

LAUC-B Diversity and Retention Task Force

**Member Survey Results and Analysis
Report to LAUC-B ExComm**

13 September 2007

Compiled by
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Harrison Dekker
Shannon Supple

I. Introduction.

On 14 March 2007, then-Chair of LAUC-B ExComm, Lucia Diamond, established the Diversity and Retention Task Force, composed of Shannon Supple, Susana Hinojosa, and Harrison Dekker. The task force was charged as follows:

On behalf of the LAUC-B Executive Committee, I appoint you to the LAUC-B Task Force on Diversity and Retention and thank you very much for agreeing to serve. Below is your charge, designed to be a bit broad so that as you proceed in your work you can decide what is most feasible and useful to do.

Charge: LAUC-B Task Force on Diversity and Retention

The Task Force will advise the LAUC-B Executive Committee on issues related to the retention of librarians at UCB and make recommendations designed to strengthen our retention of a diverse group of librarians here, including but not limited to:

- creating a list or web page of resources available to campus librarians
- creating a list of improvements and additions to available resources

The Task Force will submit its report to the LAUC-B Executive Committee by August 31, 2007.

Over the course of our research, the task force realized that, given the focus of our charge on retention of librarians and archivists at the University, we lacked a fundamental input, that of the interests of the LAUC-B membership. We thus focused our efforts on creating a survey of the membership. With 81 surveys completed, the survey received a response rate of approximately 70% of the LAUC-B membership.

The following report includes the task force's recommendations, the survey instrument itself, a quantitative analysis of the results, and qualitative responses compiled by topic area, followed by an appendix of the raw data results of the survey.

We look forward to finding ways in which ExComm may use the input of our colleagues across campus to better serve the LAUC-B membership.

With our warmest regards,

The Diversity and Retention Task Force
Susana Hinojosa, Harrison Dekker, and Shannon Supple

II. Recommendations.

After analyzing the survey results, the task force recommends that LAUC-B ExComm take the following actions:

- Professionally designed brochure highlighting why it is great to work at UC Berkeley, including positive comments and/or quantitative survey results.
- Schedule a meeting with Library (and Affil.?) administration and HR to discuss the survey and its results.
- LAUC-B recommendation that survey results be used by the New Directions committee in formulating their plans.
- LAUC Statewide or each campus conduct similar surveys of their membership
- Publish survey results on the LAUC-B website and develop an accompanying blog so that the membership may comment on and discuss the survey results, and consider publishing the survey results in other fora as well.

We would like to emphasize the importance of ExComm acting soon on these recommendations, so that we maintain control over the data and its uses.

III. Survey Instrument.

LAUC-B Retention Survey

<http://vovici.com/wsb.dll/s/aacg2a187>

LIBRARIANS ASSOCIATION OF THE UNIVERSITY OF CALIFORNIA

LAUC-B Retention Survey

The LAUC-B Task Force on Diversity and Retention has created this short survey as a means to capture information relating to the retention of librarians at UC Berkeley. What campus benefits, policies, professional development support activities, campus and Bay Area features create a work environment that supports the retention and recruitment of librarians to UC Berkeley? Conversely, which of these need improvement to further librarian retention on campus? The information gathered from this survey may be used to direct future LAUC-B initiatives in these areas.

Your survey response is anonymous and will not be linked to you in any way. The survey should take about 10 minutes to complete. Thank you for participating.

1) How long have you worked at the University of California, Berkeley?

- Less than 5 years
- 5 to 10 years
- More than 10 years

2) Do you work in The Library or an Affiliated Library?

- The Library
- Affiliated Library

3) Indicate the extent to which you agree that the given characteristic is a reason why you choose to work at the UC Berkeley Libraries.

	Agree :: Disagree				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Salary level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits level-- medical, dental, vision, legal, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits level-- retirement and savings plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upward mobility and promotion opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management support for career advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

LAUC-B Retention Survey

<http://vovici.com/wsb.dll/s/aacg2a187>

Funding for professional development including travel funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuing education opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationships with colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with supervisor or manager.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity of campus and library.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of campus and library.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities and work areas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability and innovative use of technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Geographic location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of living -- housing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of living -- other than housing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Campus work/life policies (e.g., child care, dependent care, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability support services for staff and students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bay Area cultural attractions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of public transportation resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- Flexible work arrangements.
- Availability of LAUC-B Mentor Program.
- Research opportunities.
- Adequate and fair workload.
- Classes, lectures, and workshops on campus.
- Employment opportunities in the region for partner/spouse.

4) The UC Berkeley Libraries are creating positions with the required skills needed to meet current and future needs.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

5) UC Berkeley Libraries get a sufficient number of qualified applicants for recently (last two years) advertised librarian positions:

- Strongly Agree Agree Neutral Disagree Strongly Disagree Don't know

6) Would you be willing to recruit for new UC Berkeley librarians at state and national conferences?

- Yes No Don't know

7) Would you recommend working at UC Berkeley Libraries to a friend?

- Yes No Depends on the position. Don't know

8) Are you actively looking for a job elsewhere?

- Yes No

9) Do you plan to look for a job elsewhere in the next two years?

- Yes No Not Sure

10) Please share any comments you have about why UC Berkeley Libraries are a good place to work.

LAUC-B Retention Survey

<http://vovici.com/wsb.dll/s/aacg2a>

11) Please share any comments you have about what might be done to make UC Berkeley Libraries a better place to work.

To complete the survey, you must click on the "Submit Survey" button below. Results will be presented later this summer. Thank you for your participation.

[Submit Survey](#)

Online Survey Software powered by Vovici.

IV. Quantitative Analysis.

**Survey Results
& Analysis**
for
LAUC-B Retention Survey



Wednesday, September 12, 2007
Powered by Vovici EFM
www.vovici.com

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *LAUC-B Retention Survey*. The results analysis includes answers from all respondents who took the survey in the 28 day period from Friday, June 15, 2007 to Thursday, July 12, 2007. 81 completed responses were received to the survey during this time.

Survey Results & Analysis

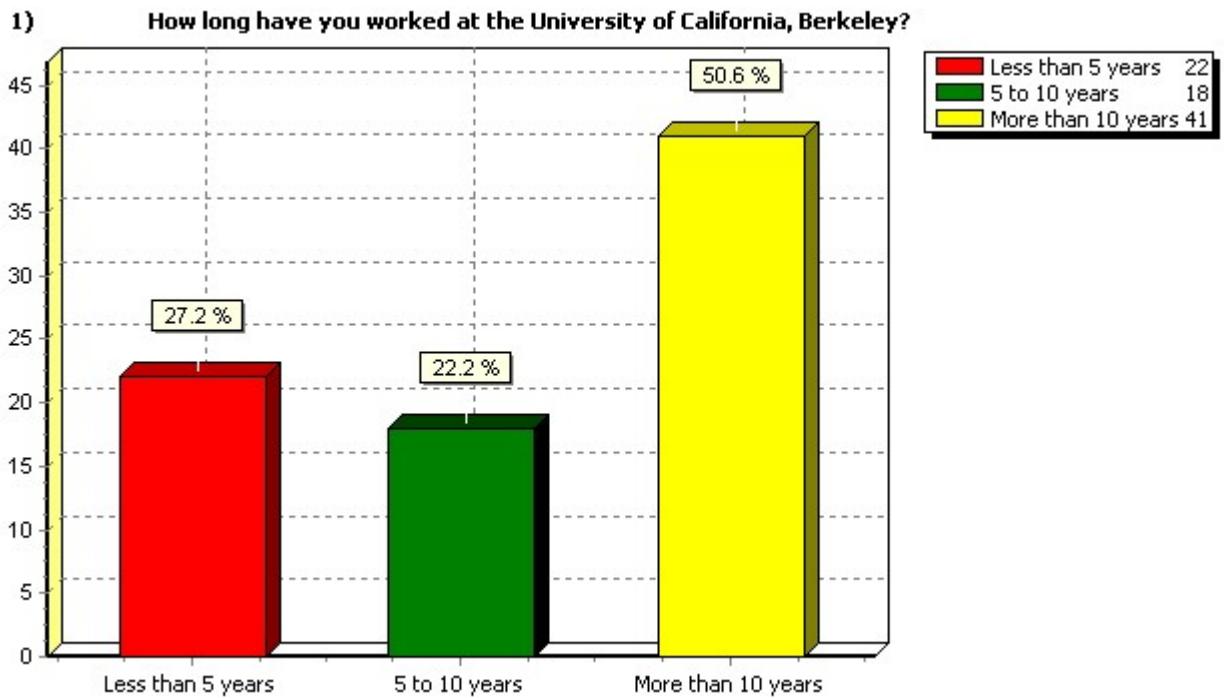
Survey: LAUC-B Retention Survey

Author: Harrison Dekker, Shannon Supple, Susana Hinojosa

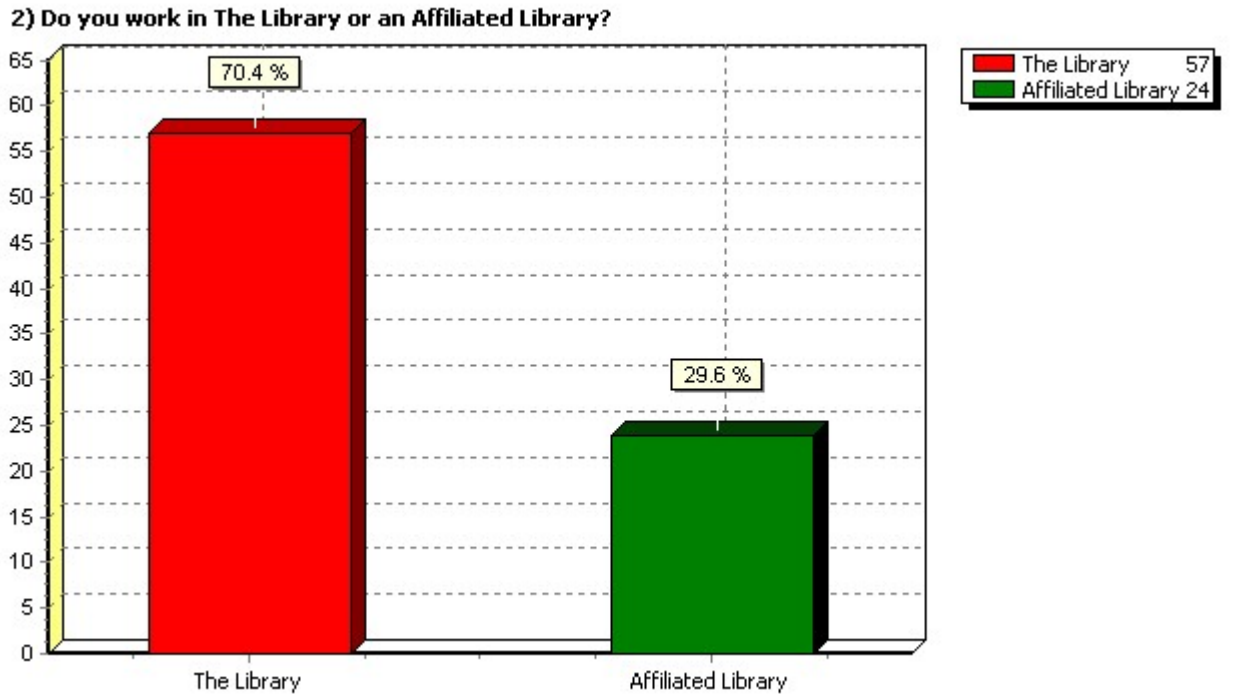
Filter:

Responses Received: 81

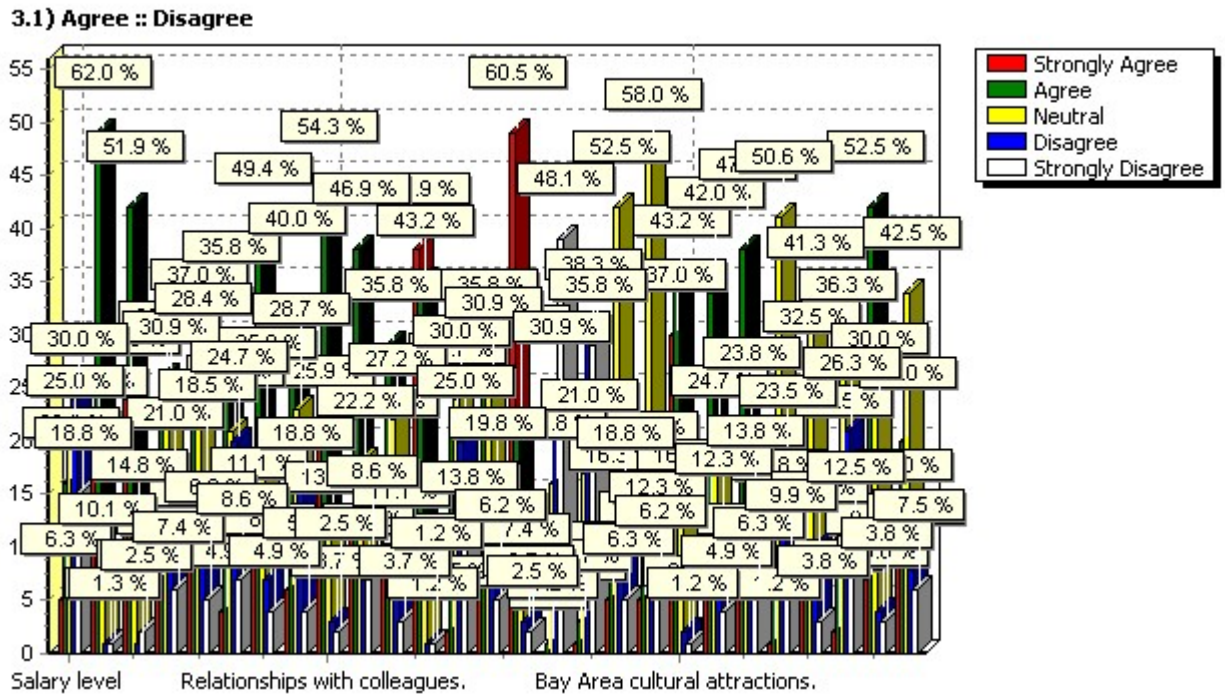
1) How long have you worked at the University of California, Berkeley?



2) Do you work in The Library or an Affiliated Library?

