

# Career Development, Morale, and the Pandemic: results from a survey of LAUC-B Librarians

## Context

The Librarians' Association of the University of California—Berkeley (LAUC-B) is a professional organization that supports the professional development and review of UC Berkeley librarians. We have established programs to connect new colleagues with mentors and feature the work of new librarians, but wanted to do more to support librarians across their professional lifecycle.

In Fall 2020, we surveyed our 92 members about their entry to Berkeley, their responses to burnout, their engagement with our professional organization, and their experiences during the pandemic (see Appendix A for survey text). 42 members responded by December 2020, for a 46% response rate. Below we share a brief summary, and then explore insights from over 520 open-text comments. We thank those of you who took the time to answer, and hope this inspires connection between colleagues and more effective support of each other and our patrons.

*Celia Emmelhainz with Jane Rosario, May 2021*

*On behalf of the LAUC-B Executive Committee*

## Summary

- New librarians asked for a clearer onboarding process and more structure for mentor-mentee pairs, as well as more detailed models for a first dossier.
- After both career status and attaining full rank, librarians report more confidence and focus in their work, and a desire for greater impact.
- Many librarians have struggled with burnout and plateauing, and have appreciated the chance to reduce old obligations and move into new roles with new projects.
- Librarians see LAUC-B as representing their interests to campus and library leadership, and look to LAUC-B to be a community of practice and professional engagement.
- Librarians are interested in LAUC-B offering more peer support groups and casual events, as well as more structured support for the review process.
- To make space for these new offerings, librarians suggest that LAUC-B cut some standing committees and formal events, and advocate for a more streamlined dossier process.
- Librarians have experienced anxiety and burnout during the pandemic. They ask that LAUC-B advocate for flexible and remote work, greater flexibility in reviews and use of professional development funds, and more spaces for shared discussion between librarians.

## ***Ways to better support new-to-Berkeley librarians***

In our first section of the survey, 17 librarians new to Berkeley<sup>1</sup> (<6 years) commented on **what helped them adjust to work in the librarian series**. Newer librarians appreciated peer support (6 responses),<sup>2</sup> their mentor (6), library documentation (4) and their manager (2) in helping them acclimate to Berkeley:

“Being able to ask, without fear of judgment, how to approach new things was invaluable.”

“I had to discover information on my own, so websites are useful: the staff website, LAUC-B, HR, and learning the library resources through our public website.”

“LAUC professional development funding, grants, lunches in searches (both as an interviewee and as a participant in lunches for other candidates), and CAPA review guidance sessions.”

Newer librarians appreciated the help of **their LAUC-B mentor** as they prepared for their first review (12), although mentors were otherwise hands-off (6). Some librarians felt their mentor was not a good fit or seemed unclear on the role of mentor. We recommend that LAUC provide more guidance to both mentors and mentees, and allow mentees to either choose a mentor or switch if it is not working:

“Regular check-ins and confidential assistance with my review were very helpful, as well as having access to my mentor’s knowledge of library and campus partners, and of strategies for handling challenging situations.”

“How long are they even supposed to officially be your mentor? It was more helpful for me to have peer support around the review process through the New Librarian’s Coffee.”

“That person’s work is sufficiently different from my own to make that person not the best to answer questions or read a draft of my review.”

**Challenges that newer librarians report** include a lack of onboarding (6), bureaucracy (3), difficulties meeting people (3), the review process (4), learning collections work (3), and the workload itself (3):

“My onboarding was non-existent. No introduction to the library or our services, or who to talk to for what.”

“We have some major issues when it comes to inclusivity.”

“I was thrown in the deep end when I started as a librarian at Berkeley. People assumed that I would know how to do things I had never done before. There’s no direct mentoring in the ways of being a librarian, so I’m not sure how to know what I don’t know.”

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<sup>1</sup> Note that this group includes new grads but also staff who are new to the librarian series and senior librarians who are new to Cal. People new to Cal’s librarian series have an average 9 years of librarian experience already.

