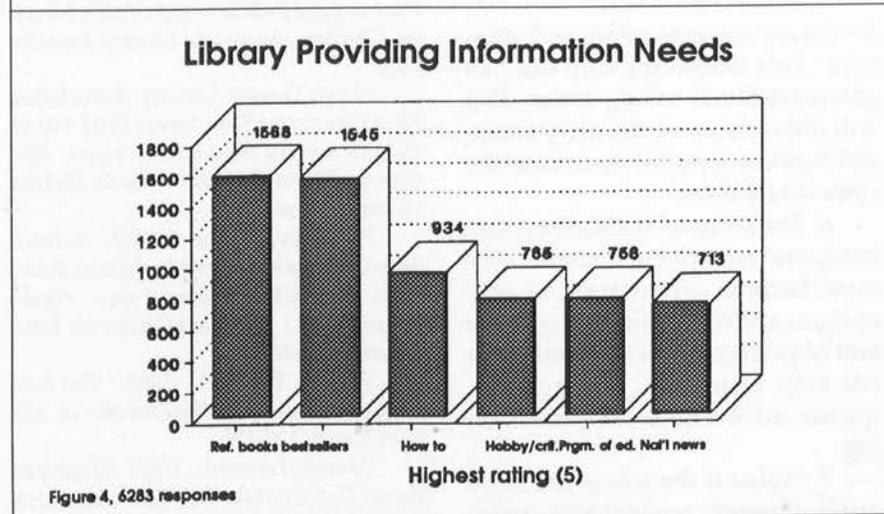


Figure 4, 6283 responses

## Information Needs

In addition to an elevated use of public libraries by women, and the popular function of the public library as a book lending institution, the apparent inability of the public library to be perceived as a source of current information is the third result that the author would like to discuss.

Clients were asked to respond to a list of 20 subject categories (on a scale of one to five) and to indicate what information on these subjects they required on a daily basis. A subsequent survey question then encouraged the same clients to determine the extent to which they

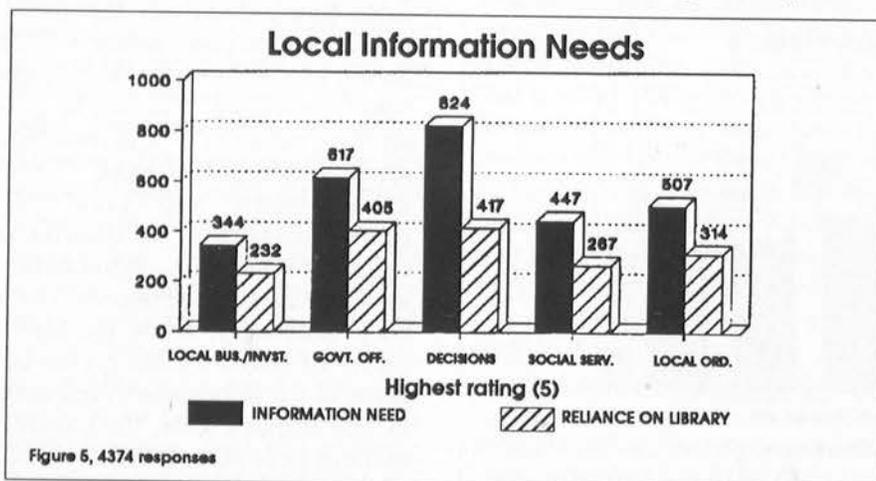
need. Then in Figure #4, 1545 clients stated that they sought the services of the library to meet these needs. Two additional points may help to evaluate the above graphs. In Figure #3 "Decisions" refers to the "Current decisions of local government." In Figure #4, "Reference books" was not one of the options given clients when they were asked about their daily information needs. The reader will note further that in the two figures there are only three areas of overlap: "Best sellers," "National news," and "Programs of education.

"The disparity between daily needs and reliance on the library to

staff, and friends—to better understand client needs and perceptions of value. In a real sense, there is little beyond this.

ing this target group, self-interest suggests attempting to determine why men are not found more frequently in the library.

5. Women library clients provide a powerful political potential



## Conclusions and Recommendations

1. The first priority is to encourage those responsible for library services to regularly survey their clients to determine the extent to which information needs are being met. This is a crucial matter.

2. Regardless of the fact that the typical rural library is a multifaceted institution, its public continues to think of it as primarily a "book place." This perceived role is not inconvenient as much as it conceals the continuum of values available. Efforts must be made to enable the library to advertise all of its services.

3. Clients do not perceive the library as a source for current information. This does not suggest that resources are unavailable as much as lacking prominence for library patrons. Where these current data are absent, concentrated efforts must be made to include them in the mix of accessible materials. This type of current information provides the library with its individuality and insures its role as a community information center.