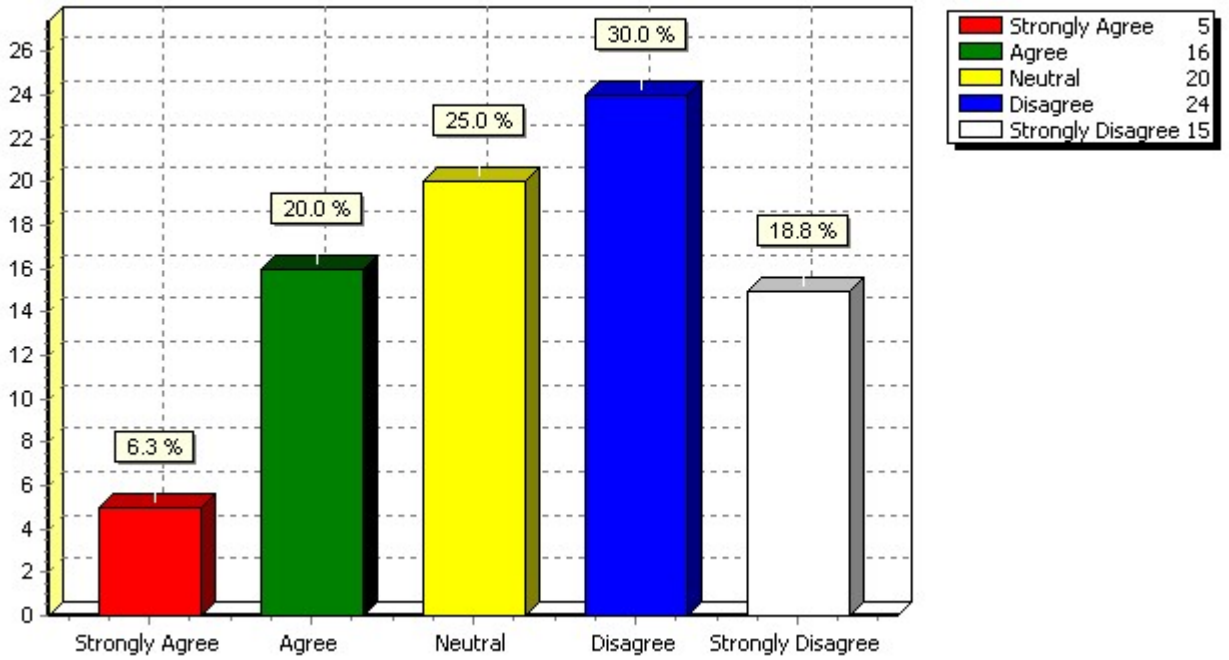


3.1) Agree :: Disagree



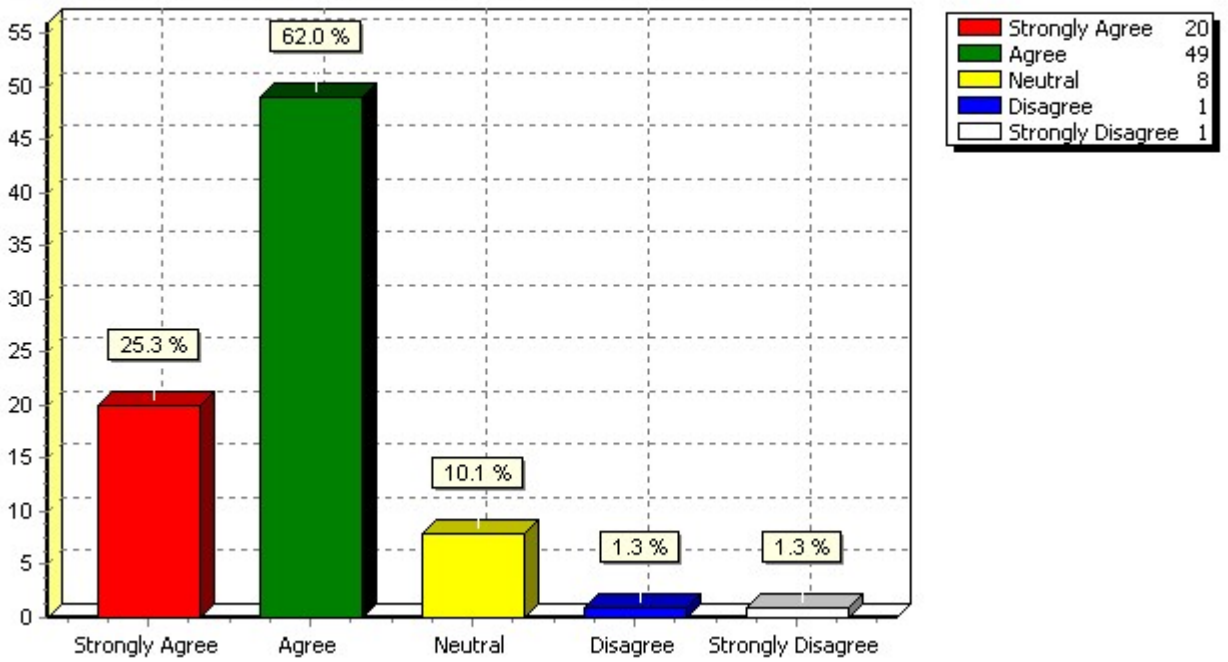
3.1.1) Salary level (Agree :: Disagree)

1) Salary level(Agree :: Disagree)

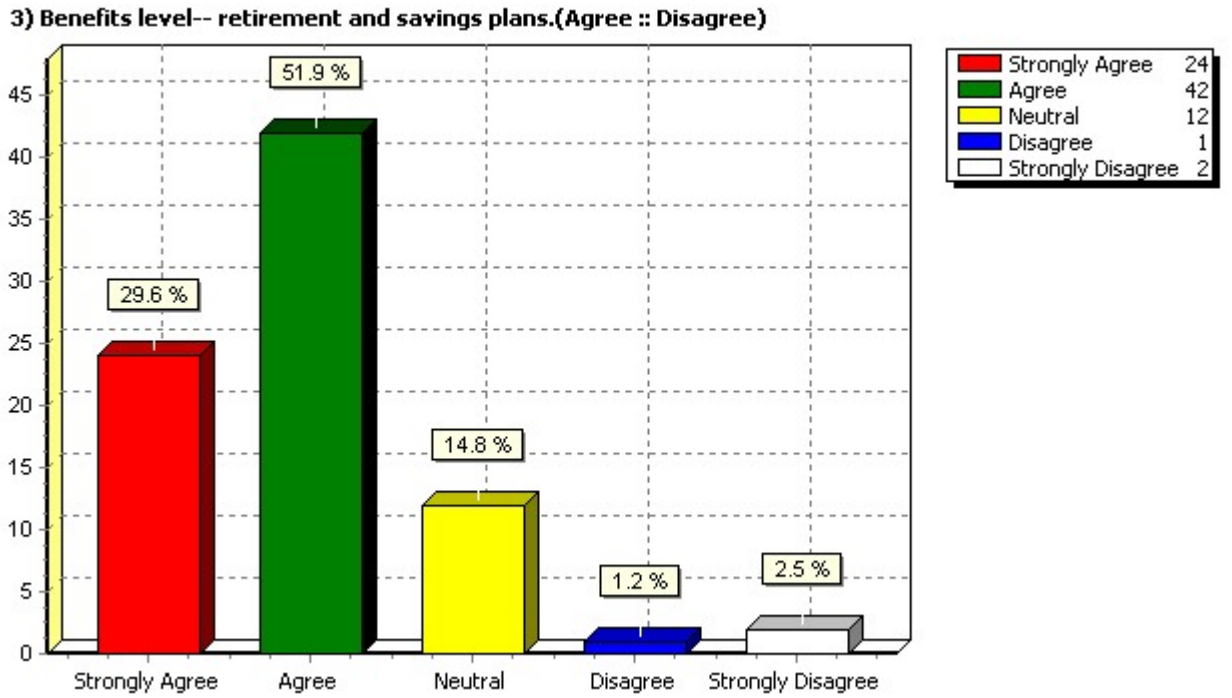


3.1.2) Benefits level-- medical, dental, vision, legal, etc. (Agree :: Disagree)

2) Benefits level-- medical, dental, vision, legal, etc.(Agree :: Disagree)

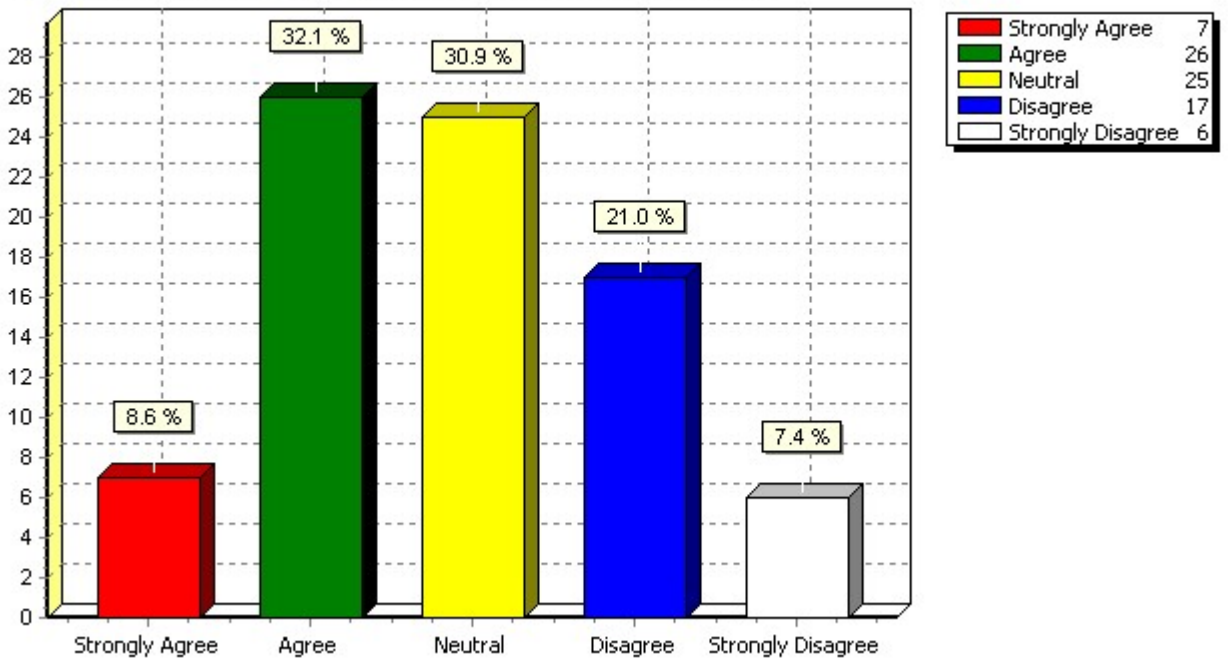


3.1.3) Benefits level-- retirement and savings plans. (Agree :: Disagree)

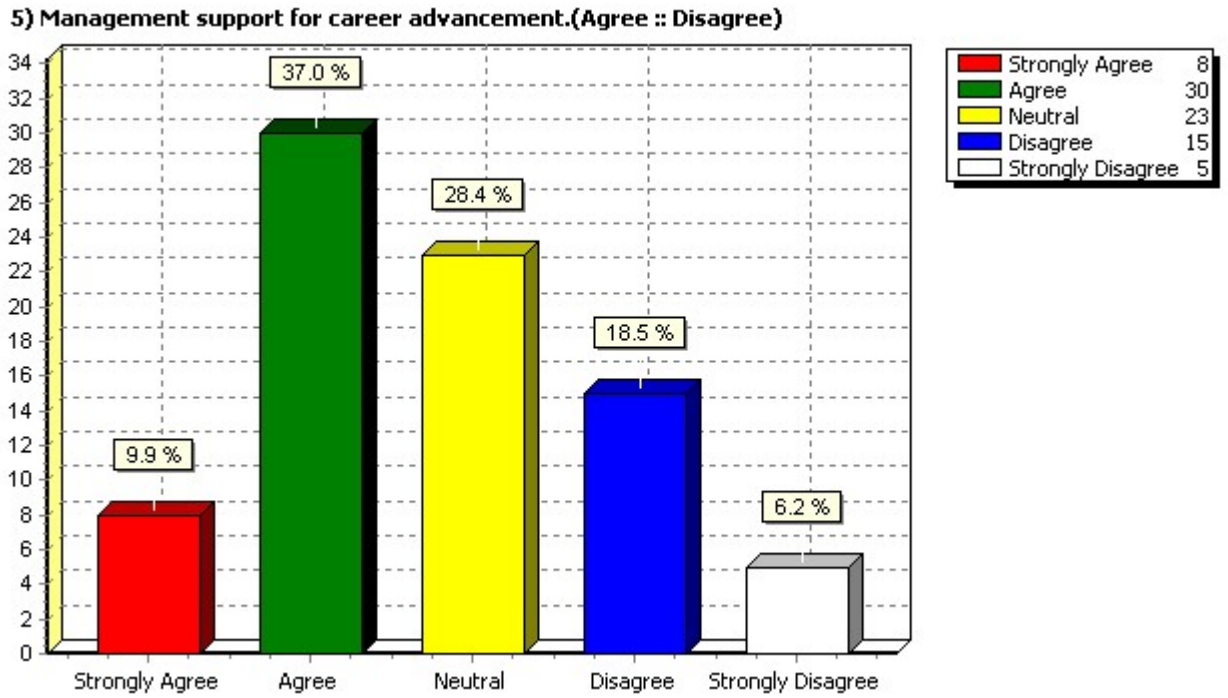


3.1.4) Upward mobility and promotion opportunities. (Agree :: Disagree)

4) Upward mobility and promotion opportunities.(Agree :: Disagree)

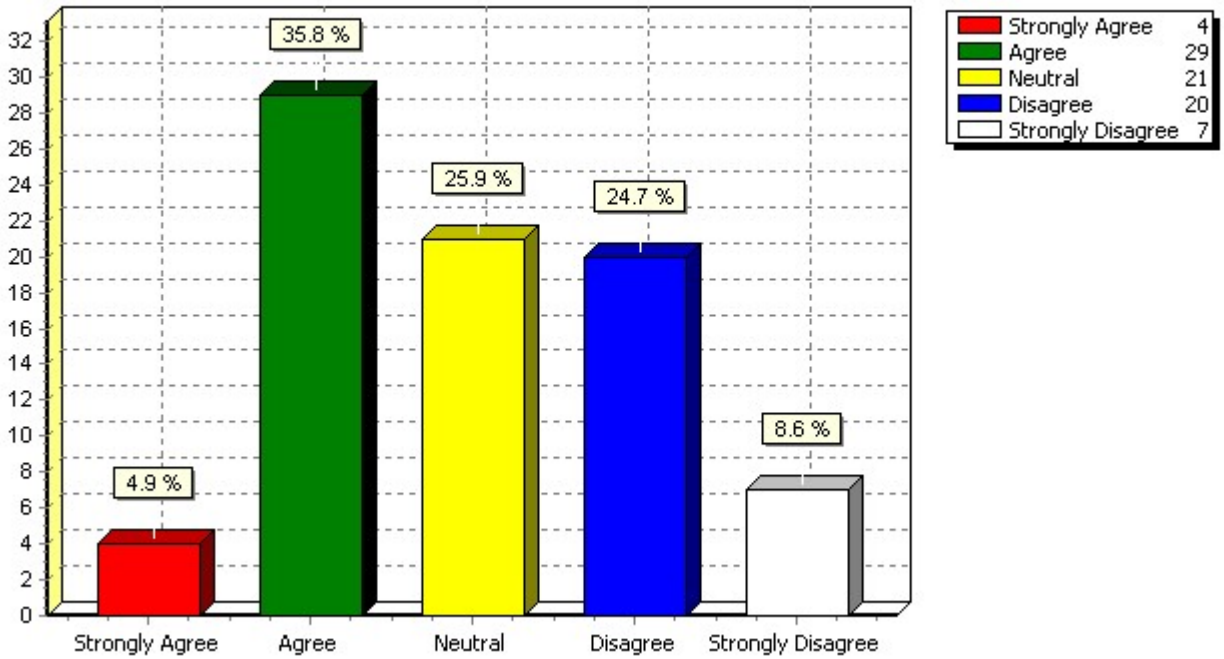


3.1.5) Management support for career advancement. (Agree :: Disagree)