<sup>2</sup> We put the number of qualitative comments touching on a theme in parentheses (6), to indicate relative frequency of mention, followed by selected quotes.

## *Ways to support more established librarians*

LAUC-B has historically created support for new librarians, but we also wanted to see how we could support each other as we move along in our careers. Among 27 librarians with **career status**, half felt nothing changed at career status, while others noted more confidence (8) or focus (8) in their work:

“I felt less pressure to say yes to everything.”

“I felt more confident in setting my own boundaries. I have been able to take advantage of the great amount of autonomy we have in setting our professional priorities.”

“I got more freedom to focus on things that would have an impact on my career and the community that I serve.”

“I had more administrative and managerial responsibilities... I don't like this aspect at all!”

After career status, librarians looked to colleagues (8), conferences (4), and committee work (3) to keep developing their careers and find their place:

“I don't think career status really changed things for me. Being at my position for a while did establish me professionally, and that is what has opened up resources to me.”

“Other colleagues! I learn from them all the time, and colleagues have sustained me during bad times in my career.”

“Service on CAPA was extremely educational. I have a much clearer idea of how merit review works and what I should be doing to advance.”

22 librarians responding to this survey are at the full rank. Upon **reaching the top rank**, many reported confidence and a desire to make an impact--but others felt plateaued and not sure where to go next:

“It's a bit daunting. The expectations for full librarians only increase, and peers with national and international prominence make me realize how far I still have to go.”

“I'm beginning to feel that I have hit the top and there's no place else to go except for becoming a manager or director or AUL.”

“It's given me more freedom to pursue projects of interest, but it also feels like a dead end!”

“... I stopped worrying about advancing, and started worrying about succession and retirement!”

Among librarians **near the top of the salary scale**, the majority report working harder than ever (5):

“It still seems like not enough to feel flush in the Bay Area. I don't feel that I can fly high or be relaxed about work.”

“My motivation to do a good job isn't based on salary, but I am very grateful for a good income while doing work I find extremely engaging and meaningful.”

## ***Supporting librarians through plateauing and burnout***

We asked all librarians how they have responded to **plateauing or a sense of burnout**. Librarians reported seeking out new roles within the library (6), asking colleagues for support (4), learning something new (4), cutting back on committees (3), and finding collaborators for new projects (3):

“My burnout tends to ebb and flow with the times of the academic year and the nature of projects I'm working on.”

“I was very close to a career plateau, but then my old job went away and I stepped into a new role. It's been invigorating, and totally by happenstance.”

“I responded by going into a deep depression and changing fields.”

“I've been really fortunate to have a career that allows me to explore new questions and learn new skills, while getting travel and training support. It's a great burnout antidote.”

“I've tried to look for new opportunities that would spark my interest and rejuvenate me... or work exchanges to get a chance to learn new areas and do new types of work.”

“There are too many meetings that I'm expected to attend that don't do anything... It helped to reduce my committee load.”

Some librarians also asked that LAUC-B advocate for those facing burnout (7):

“I am experiencing burnout right now and I don't feel like I am successfully working through it... We talk a lot about staff being overworked but don't do anything to alleviate this.”

“We need more workers in my department.”

“I recommend a renewed investment in SLEs, who can make our work lives easier and who themselves benefit from the experience.”

“It's difficult to align work-life balance with being salaried. I'm told *'Don't work on the weekends or in the evenings,'* but I have to get my job done either way. *'Don't stress so much'* rings hollow.”

“It would be helpful to see more recognition by library leadership of ideas from LAUC. It can be tiresome to hit the same hierarchical walls over and over again.”

“What I don't understand is how some librarians have so much time to do extra projects and some barely have enough time for everyday job duties. This imbalance affects our dossiers.”

We recommend that LAUC-B look at burnout among our members and advocate for librarian rest and re-engagement after a global crisis.

## *What we go to LAUC-B for*

In descending frequency, librarians describe having used the LAUC-B website to find information on the review process (31 respondents), committees (28), grants (19), and elections (8). Two respondents added that they use the website to find information on the mentor program or historical files/rosters.