4. This present investigation has suggested that the typical American (a female) is the primary rural library client. While carefully nurtur-

ing for library administrators and planners. This lobbying group must be galvanized into taking action that will improve upon the sorry financial support of public libraries at the community level.

6. The national institutions that compose American librarianship must become accustomed to promulgate and follow sustaining goals and objectives. This situation does not exist at present. As a consequence, all of librarianship is suffering.

7. "What is the role of the rural public library?" became a key question in this investigation. Is it an information center bulging with relevant documents, reports, newspaper files, and pamphlets, or is it only a place for popular books? While the answer was not a product of this document, two points should be considered: First, institutional roles can only be determined locally through some effort at asking clients what they want and planning for needs. Second, future services must be facilitated by having available the most qualified, academically trained staff. It is no longer feasible to assume that the modern public library is capable of existing within any other context.

## Notes

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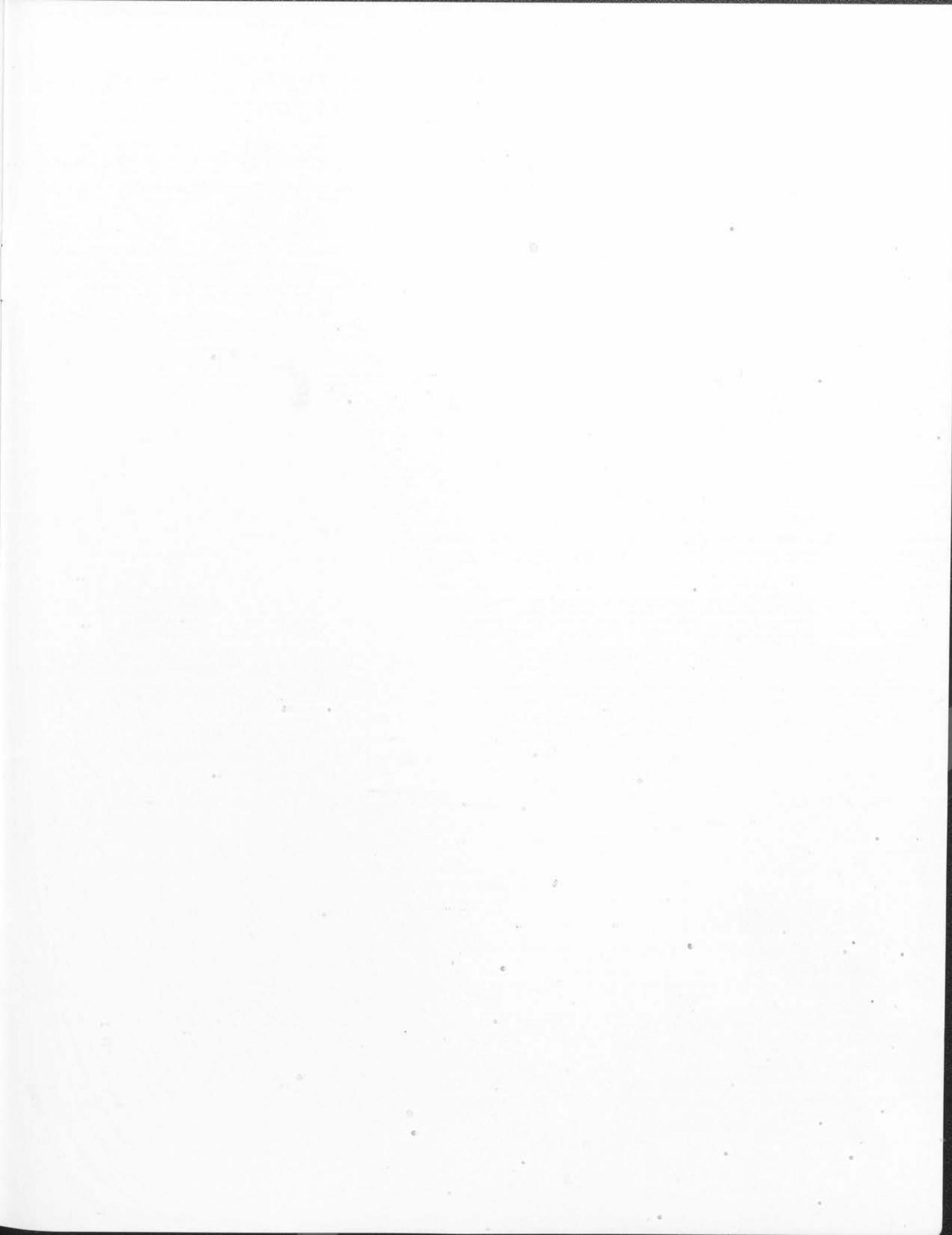
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