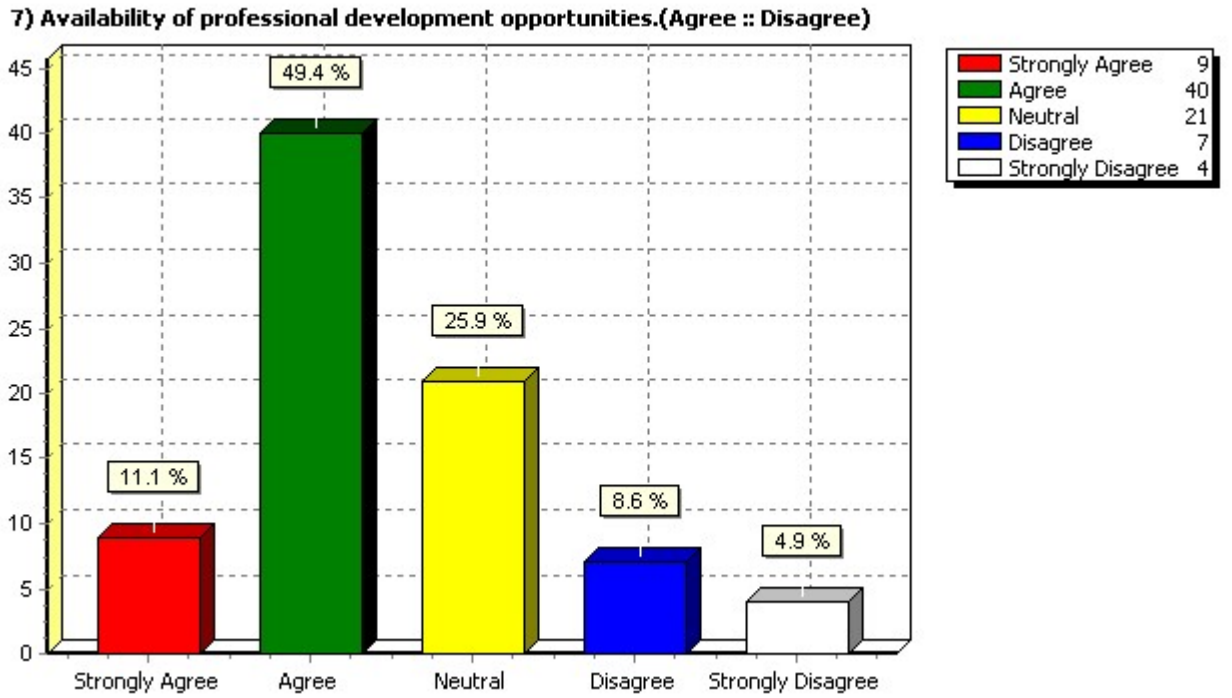


3.1.6) Funding for professional development including travel funding. (Agree :: Disagree)

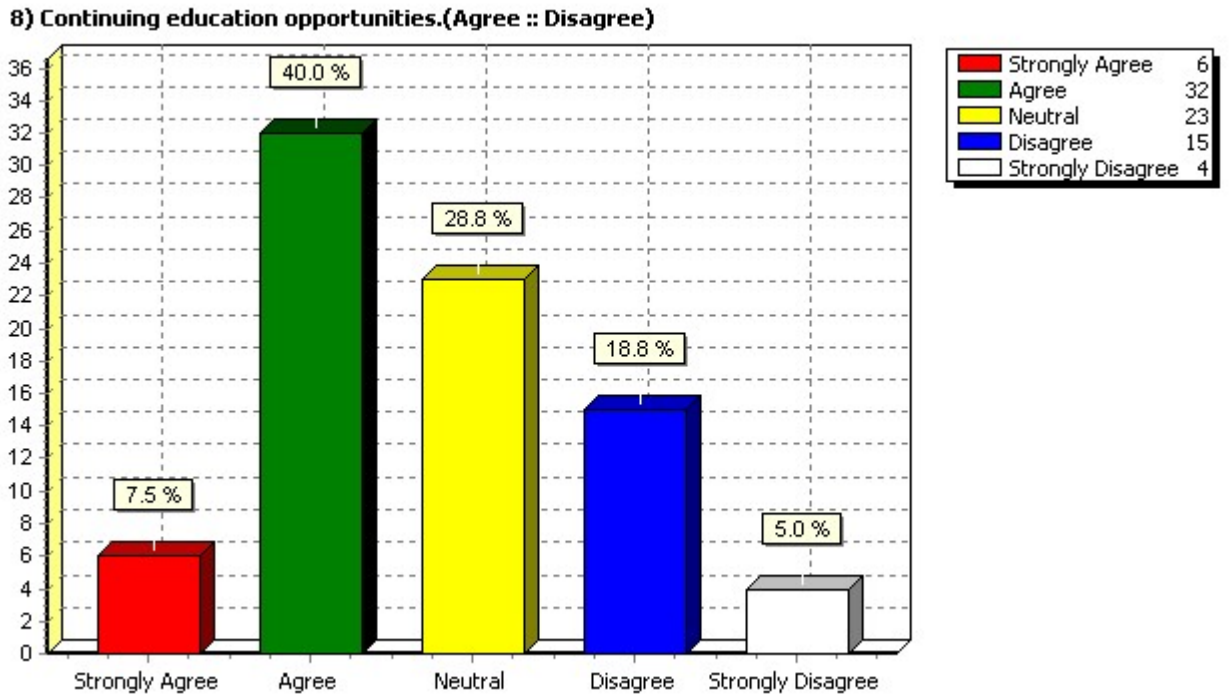
6) Funding for professional development including travel funding.(Agree :: Disagree)



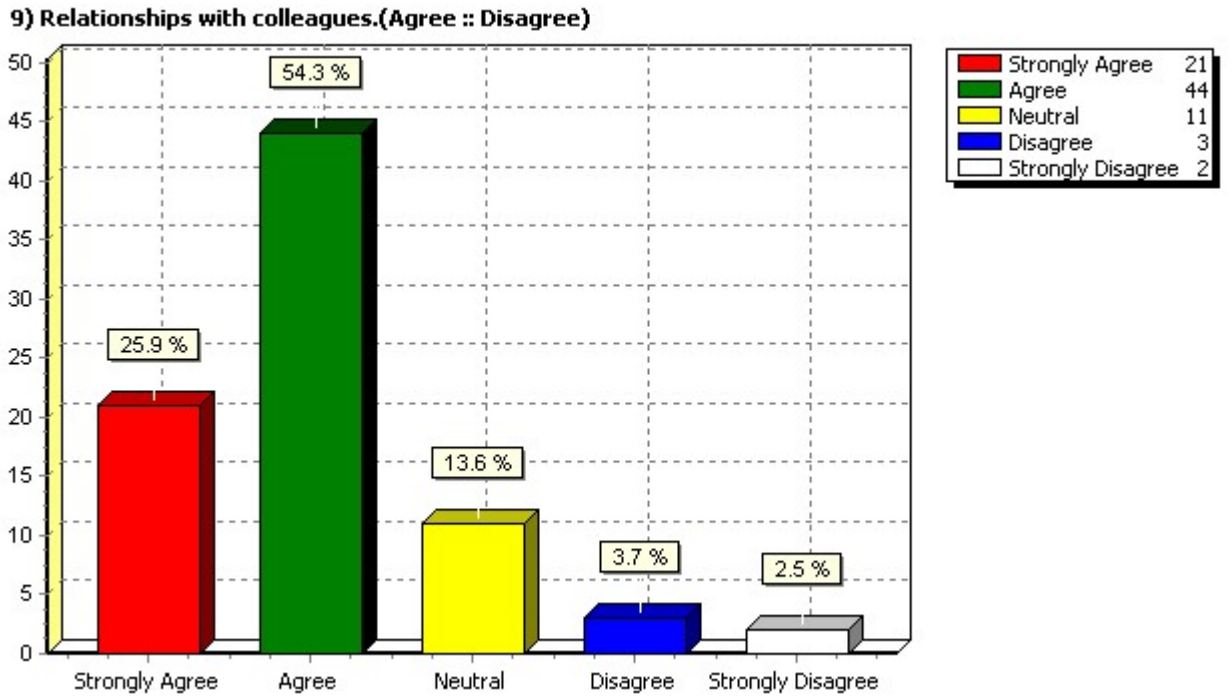
3.1.7) Availability of professional development opportunities. (Agree :: Disagree)



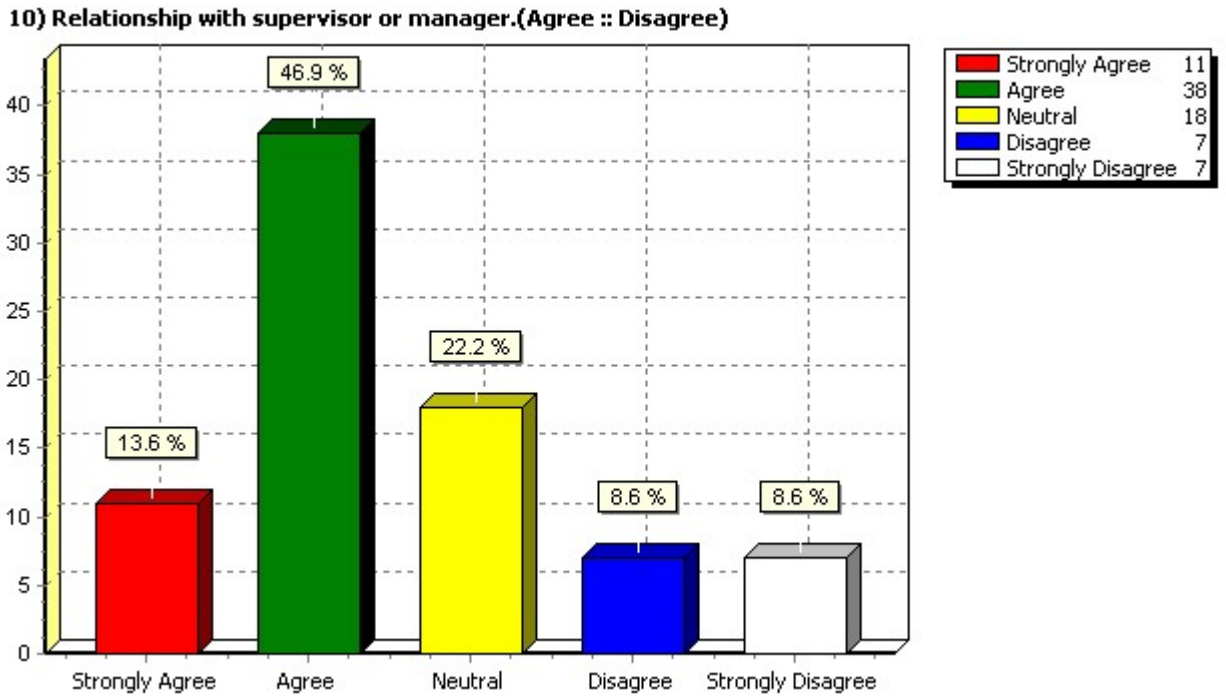
3.1.8) Continuing education opportunities. (Agree :: Disagree)



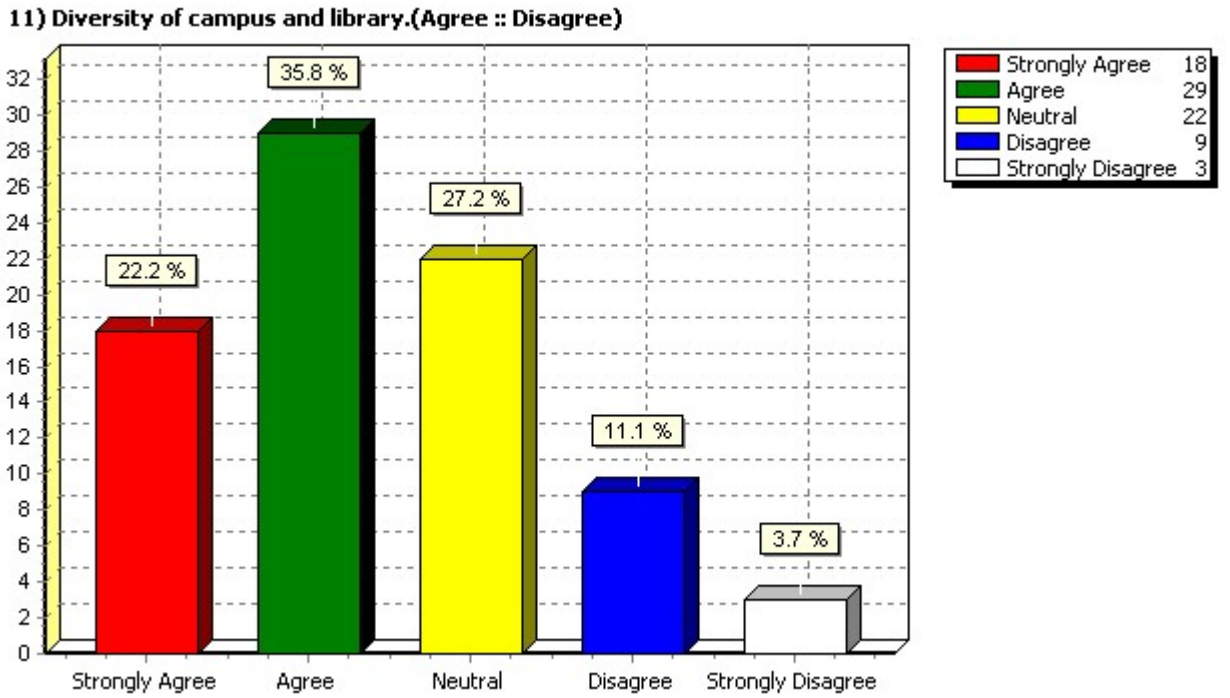
3.1.9) Relationships with colleagues. (Agree :: Disagree)