Their recent interactions with LAUC-B include attending an assembly (30) or conference (27), serving on a committee (29), and attending a happy hour (24) or new librarians' event (21). Two respondents specifically added attending events put on by the diversity or research subcommittees.

When asked **which LAUC resources were useful**, librarian appreciated support for reviews (11), PD funding (11), colleagues (8), committee work (7), and the LAUC-B conference (3):

"I found involvement with LAUC-B to be a terrific way to meet colleagues from across campus, whom I wouldn't have an opportunity to work with otherwise."

"[I appreciate the] information about the librarian review process on the LAUC-B site... although it seems to still feel like a chaotic process trying to find everything you need to know."

"As a new librarian, it has been enormously helpful to see an entire section of the website devoted to topics of interest, such as explaining professional development."

Librarians describe the **purpose of LAUC-B** as a peer community (11) that supports professional growth (11), a librarian voice to administration (16) that provides governance (4) and oversees peer reviews (5):

"LAUC-B provides a professional community that upholds our standards for peer review, serves an institutional memory function, and gives us a voice (even if a somewhat quiet one) to other groups like the Senate and Library administration."

"LAUC-B brings librarians together to further our professional growth, contribute to the field, and advocate for our values and expertise."

"At its best, it's an organization by and for librarians, that helps them to be better librarians within a peer context and—separately from the union—advocates for them within the library."

"It is the Berkeley specific iteration of LAUC. It exists because the needs of the librarians at Berkeley could be different than other campuses."

Yet some librarians remain confused about the relationship between LAUC, the library, and the union:

"The exact relationship between LAUC-B and the library has always been a bit confusing to me. I often wonder why these committees are not already part of the library. But I do see how it is useful to have a central voice for librarians at UCB that can provide feedback to the library."

"I know that LAUC is supposed to be a professional organization, but this is confusing for me. The union advocates for us as workers. Library administration tells us what to do... and LAUC I guess is a peer community. But because it's run from within the UCs, it doesn't really seem separate."

To explore this, we asked **what librarians hope to get from LAUC-B** rather than these other units. Librarians shared that they look to LAUC-B for a community (12), that gives them a wider perspective (8), supports their professional development (8), and connects them with librarians across the state (2):

“It’s an interesting, supportive, quietly humming along community.”

“LAUC-B gives me an opportunity to connect with different kinds of librarians... The critical librarianship reading group has been fabulous so far.”

“LAUC-B reminds us that we have higher aspirations and purpose than any temporary library administration that happens to be running the Library.”

“I would hope to see more collaboration amongst LAUC librarians at other UC campuses. There's an opportunity to build out what makes LAUC special as part of a state-wide association.”

Yet librarians still described ambivalence about the relationship between LAUC-B and other units:

“It feels like an arm of the administration and, therefore, I go back and forth between feeling like it is there for me and feeling like it is working against me.”

“The administration will politely listen to LAUC-B, and may seriously take recommendations from LAUC-B into account, but as I understand it there is no real obligation beyond this.”

“I would like it to be focused on developing librarians professionally and be explicit about how that's done. It would be nice to be more clear about how LAUC engages with non-librarians.”

### ***Ways LAUC-B can support librarians***

We asked what LAUC-B can develop (e.g. ‘peer support groups, brown-bag discussions’), librarians noted an interest in informal discussions (10), peer groups (6), and a community of practice across units (2):

“Brown bags have been good, esp. while working remotely.”

“Brown bags are awkward. You're either hungry, or eating without proper culinary equipment in front of everyone. Maybe an afternoon coffee/tea would be better.”

“Casual peer support groups would be great. So much goes into big events where we are a passive audience. I would love more structured but informal events.”

“Maybe some sort of informal peer-learning for librarians that have very different jobs. I'd like to become more knowledgeable about the entire library, so this could be interesting.”

“It would be nice to have a venue to talk to mid-career librarians without too much judging or posturing about how to proceed.”

They also asked for more **support for research** (6):

“Flexible working time to be able to do creative projects or research work.”