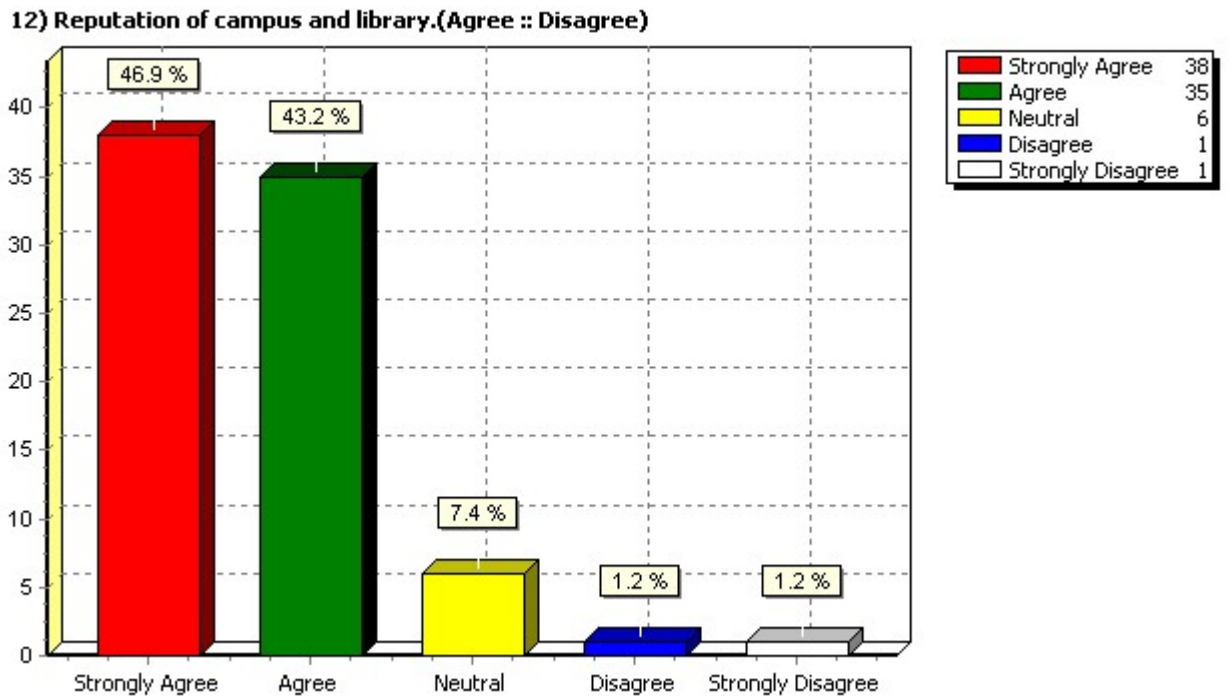
3.1.10) Relationship with supervisor or manager. (Agree :: Disagree)



3.1.11) Diversity of campus and library. (Agree :: Disagree)

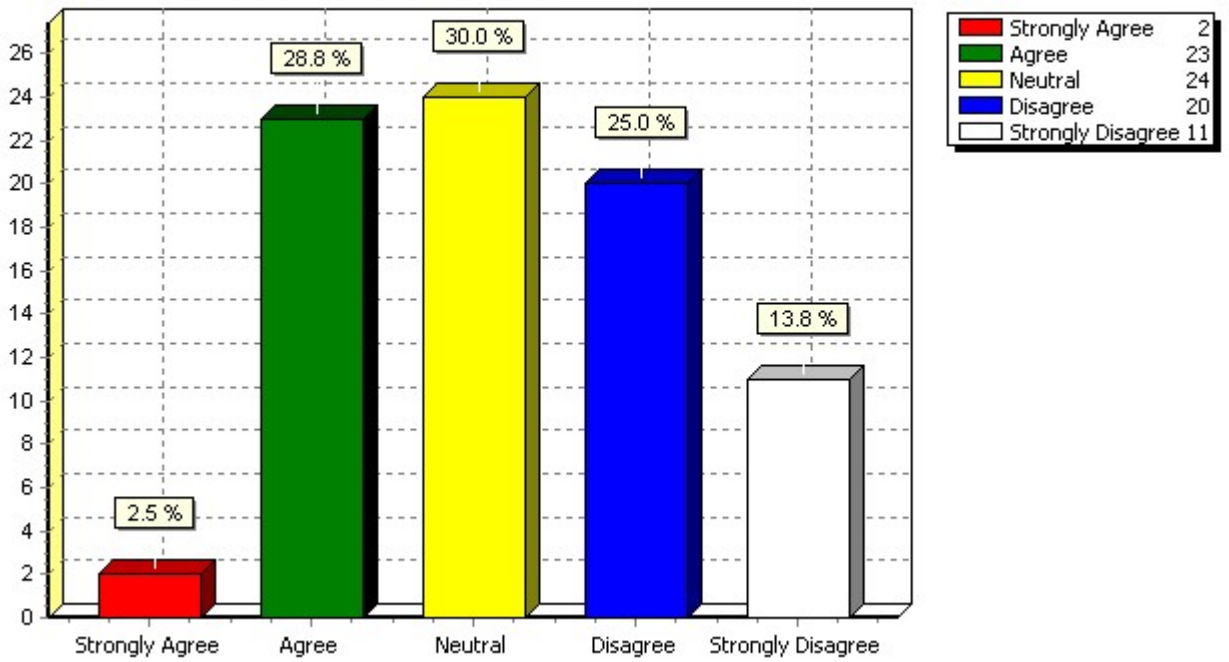


3.1.12) Reputation of campus and library. (Agree :: Disagree)

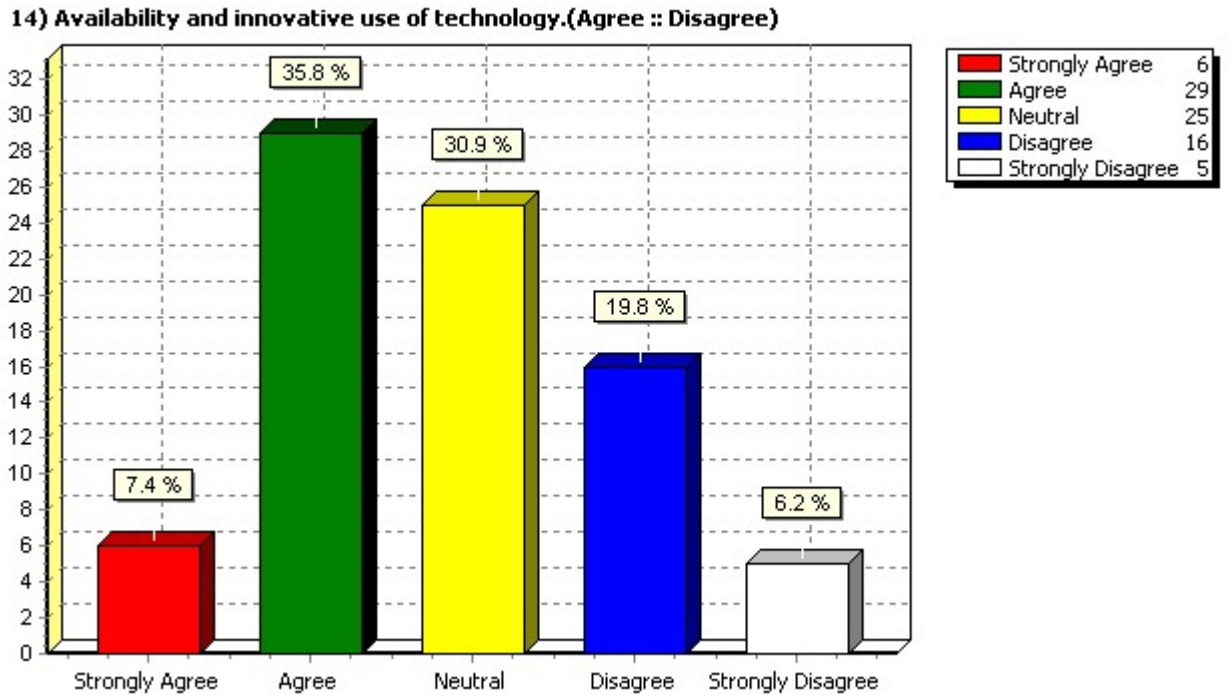


3.1.13) Facilities and work areas. (Agree :: Disagree)

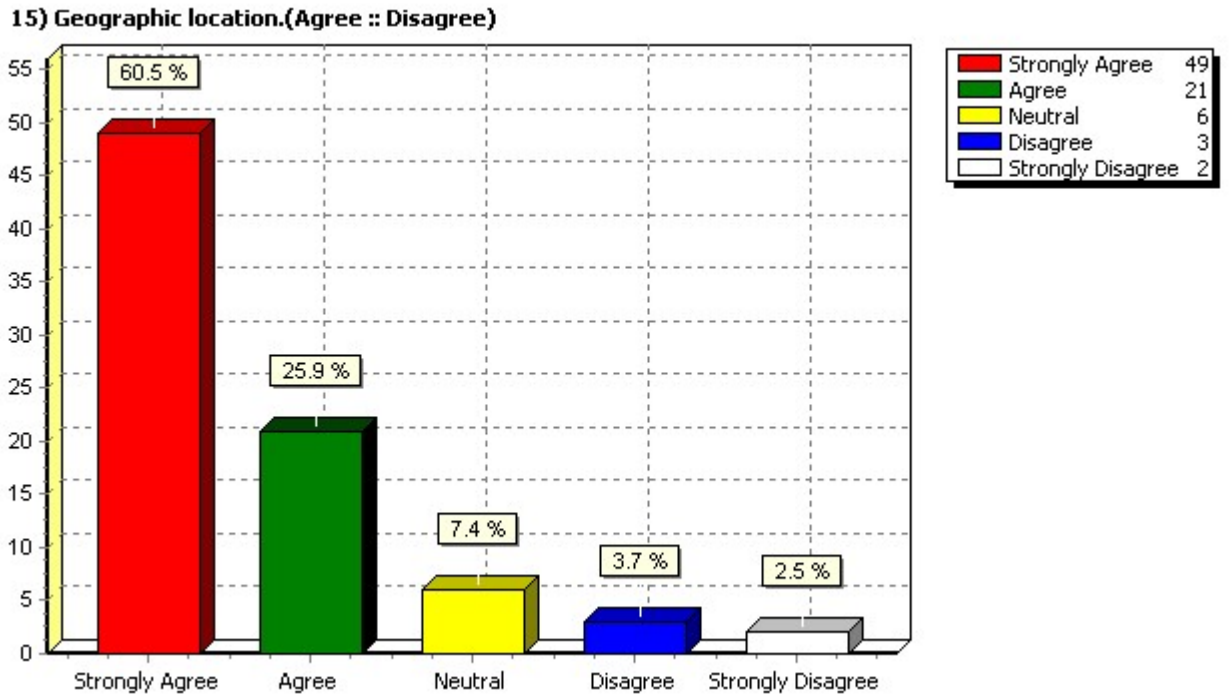
13) Facilities and work areas.(Agree :: Disagree)



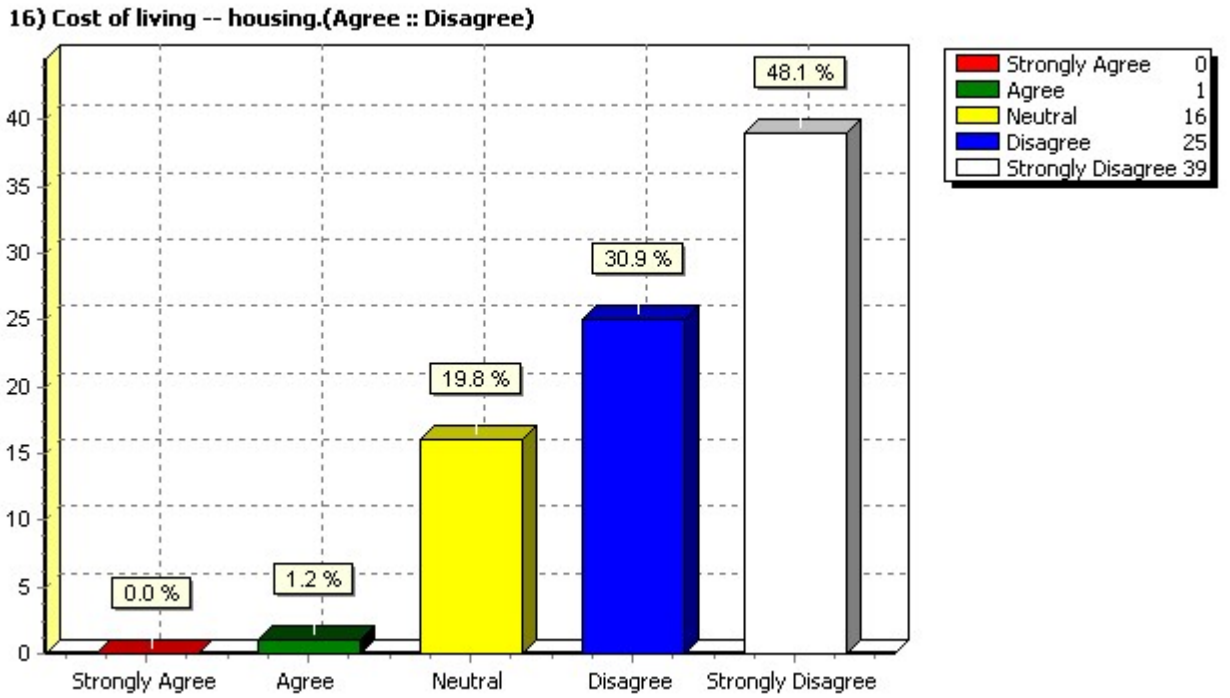
3.1.14) Availability and innovative use of technology. (Agree :: Disagree)



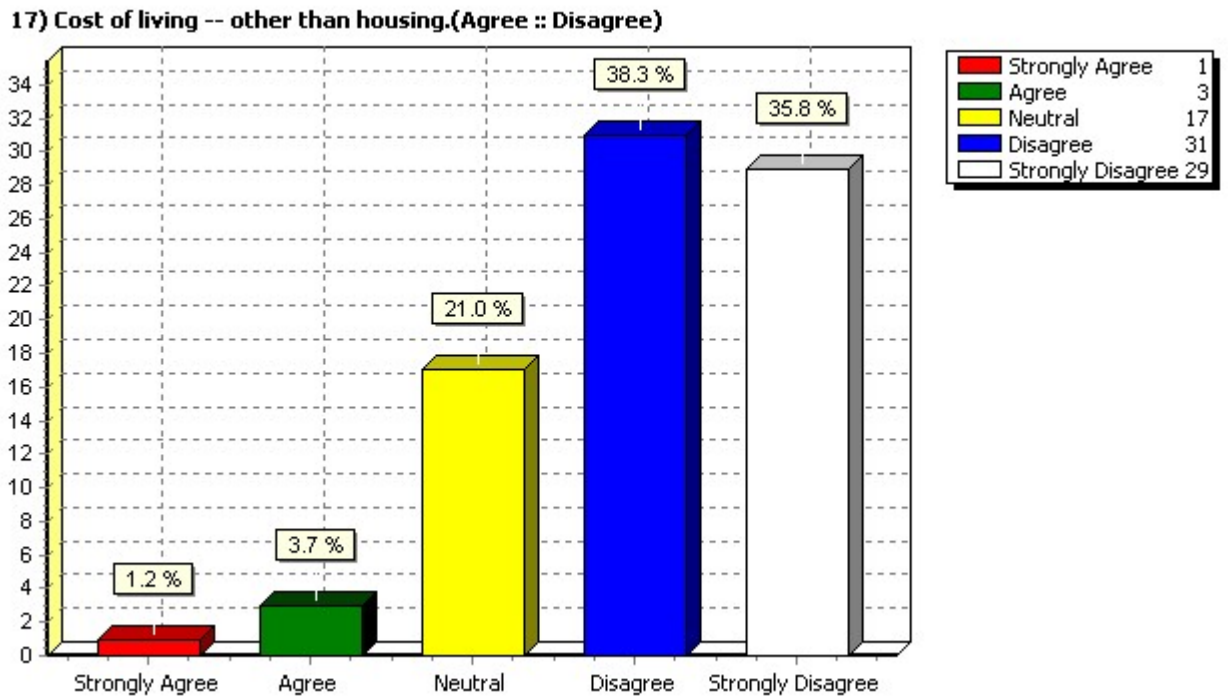
3.1.15) Geographic location. (Agree :: Disagree)



3.1.16) Cost of living -- housing. (Agree :: Disagree)

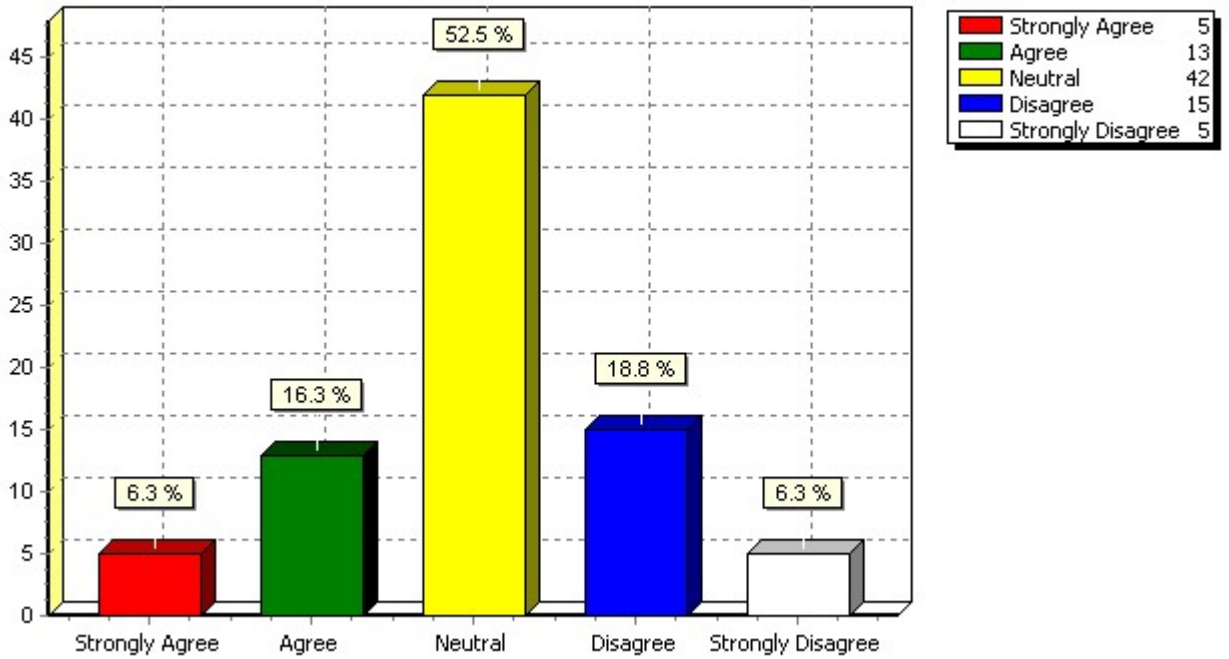


3.1.17) Cost of living -- other than housing. (Agree :: Disagree)

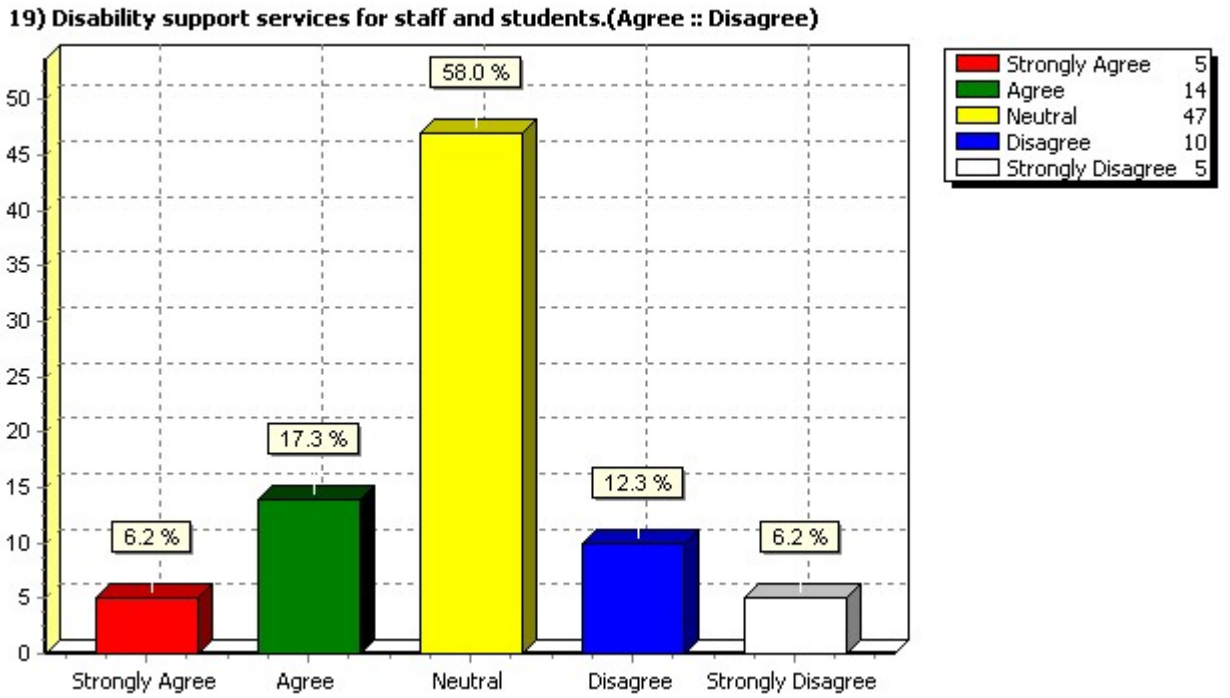


3.1.18) Campus work/life policies (e.g., child care, dependent care, etc.) (Agree :: Disagree)

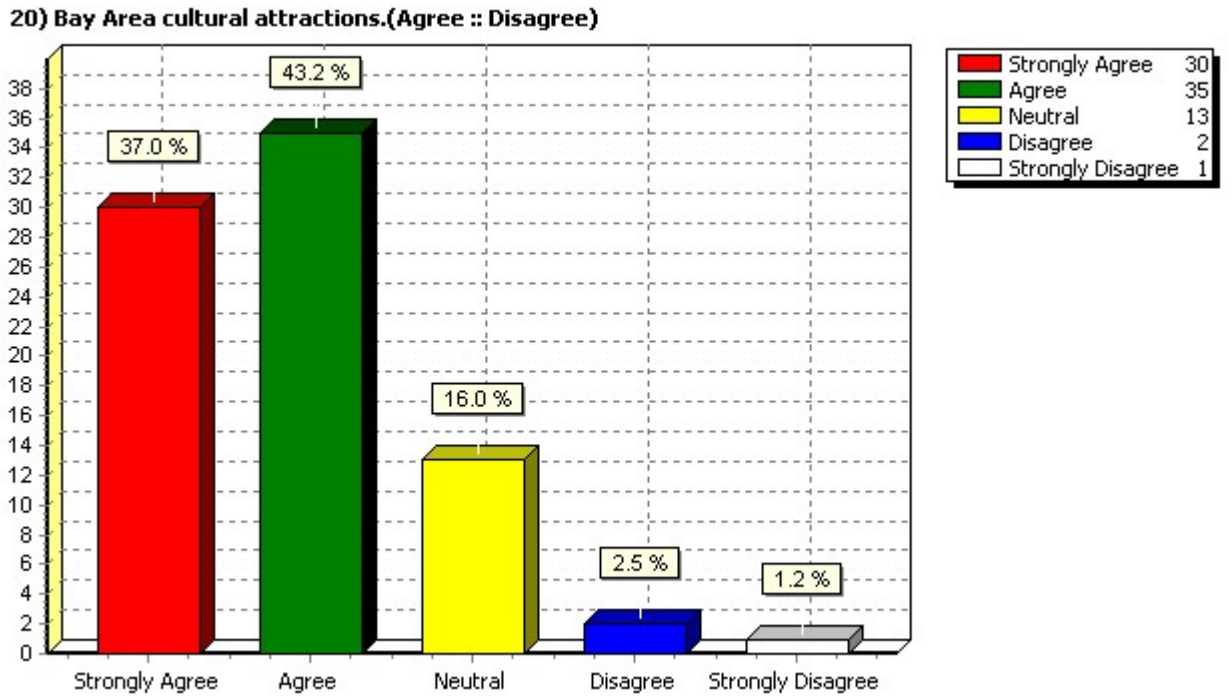
18) Campus work/life policies (e.g., child care, dependent care, etc.)(Agree :: Disagree)



3.1.19) Disability support services for staff and students. (Agree :: Disagree)

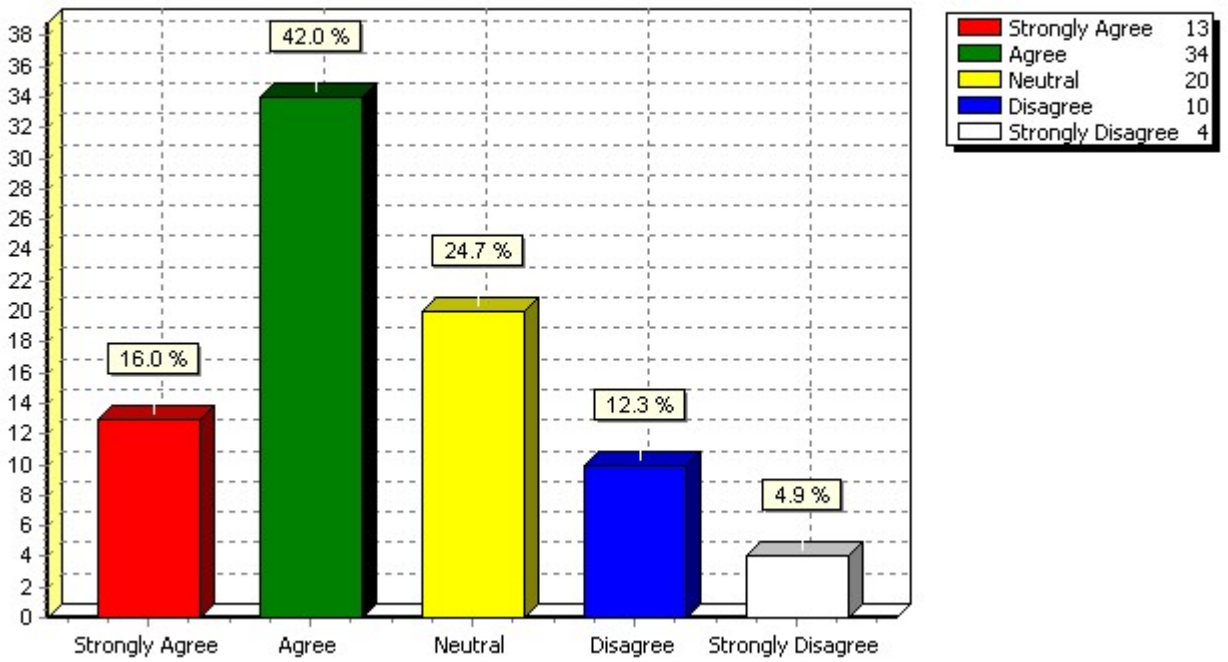


3.1.20) Bay Area cultural attractions. (Agree :: Disagree)



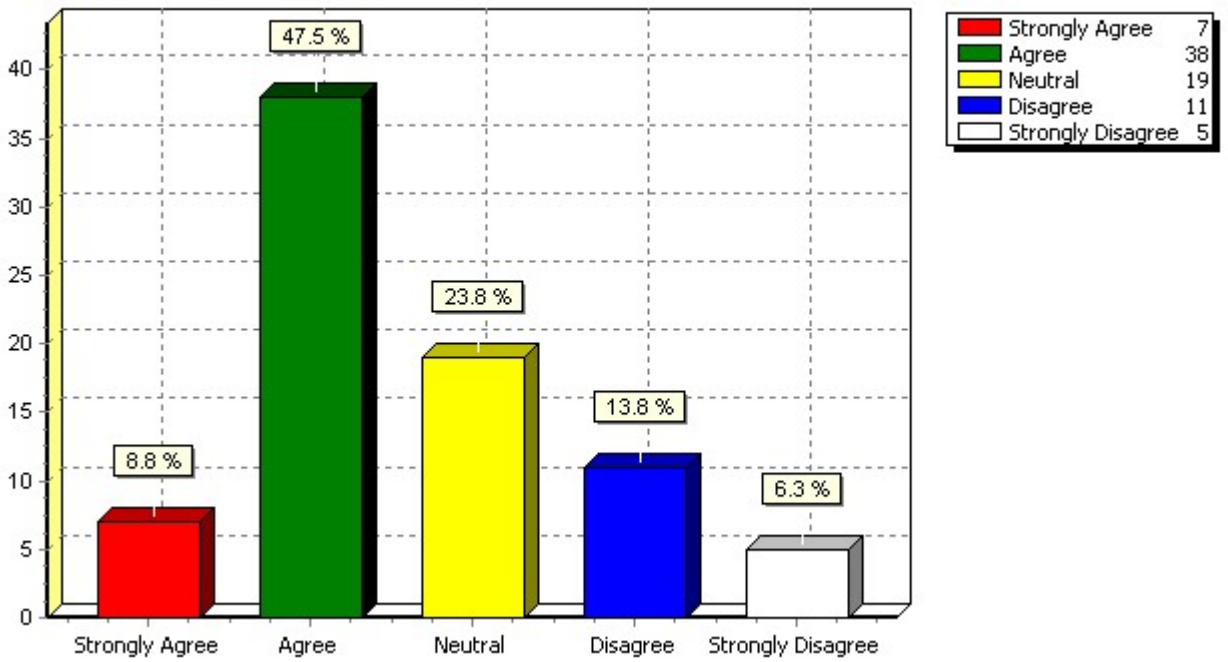
3.1.21) Availability of public transportation resources. (Agree :: Disagree)

21) Availability of public transportation resources.(Agree :: Disagree)



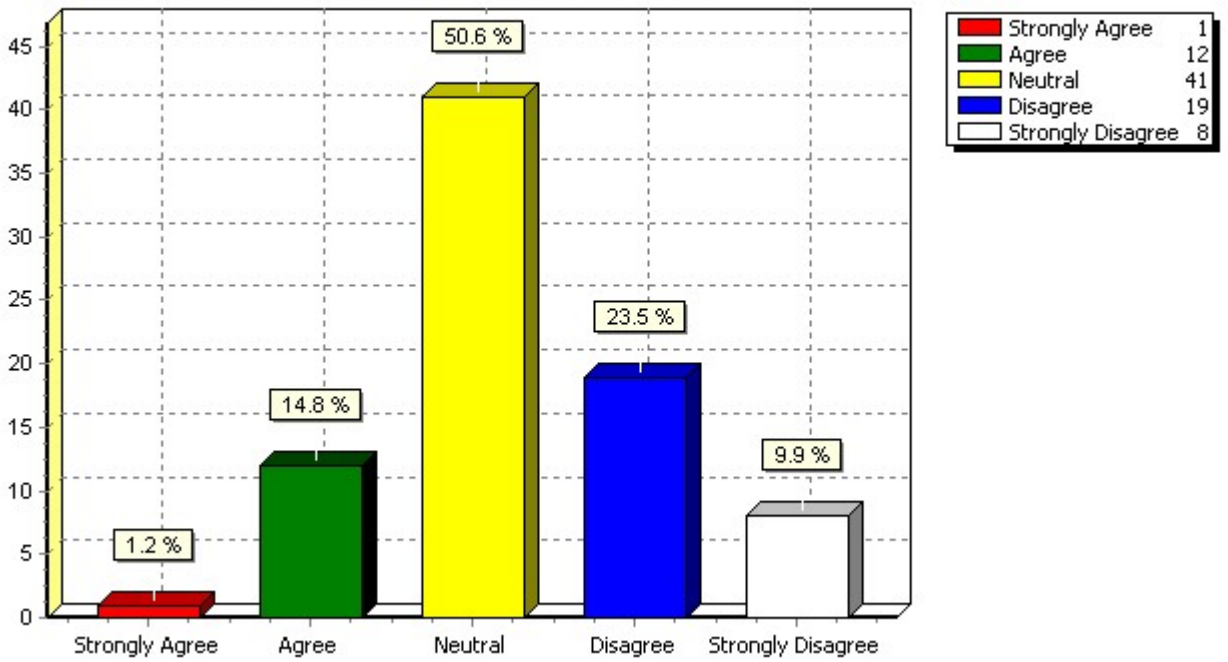
3.1.22) Flexible work arrangements. (Agree :: Disagree)