“Sabbatical opportunities for research projects.”

“More opportunities to show your creative projects, like that poster session a year or two ago.”

And for more help in [navigating the review process](#) (6):

“We need real-life examples of how to write a dossier and how to put the documents together.”

“I would appreciate office hours for librarians working on their reviews. There are some serious barriers to success for librarians and the hierarchy makes it difficult.”

“Perhaps some kind of peer coaching model, like a LAUC B buddy. Someone to partner up with on dossier deadlines or think out ideas with.”

“More real examples of dossiers... The amount of information I have learned from talking to more experienced librarians makes it feel like a good old librarians’ group. You don't have access to that information unless you are well connected.”

“Better support for the dossier process, like co-working or workshops. There is a level of secrecy and mystery that is distressing, and there can be a shame in talking about it. We could have sessions on demystifying the dossier: showing it as an opportunity to celebrate impact, and as an opportunity for growth when we look at what didn't work out and pivoting to something new.”

Librarians also offered some specific programmatic suggestions:

“I would love to see more programming related to theory and practice.”

“Guidance about increasing our involvement in professional organizations would be helpful.”

“Programs on doing research/writing, increasing professional impact, and how to effectively take on greater leadership roles.”

“We need clearer information regarding professional development funds and balances. It is always confusing and there is no easy way to monitor your balance.”

“Perhaps LAUC-B's work could use better branding. I didn't realize until recently that new librarian workshops were actually sponsored by LAUC-B. Same with the new librarians coffee group?”

### ***Things we can cut***

Of course we can't take on new work without closing old tasks and projects. Most people couldn't think of anything when we asked [what LAUC-B could cut or drop](#), but others recommended cutting committees besides Ex Comm and CAPA (2), streamlining the dossier process (1), and cutting formal events in favor of more informal discussions between peers (2).

“This is always the tricky part, isn't it? I only see activities that should be expanded. But we all have limited time and energy. New librarian support should not be compromised, though--that was very important to me when I came to Berkeley.”

“Committees other than ExComm and CAPA? It seems they often focus on existing rather than the activities they facilitate.”

“LAUC committees come up with work just to show they're doing something. I'd prefer that we had shorter working groups to address specific issues, rather than standing committees.”

“I would like to see the dossier process simplified. This process significantly cuts into our ability to focus on our work. The process at other R1 institutions is much simpler. Can't a CV with links to evidence serve in place of the evidence portions?”

“I would combine assemblies with new librarian presentations. I would much rather hear from my incredible colleagues than from guest speakers! Perhaps they could be lightning talks from 2 newish, 2 mid-career and 2 distinguished librarians each time.”

“The biennial conference should be unconfereced.”

### ***Librarian experiences with the pandemic***

Because we were surveying 9 months into a pandemic, we took the time to check on our peers. When asked about their experiences of the library closing in response to stay-at-home orders, librarians described it as abrupt (7) and confusing (5), as they balanced the need to be at home with family (2) with concern for staff and SLEs left on campus (2):

“It was like a slow motion building demolition. Hard to believe it was happening, even as we watched it unfolding.”

“It went very quickly from *do not panic* to *this is a full blown catastrophe*.”

“I was naively thinking a month or two. So it was rather rushed, and I left needed equipment, notes, and furniture in my office as a result.”

“I had already started working from home. My kid's school closed before the library did.”

“I could work from home, but staff in my unit weren't allowed to do the same. That was hard.”

“It was difficult emotionally. I thought about retiring but then got used to work from home.”

“It was stressful, due to the fear of Covid infections for myself, family, friends, and others.”

“We should not have been open as long as we were, or forced SLEs to come to campus to do their jobs. There is sometimes an unhealthy martyrdom here.”

Librarians expressed appreciation for **library and campus leadership** in doing their best during the pandemic (15) and regularly communicating (3):

“I appreciate that both the library and campus prioritized safety and jobs.”

“Library admin has been responsive through reflection emails and online Town Hall meetings.”