22) Flexible work arrangements.(Agree :: Disagree)

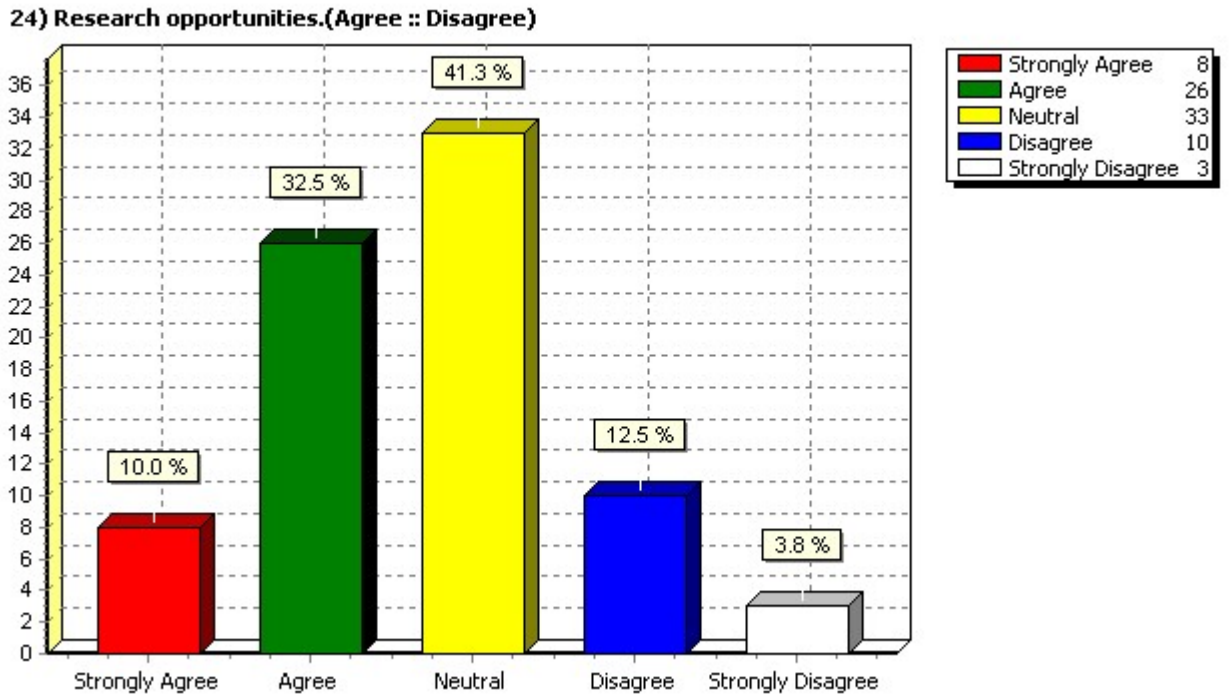


3.1.23) Availability of LAUC-B Mentor Program. (Agree :: Disagree)

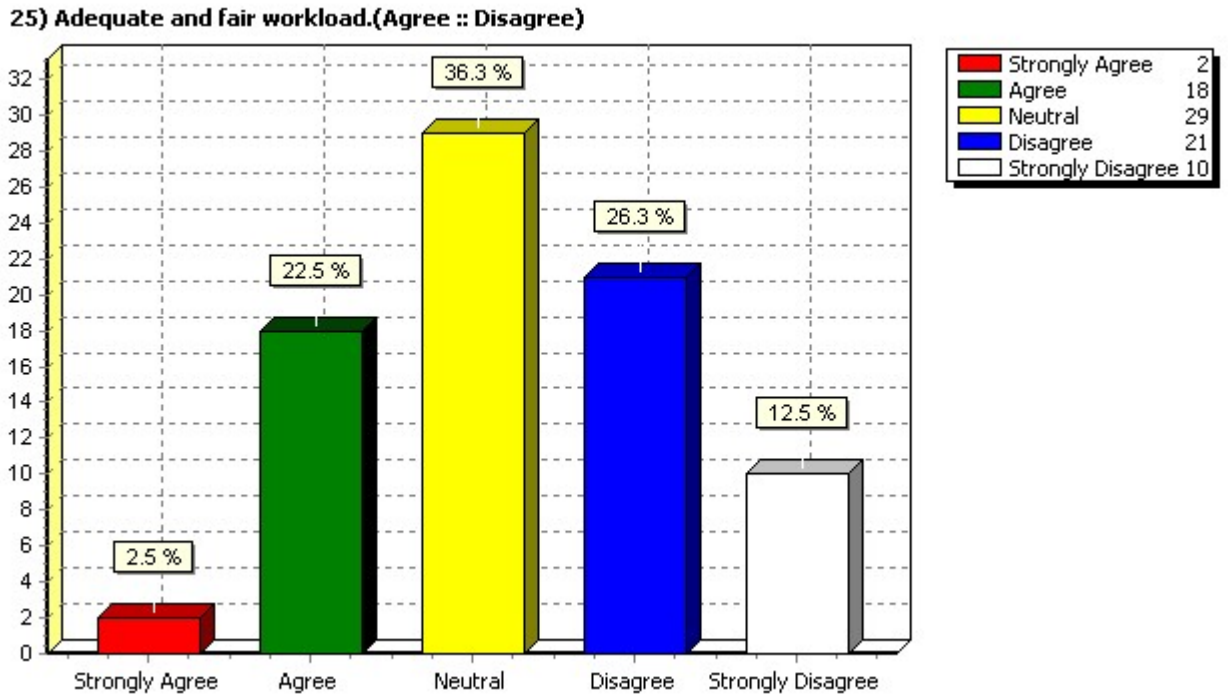
23) Availability of LAUC-B Mentor Program.(Agree :: Disagree)



3.1.24) Research opportunities. (Agree :: Disagree)

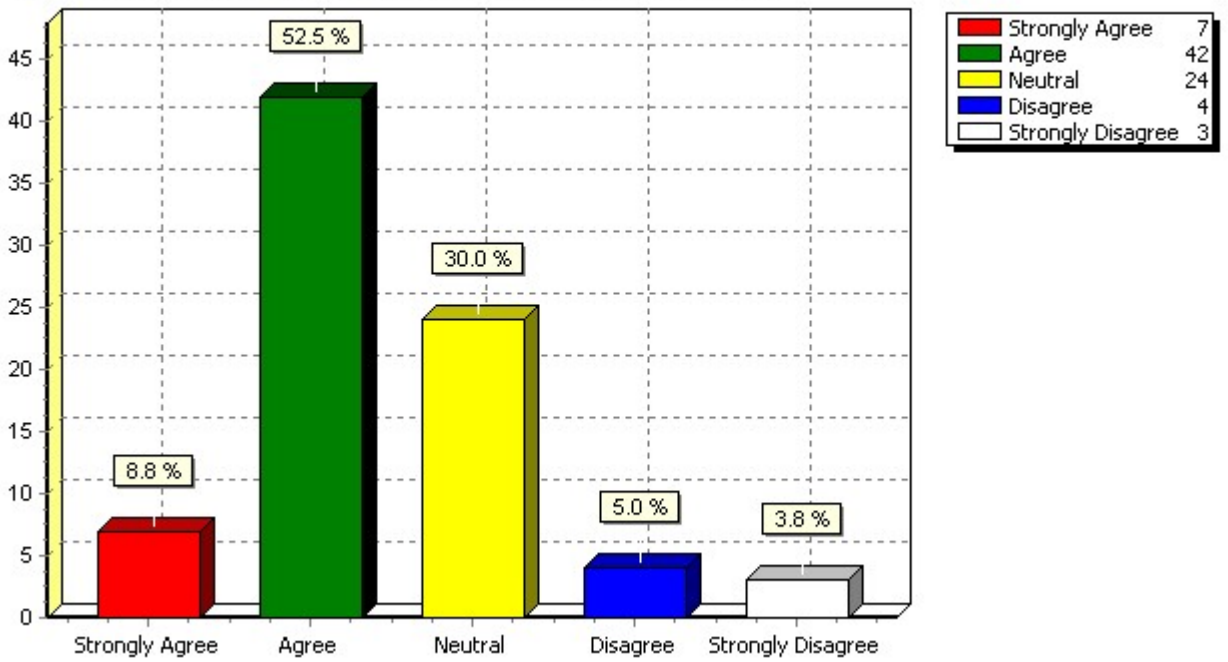


3.1.25) Adequate and fair workload. (Agree :: Disagree)



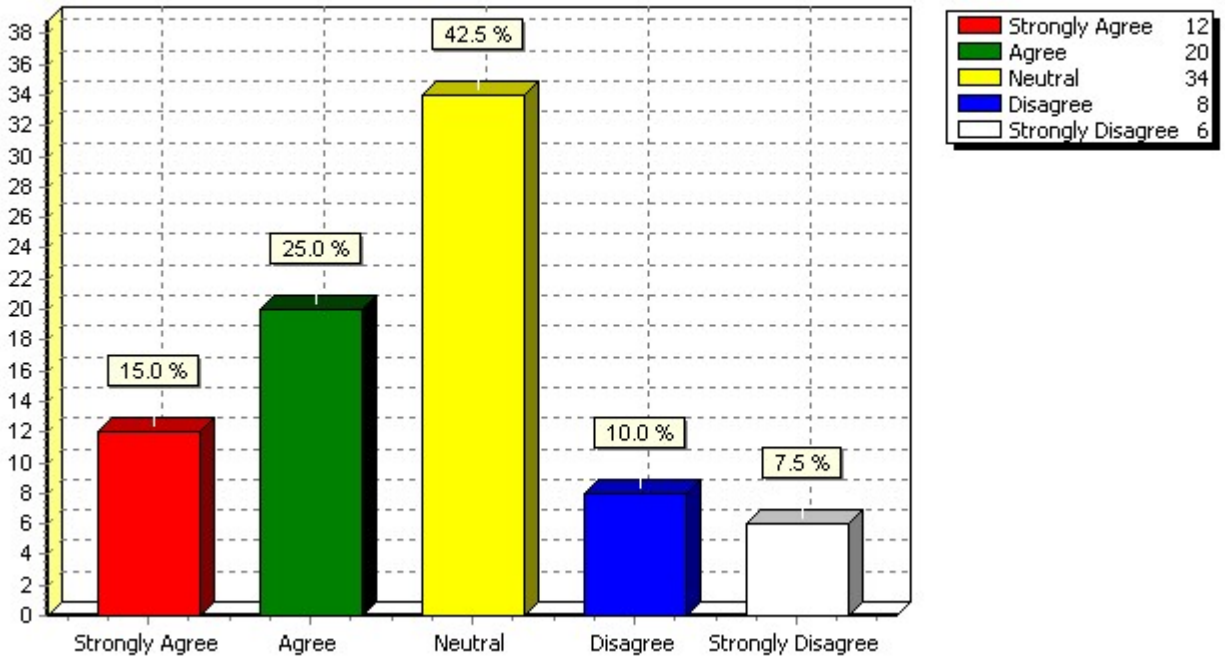
3.1.26) Classes, lectures, and workshops on campus. (Agree :: Disagree)

26) Classes, lectures, and workshops on campus.(Agree :: Disagree)



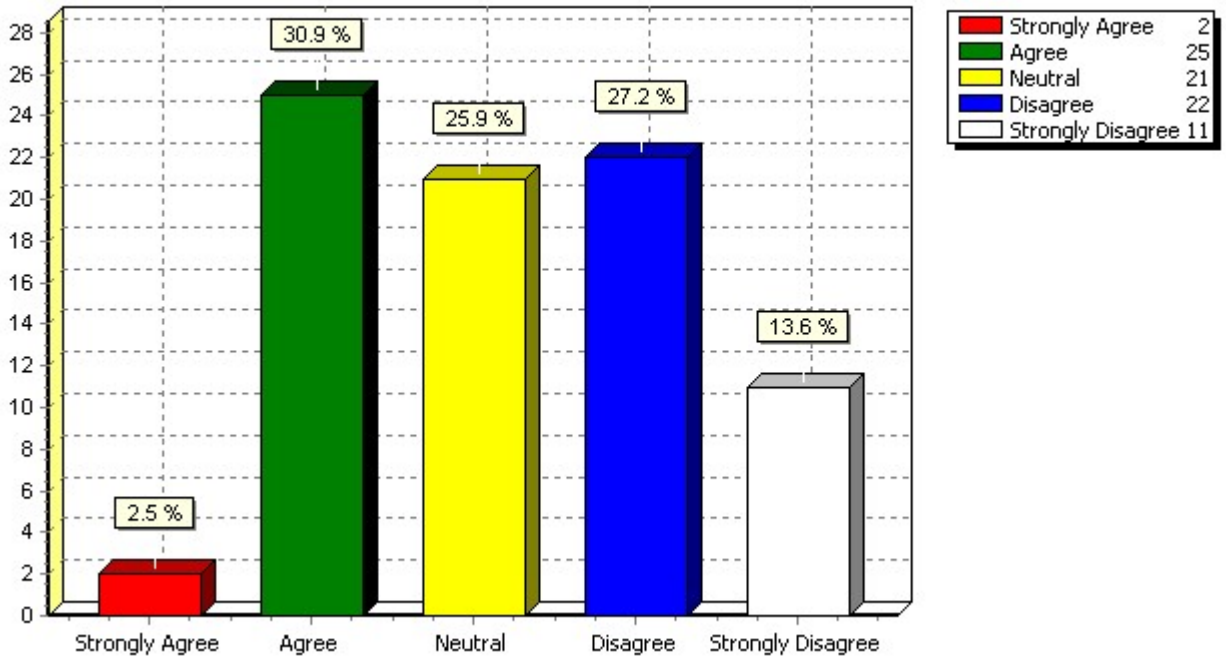
3.1.27) Employment opportunities in the region for partner/spouse. (Agree :: Disagree)

27) Employment opportunities in the region for partner/spouse.(Agree :: Disagree)