“I am incredibly grateful that UCB has chosen a smart path by shutting the campus [and that] they are trying to keep students safe and staff employed.”

“Library administration handled it remarkably. I appreciated that the safety of staff appeared to be the driving force for decision making. The library was lucky to have Beth Dupuis as interim.”

However, some librarians experienced issues with communication (7) from or logistics (3) on campus:

“It felt like there was mistrust of people working from home, but that once the administration's hand was forced, they flipped to being super supportive of teleworking staff. I do appreciate the supportive comments from the library and campus after the shutdown.”

“It would have been nice to have more advance information about how the library and campus intended to handle the closures. They were discussing well before anything was communicated publicly.”

“I don't believe the hiring freeze has been handled well. There has been no transparency about which jobs are... left vacant, and of the impact on staffing and services.”

“I have been disappointed in recent mixed messages that voice concern for everyone's well-being without action in terms of reducing workload.”

“While the 128 hours of admin leave was helpful, even more support for librarians with caregiving responsibilities would have been good.”

### ***The effect of the pandemic on librarian work***

When we asked how the pandemic was affecting work, librarians reported surprise at how much of their jobs they can do remotely (7):

“Weirdly, I'm able to do almost all of my work from home.”

“Meetings and my work duties have been fairly easy to translate online.”

“It is great. I have not run into a single thing that I can't do from home.”

Yet others struggle to work remotely (4) in an awkward home set-up (5), and are weary of constant web meetings with video on (5):

“Everything takes longer: helping co-workers, getting workflows happening. I have only been able to do managerial and committee work, and miss my everyday work.”

“Separation from our physical materials has changed my collection management, my selection, my opportunities for outreach, the way I offer instruction and reference. I am having a harder time connecting people with the research materials they need.”

“There seem to be more meetings. Adjusting to providing Zoom instruction and having to tell patrons no have been among the most difficult challenges.”

“I'm suffering physically because I don't have a good workstation at home. I'm feeling pretty depressed and getting medical help, but I'm far from back to normal.”

Some librarians find they have more work (5), while others worry if they have a less busy day (2):

“Now things have slowed down, to the point that it's anxiety-inducing in a whole different way.”

“I go through waves, feeling productive and connected, and then frustrated and not essential.”

Librarians miss meeting with colleagues and researchers in person (7):

“I miss the connection you get in working together at a common physical location.”

“Remote work has brought some good changes (no commute, better lunches) but loss of interaction with colleagues is a constant strain.”

And librarians find that home and political life stresses their work (5):

“Life's worries over the pandemic and political situation are extremely distracting.”

“There's been so many stressful things happening... family getting sick, police killings.”

“It's brutal. I have a child who cries daily and is regressing... where once I prided myself on my work, it feels like an albatross now. To leave the profession would be a betrayal. But I watch my kids sit on Zoom for 4-5 hours and I want to scream.”

“The switch to remote instruction has increased my workload threefold. It's hard to balance work and homeschooling, yet my work provides creative outlets... It's less about how the pandemic affects my work, and more about how my work sustains me through the pandemic.”

In general, librarians reported feeling **anxious, burned-out, frazzled, and exhausted**:

“My adrenaline is tapped and it's hard to keep the pace.”

“I'm feeling hopeful we'll return in late spring, but I'm sick and tired of the situation.”

“I'm feeling down and freaked out, but managing.”

“Fatigued, unfocused, anxious, isolated, unsure.”

“Spikes of anxiety weekly, with a few quiet moments.”

“Stressed and anxious because of the uncertainty.”

"I'm feeling very lucky to have a job... I can't wait for a vaccine!"

"I'm feeling lost and unaccounted for, but regular check-ins help me."

"I'm grateful, but tired."

"Despair. Hope."

### ***Our hopes and concerns for the future***

When asked for their **hopes after the pandemic**, librarians desired more flexible and remote work (12), continued remote meetings and online services for patrons (9), and more kindness in our community (2):

"Even when we go back to in-person, Zooming in and recording meetings should be an option."

"Zoom research consultations have been successful, so I hope we're able to still offer them."