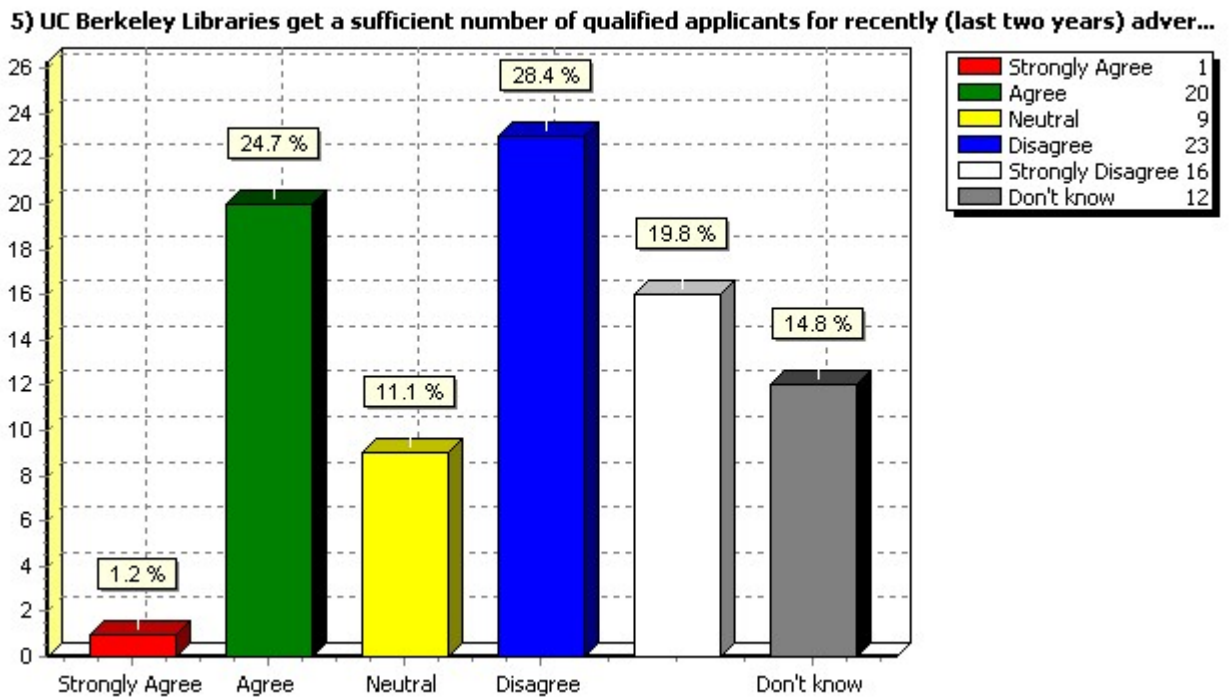


4) The UC Berkeley Libraries are creating positions with the required skills needed to meet current and future needs.

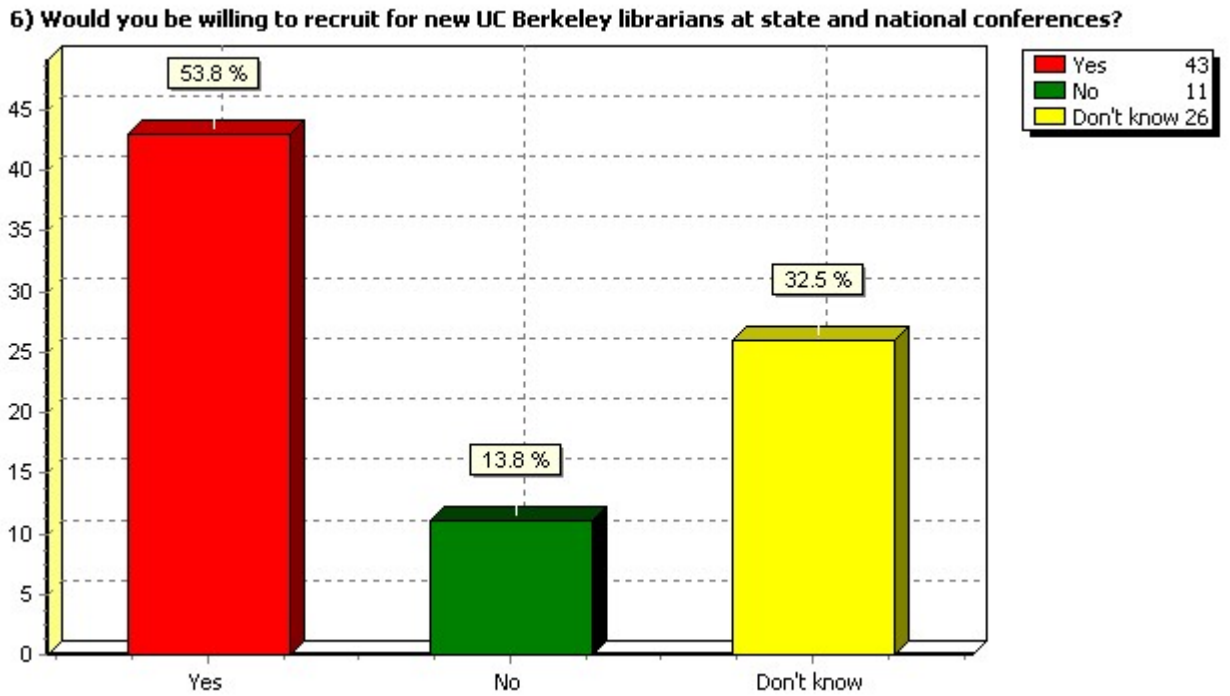
4) The UC Berkeley Libraries are creating positions with the required skills needed to meet current and futu...



5) UC Berkeley Libraries get a sufficient number of qualified applicants for recently (last two years) advertised librarian positions:

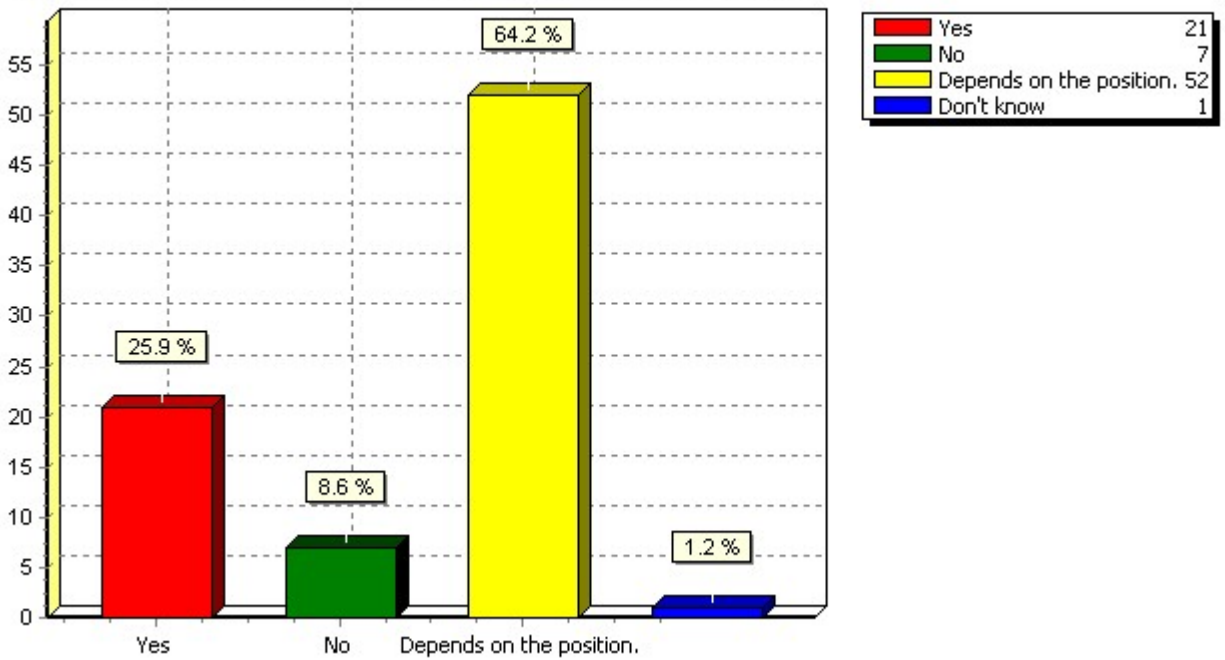


6) Would you be willing to recruit for new UC Berkeley librarians at state and national conferences?



7) Would you recommend working at UC Berkeley Libraries to a friend?

7) Would you recommend working at UC Berkeley Libraries to a friend?



8) Are you actively looking for a job elsewhere?

Base Question	Less than 5 years	5 to 10 years	More than 10 years
Yes	22.7% (5)	22.2% (4)	7.3% (3)
No	77.3% (17)	77.8% (14)	92.7% (38)
Total Counts	22	18	41

9) Do you plan to look for a job elsewhere in the next two years?

Base Question	Less than 5 years	5 to 10 years	More than 10 years
Yes	40.9% (9)	27.8% (5)	9.8% (4)
No	40.9% (9)	27.8% (5)	65.9% (27)
Not Sure	18.2% (4)	44.4% (8)	24.4% (10)
Total Counts	22	18	41

10) Please share any comments you have about why UC Berkeley Libraries are a good place to work.

Amazing people work here.
Superior colleagues, challenging and exciting and faculty student research--great fun to work with them, amazing historical collection of materials and good collection of electronic resources.
Unparalleled reputation and exposure to high-caliber library/faculty colleagues.
Quality (although slowly diminishing) of the collections. Quality and diversity of the student body, and the general academic environment.
The primary reasons for my staying at UC Berkeley Libraries are (1) need to stay in the area and (2) retirement benefits. That's it. I do not feel this is a supportive environment in which to work, I do not feel valued, nor do I feel we have strong leadership setting our collective sights on reenvisioning a library of the future. We mainly seem to be about building collections and treading water.
I am here because of the name. Having the affiliation to UC Berkeley opens many doors that would have otherwise remained closed. Outside the library, I am asked to be on committees, asked for my opinion. This did not happen to me at the last place I worked.
In my specialization, I have the ideal job right now.
I work in an Affiliated Library where top leadership is defined by a single faculty director with additional impact by a Management Services Officer. This means that if I am successful in persuading my leadership of the value point of information services, I can experience a very high quality of intellectual life and professional satisfaction. However, the down side is that I have had more than 4 faculty directors during my tenure, and they reflect the general attitude of the UCB faculty--about half of them are supportive of library services, and the other half never heard of a library.
high-caliber colleagues remarkable collections dynamic, vibrant campus environment
As currently structured - the benefits package is the best thing about working here. If we have to start paying because the management is greedy - then that goes away.
I enjoy the climate, geography, and community of the Bay Area. In addition, I've had an excellent opportunity to learn on the job, and have made great professional connections, both on this campus and off. There are a wealth of

talented people in the library and on campus making it a fun and challenging job. Despite many problems (legacy systems, legacy staff/mgmt, ambiguous management practices, etc.) most days I do enjoy coming to work.
Recent experience on search committees shows that salaries and cost of living are problems. Perhaps also lack of innovation in library services. UC Berkeley Libraries are a good place to work because of the quality of the collections, the fact there is money to continue building collections, and the quality of faculty and researchers that are here.
Friendly people, good Bay Area location
The caliber of staff, collections, and institution make the work here internationally significant, stimulating, and rewarding.
My talented colleagues are a joy to work with.
Good opportunities for professional development and continuing education
This is not a good place to work.
There's more to it than "reputation." The extent of the collections and the range of access to electronic resources is impressive. It also seems that UCB Libraries are working hard to keep up with developments in libraries and demands for new services.
Love the campus and the students.
The best aspect of being here are the wonderful people who work on this campus, both librarians and staff, and the collections are good.
the value of UCB libraries as a workplace has varied a lot over the years I've been here. It has gotten increasingly less valuable and I would not necessarily want to come here if I were starting my career again.
Research climate; knowledgeable colleagues, faculty, and student population; support for professional development.
Great library collections. Constant optimism in the face of ever decreasing campus support.
Intellectually stimulating, such as more exposure to scholars and visitors in the nation or abroad; Liberal atmosphere;etc.
The library used to a more diverse and interesting place to work. Our library community is less diverse both ethnic/racially and linguistically. The increase in workload has many of us bogged down. There seem to be no end to backlogs and missed deadlines.
Great people; in my case flexibility, interesting work
Working with the students and members of the community that use the libraries is great. Students, faculty and other patrons are usually very grateful for the services. The campus setting is beautiful and relaxing. The flux of the school

year is good - very intense semesters but summers allow time to work on projects - never enough time though.
Intellectual challenge and excitement, working with interesting faculty and students and colleagues
Very good medical benefits -- and there's something wrong when that's the first thing that comes to mind. Wonderful colleagues who are a terrific resource to me personally and professionally. The superb reputation of UCB and the accompanying expectations for excellence.
Bein part of the UC library system is an incredible resource. Colleagues are smart and interesting and campus culture is rich in terms of pool of potential contacts in students, faculty and staff. The Bay Area has something for everyone. Berkeley High School, if you have kids, offers wonderful opportunities for all kinds of kids. UCB campus itself is a beautiful place to work; the surrounding area offers opportunities for all kinds of lectures, music, shopping, dining, errandy kind of things. (Not remote from town like some campuses.) Can walk to a lot of places.
Colleagues, shared information, nice climate, great campus.
Rich andn unique resources, staff and collections.
When I started at UCB, the salaries were generally considered the highest in the US and we had outstanding candidate pools for virtually every position announced. Now we're below average in salaries and we sometimes have trouble getting even a single qualified applicant for specialized positions. The experience and qualificatoins of those we've hired in the past ten years are dramatically lower than they were 25 years ago.
Resources and location are great. It's great to be part of a university of such excellent stature.
The benefits that we get through the Union contract are really the main reason to work here. The caliber of the library, faculty and students is also excellent and make it a very interesting place to work.
I love my colleagues and my commute (I live in Albany.) I'm always learning.
Really depends on the individual and the individual job. In my case, I've been fortunate enough to have a specialization that I love and a high degree of autonomy. When I first came to UCB in the mid-1970's, on the other hand, I was despondent...it was a horrifyingly stiffling place to work for a young librarian. I think new librarians still often get short shrift.
Intelligent coworkers, prestigious campus, some money available for reseach and professional development if self-motivated enough to locate the opportunities oneself.
Ability to work with colleagues across libraries is a plus.

Cannot generalize to Libraries but here, faculty and graduate students are excellent in my field. Subject is very interesting to me. Opportunity to research and be creative and innovative with library service is good in my situation at an affiliated library. Immediate colleagues are good. I do not have much to do with main library processes and do not know if "UC Berkeley Libraries" in general are a good place to work.
Freedom and support to fashion your own career. Opportunities for national participation. Benefits (health, etc./vacation)
Bay Area is a rich cultural area in which to live. Library staff are dedicated and loyal.
World-class collections & excellent reputation.
A rich intellectual environment
I haven't figured that out yet.

11) Please share any comments you have about what might be done to make UC Berkeley Libraries a better place to work.

UCB Libraries need to provide a mechanism for upward evaluation (staff reviewing managers) and/or removing bad managers. Some of us may be attempting to design or makeover existing library websites without adequate training. UC Berkeley's free CalPact classes offer a wonderful introduction to web design but need more training is needed to learn advanced web design skills such as CSS (Cascading Style Sheets). A recent request to use my LAUC-B Travel/Training/Development funds to take a \$500. summer 2007 UC Berkeley Extension online web design course was denied by my supervisor. I was told to pay for the course myself. Are exit interviews conducted by Library Human Resources Department staff when librarians leave UC Berkeley? If we understand why staff leave the Library, we might be able to identify and address retention issues.
Our salaries might not be so bad if we got cost of living increases regularly and if UC didn't keep half the amount of money the Legislature allocated for these increases. Having to pay so much for parking, medical insurance and now the threat of paying a huge percentage of our salaries to fund retirement will make recruitment nearly impossible and retention difficult.
Having salaries that are more commensurate with actual cost of living and standard of living.
Increased openness to alternate and flexible work arrangements

(telecommuting, e.g.) to ease parking/commuting costs and hassle. Less corruption in the University administration; greater fiscal accountability and less acrimony between bargaining units and the University.

This is not a work environment that encourages experimentation or innovation. Au contraire.

I find it odd that such a prestigious organization pays its staff much less than the same level of position at a public library. Entry level positions start at 60K for SFPL. I won't be making that much for several years.

Meet current challenges to professional librarianship head-on, rather than being defensive. Think about the future. Examine the Library's functions and work to restructure it.

Certainly salary parity; faculty status would also interest me as I perceive myself as an intellectual peer and colleague to the faculty--even if they do not share that sentiment. I have earned my affiliated faculty's respect through long-term tenacity, while my colleagues at CSU earn more money and don't even have to labor in that respect. Also, checks and balances on capricious behavior among campus leadership everywhere would be helpful. All official systems for checks and balances seem like a sham. For example, I appreciated taking the "Ethics Briefing" but it was rather difficult to assimilate in light of who introduced the curriculum at its beginning, and even more after hearing the statements of the individual who concluded them ;-)

salaries could be restructured to be on par with those of CSU librarians (or at least to achieve greater parity, particularly given the high cost of living in the Bay Area

Equitable Salary raises. Linkage of Librarians to Faculty status! 9-11 month contracts for current pay. MORE travel funding. There is NO earthly reason that the CSU Librarians do better than we do! Gee, can I have a \$60,000 dog run too?

Addressing the limbo of librarians being "Academic Staff. It's never an option on any UC list (are we staff or faculty - the usual choices). If librarians are intended to be like faculty, particularly for promotion - then we need sabbaticals to research and publish. Also, providing librarians with UC housing loans (as faculty get) would help enormously with recruitment but even more with retention. Most of the librarians I have hired in the past few years have left so they could buy homes in other parts of the country.

Eventually we need to come to the realization that there's little benefit in trying to placate those who are resistant to change, whether they are in the library or on the faculty. We must throw out old metrics for collections and services and redefine them for the digital age. We must give up on the idea that change will come from the top down. Management needs to spend more time in the trenches and less in meetings; I can honestly say I have no idea what sort of

<p>vision the UL or AUL's have regarding the future of the Library or the profession. There must be a concerted effort among management and librarians to raise salaries.</p>
<p>Salaries, obviously. More breaking down of silos, especially between systems, technical processing and public services.</p>
<p>Other than the obvious salary issue, I have major concerns about benefits being stripped and the expenses of rent and transportation. My workload is okay now, but it's only going up, which could be a problem later.</p>
<p>Salaries more in keeping with actual cost of living in the Bay Area (and in better parity with peer institutions in the region) would be a benefit.</p>
<p>The Library must do a better job of succession planning. With all of the retirements, a better job of determining where vacancies will occur and what jobs need to be filled is essential.</p>
<p>Benefits have been reduced since I came. Offer opportunities that offset those disadvantages to working here.</p>
<p>To have similar pay as California state libraries and private university library.</p>
<p>Modern technology. Forward planning or goals. More fresh ideas and innovation encouraged. More financial support for professional development (conferences and travel) Less predetermined meetings and more open forums for real discussion.</p>
<p>The labyrinth of bureaucracy is just embarrassing. There's just no need for all of the silly, formalistic paperwork.</p>
<p>Pay librarians more.</p>
<p>Give librarians more time to be academic, to do the creative research and thinking that probably drew us to the academic setting in the first place.</p>
<p>Salaries must be increased. Support for professional development must be increased. I doubt anything can be done about the unpleasant political realities of UCOP but that would help also.</p>
<p>Salary (cost of living concerns); more organized administration, including explicit goals for the immediate and long-term future; greatly increase the availability and innovative use of technology.</p>
<p>More support for research and writing similar to what the faculty get.</p>
<p>Higher salaries needed for high cost area and v. high cost housing. Additional professional travel funds needed - funds now really only allow for 1 trip. Flatten the bureaucracy in the library - now a very top down institution with very little real communication between administration and the working staff. Fill positions in technical services and improve the use of new technology for innovative services. Berkeley is no longer a cutting-edge model for services or collections.</p>

Better salary would help - I already have a 2nd job elsewhere.
increase salary
Better pay for career librarians. Start new career-potential librarians at at least Associate Librarian II rank.
Actively recruit librarians with diverse skills and backgrounds.
Pay us more; make jobs more flexible; some kind of housing; better parking facilities or much better public transportation
Hiring needed staff. This is especially true for Technical Services.
More support from the faculty and campus administration that recognizes the work that librarians do to support the teaching mission of the university. Increases in salary would help to demonstrate that support but is not the only way. It is frustrating to see other areas of the university who get rewarded financially but the library staff (all) seem to be left out of the discussion. Constant budget cuts are depressing. The libraries at UCB seem to have trouble filling librarian positions while other uc campuses are hiring. Why the disparity?
Provide better "infrastructure" of support services so every transaction which should be routine does not become an ordeal
Hire enough librarians to allow us to deliver high quality services. Pay us a competitive salary -- why do CSU and even community college librarians make more? Provide us with sufficient funding to attend conferences since we are evaluated partly on our involvement in professional associations.
Everyone stop complaining--you don't know how good we have it.
Better salaries, newer equipment and furniture.
Higher salaries- in line with state college system and with current demand for skills and productivity, and at least keeping up with inflation
More diversity in employees and a practice of inclusiveness regarding staff and librarians, i.e., bringing the groups together around programs and resources instead of drawing a line of division.
We have to address the salary question urgently, and we need to provide help for housing costs for new academic hires, just as we do for faculty members. Salaries need to be adjusted upwards by at least 25% and we need to provide below market mortgages with low initial equity investments to attract good candidates.
Provide substantially more financial support for conferences and continuing education, including advanced degrees and certificates. Upgrade the salary scale. Provide help, financial aid, etc. for housing.
Library administration needs to support library staff issues in discussions with campus administration/UCOP. We need to stop the erosion of our benefits and

increase the salary scale so that there is a hope of keeping up with the cost of living here. Otherwise, turnover will continue to be high and morale low. I was struck by how low morale was when I came here just over 5 years ago and I think it has gotten worse as we have watched the pay scandals at UCOP and the continued erosion of our position within the University as well as relative to the CSU & Community College librarians. The general feeling is that UC no longer believes in supporting its libraries or staff in general. UCOP is tainted by their own greed and self interest.

Salary more in line with level of education and professionalism required. Housing support -- subsidies maybe.

Seems to me that the lack of resources over the years has really put us at a disadvantage in terms of institutional evolution. The level of tech support for new projects and initiatives is very very poor. There seems to be little long-range planning in the area of tech development--that, or it's not being conveyed very well. Basic requirements such as adequate work space and physical work environment are not being met very well. It would be nice not to feel like a troglodyte wedged between cubby walls.

Apparently, even as a long-term temp employee, I do not receive enrollment discounts or allotted time for taking courses at UCB, which is one of the reasons I thought it would be great to work here.

Make recruitment for diversity a priority.

Much probably... staff might be strongly encouraged to provide presentations on their areas of work to all staff regularly thereby increasing their profile. We would quickly see who was doing good work and learn a bit and see who was not contributing. Internal (staff) wiki documenting work experience and "berkeley way - best practices in collections, reference, instruction, innovation, etc. " based on our experience might do a lot to raise the cultural profile in the larger system if it was well edited. An 11 month salary with one month off to work on summer salary projects or other work might raise the level of accomplishment here and more closely parallel faculty. As an affiliated librarian, my work and focus are seemingly quite different from the "UC Berkeley Libraries" and this focus works well for someone like me I think but probably not for everyone. I would like to see a better cooperative spirit to pursue funding opportunities to do small library projects... but will not hold my breath for this.

Exterior features are an indication of how well employees are respected. I think all librarians should be able to work in inviting and work-oriented environments. This is not at all the case currently.

Get rid of GLADIS and upgrade to a system that can adapt to national standards. Increase funding for travel and professional development.

Pay scale more appropriate to cost of living in Bay Area.

Provide adequate funds to attend conferences. Provide tuition reimbursement for

continuing education relevant to job or for advancement. Provide access to University housing or financial assistance for housing, i.e., low interest loans.

Campus needs to provide low cost housing loans to all employees.

Need fairer and more equitable attitudes toward advancement Need simpler, more streamlined review procedures Sabbaticals for librarians; we work in an intensive, high stress, service- orientated environment; faculty have sabbaticals, why not librarians? Consider creating a pool of part-time, temporary librarians for reference work, like the CSU does (especially as we try to implement more IM Chat reference services) An open door policy from top levels of Administration would be nice

Less complicated and ridiculous bureaucracy, better coordination of services, more attention to infrastructure, more accountability. Please get rid of people who are not performing instead of shuffling them around.

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V. Survey Open-ended Responses.

Below are the survey responses to the final two, open-ended questions of the survey. The responses are compiled by topic area to emphasize the main areas about which the respondents are concerned.

Question 1: Please share any comments you have about why UC Berkeley Libraries are a good place to work.

A. Quality of faculty, colleagues, students

PROS

- amazing people
- superior colleagues
- exposure to high-caliber library & faculty
- quality & diversity of student body
- wealth of talented people in the library and on campus
- quality of faculty & researchers
- caliber of staff
- talented colleagues
- wonderful people who work on this campus both librarians & staff
- knowledgeable colleagues, faculty & student population
- great people
- interesting faculty, students & colleagues
- wonderful colleagues who are a terrific resource both personally & professionally
- colleagues are smart & interesting
- caliber of library, faculty & students is excellent
- love my colleagues
- intelligent coworkers
- faculty & graduate students are excellent... immediate colleagues are good
- library staff are dedicated & loyal

CONS

- Do not feel this is a supportive environment in which to work, I do not feel valued, nor do I feel we have a strong leadership
- Despite many problems (...legacy staff/mgmt....)
- Our library community is less diverse both ethnic/racially & linguistically
- ...we sometimes have trouble getting even a single qualified applicant for specialized positions. The experience & qualifications of those we've hired in the past ten years are dramatically lower than they were 25 years ago

- I have had more than 4 faculty directors during my tenure & they reflect the general attitude of UCB faculty - about half of them are supportive of library services & the other half never heard of a library

B. Quality of Berkeley Library & Campus

PROS

- Amazing historical collection of materials & good collection of electronic resources
- Quality & diversity of the student body & the general academic environment
- Having the affiliation to UC Berkeley opens many doors
- Remarkable collections dynamic, vibrant campus environment
- UC Berkeley libraries are a good place to work because of the quality of the collections, the fact that there is money to continue building collections
- Caliber of staff, collections, & institution make the work here internationally significant, stimulating & rewarding
- Extent of the collections & the range of access to electronic resources is impressive
- Love the campus
- Collections are good
- Research climate
- Great library collections
- Intellectually stimulating, such as more exposure to scholars & visitors in the nation or abroad
- The campus setting is beautiful & relaxing... flux of school year is good
- Superb reputation of UCB & the accompanying expectations for excellence
- Campus culture is rich in terms of pool of potential contacts... UCB campus itself is a beautiful place to work
- Great campus
- It's great to be part of a university of such excellent stature
- Prestigious campus
- World-class collections & excellent reputation
- Rich intellectual environment
- It also seems that the UCB libraries are working hard to keep up with development in libraries & demands for new services

CONS

- Quality (although slowly diminishing) of the collections
- I do not feel this is a supportive environment in which to work, I do not feel valued, nor do I feel we have strong leadership setting our collective sights on reenvisioning a library of the future. We mainly seem to be about building collections & treading water
- Lack of innovation in library services
- This is not a good place to work

- Value of UCB as a workplace has varied a lot over the years... it has gotten increasingly less valuable and I would not necessarily want to come here if I were starting my career again
- Constant optimism in the face of ever decreasing campus support
- The library used to be a more diverse & interesting place to work... increase in workload has many of us bogged down. There seems to be no end to backlogs & missed deadlines
- Now we're below average in salaries & we sometimes have trouble getting even a single qualified applicant for specialized positions. The experience and qualifications of those we've hired in the past ten years are dramatically lower than they were 25 years ago
- When I first came to UCB in the mid-1970s ... I was despondent.. it was a horrifyingly stifling place to work for a young librarian. I think new librarians still often get short shrift

C. Library Management/Leadership

- I work in an Affiliated Library where top leadership is defined by a single faculty directions with additional impact by a Management Services Officer.... If I am successful in persuading my leadership of the value point of information services I can experience a very high quality of intellectual life & professional satisfaction... downside is that I have had more than 4 faculty directors during my tenure....
- Despite many problems (legacy systems, legacy staff/mgmt, ambiguous management practices, etc.) most days I do enjoy coming to work
- This is not a good place to work
- Now we're below average in salaries and we sometimes have trouble getting even a single qualified applicant for specialized positions

D. Other Issues

- Retirement benefits
- The benefits package is the best thing about working here. If we have to start paying because the management is greedy - then that goes away
- Recent experience on search committees whos that salaries and cost of living are problems
- Good opportunities for professional development & continuing education
- Support for professional development
- Very good medical benefits
- The benefits that we get through the Union contract are really the main reason to work here
- Some money available for research and professional development if self-motivated enough to locate the opportunities oneself
- Freedom & support to fashion your own career. Opportunities for national participation. Benefits (health, etc./vacation)

Question 2: Please share any comments you have about what might be done to make UC Berkeley Libraries a better place to work.

A. Improve salaries (the majority of responses fell into this area)

- salaries not so bad if we got cost of living increases regularly
- salaries commensurate with actual cost of living and standard of living
- find it odd that such a prestigious organization pays its staff less than the same level of position at public library; entry level positions start at 60L at sfpl
- salary parity; CSU colleagues earn more money & don't have to labor in that respect (long-term tenacity to earn faculty respect)
- salaries restructured to be on par with CSU librarians
- equitable salaries; linkage of librarians to faculty status
- have similar pay to CSU and private university libraries
- higher salaries needed for high cost area and v. high cost housing
- better salary would help - I already have a 2nd job elsewhere
- start new career-potential librarians at at least Assoc. Lib. II rank

B. Other Issues:

- need to provide mechanism for upward evaluation (staff reviewing managers) and/or removing bad managers
- this is not a work environment that encourages experimentation or innovation
- need increased openness to alternate & flexible work arrangements
- addressing the limbo of librarians being non-senate academics
- other than obvious salary issue, I have major concerns about benefits being stripped
- additional professional travel funds needed - funds now really only allow for 1 trip
- flatten the bureaucracy in the library; now v. little real communication between administration and working staff
- address training needs & allow more flexible use of prof dev funds
- less acrimony between bargaining units & Univ.
- examine library functions and work to restructure it
- faculty status exploration
- providing librarians with housing loans would help with recruitment