"Better facilitation of remote instruction/support. Some students prefer remote methods of consultation, whether email, chat, or Zoom consults."

"I'd like to see us continue to support students remotely, even if jobs need to be restructured."

"Greater flexibility in how we deliver services, and in work schedules and locations."

"Library-wide flexibility in working from home that is not contingent on the personal opinions of supervisors!"

"I would like this to be an opportunity for the libraries to consider who actually needs to work in person and who could stay remote."

"More inclusive programming, by keeping events open in a virtual environment."

"More focus on the most important projects and reduced workloads; evolution of staff roles."

"Let outdated and unsustainable practices go. This is a great opportunity for good enough!"

"A continuation of the interpersonal kindness and patience that seems to exist now."

"Gratitude for positive relationships, an opportunity to advocate for new projects, an expanded sense of the importance of access to the library beyond the physical reading room or stacks."

"I'm hoping that we can communicate how amazing the eReserves program is, so that faculty will realize the heroism of what was provided there!"

**Librarians' concerns**, on the other hand, centered on the hiring freeze and budget cuts (7), an increase in workload (6), an over-reliance on metrics (4), and deepening inequality (4):

"We will permanently lose jobs that were vacant and not hired. More work will continue to be combined into fewer staff and librarian jobs."

"For those on short-term contracts, will it be possible to transition into a permanent position?"

"I'm worried that there will be pressure for librarians to forego professional activities, and that our primary responsibilities may be changed without taking our input into account."

"I'm afraid we're going to focus on what can be counted, not on what matters. Also that we're going to rely more on vendors and publishers without being critical."

"I'm worried about women leaving the workforce."

"The impact on the health and future of BIPOC workers and scholars."

Others were concerned about libraries or collections being reduced (6), and the impact of the pandemic disruption on our relationship to our patrons (3):

"I am concerned about the areas where print is the only format to obtain."

"I'm concerned about branch libraries being shut, because of how long they've been closed."

"Our delays in services have hurt our standing with faculty. It may take time to rebuild trust."

Librarians also continued to express burnout (12), and concern about the return to campus:

"Exhaustion after basically working for one year without a vacation. Any time taken now is not really vacation as I stare at my wall."

"There is a lot of pent-up burn-out, for ourselves as professionals and for our patrons."

"I'm concerned they'll try to force us all back onto campus, rather than allowing librarians to move either remote or on-campus depending on how they work most effectively."

### ***What LAUC-B can do during the pandemic.<sup>3</sup>***

As the pandemic wraps up, librarians expressed interest in LAUC-B hosting more social or informal events, whether online or outdoors and distanced (5):

“I would love to see more virtual networking opportunities and social gatherings to ease the isolation of this moment.”

“There could be distanced outdoor gatherings in line with local health directives.”

“Offering programming about dealing with pandemic issues would be helpful.”

Others asked that we advocate for librarians (7) as we move into the coming year:

“Advocate for more institutional support for work from home.”

“Delay the reviews for those who chose to. Please advocate for more Covid leave.”

“Continue to provide flexibility for PD funds. Advocate for flexibility in review cycles.”

“Advocate for strong governance and give us the space to have these hard conversations.”

“Hold Library leadership accountable. I do feel LAUC-B has a check and balance role in advising Library leadership that UC-AFT cannot really do.”

“Keep looking ahead of the curve for those of us who are just keeping our heads down and trying to get through another day on Zoom.”

In a final open comment box, librarians asked that we protect their privacy. In response, we have broken up long or identifying quotes and removed contextual information from this report.

Finally, many librarians (12) expressed their thanks to LAUC-B and ExComm:

“This kind of non-intrusive/non-demanding check-in is good.”

“Thanks for providing space for free-text comments as opposed to radio buttons.”

“Thanks for listening and reflecting.”

“Thanks very much. *Excelsior.*”

“Thank you for your service to librarians, libraries and the University!!! *Fiat Lux!*”

“Many thanks to everyone who serves on ExComm and the committees for all the work they do!”

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<sup>3</sup> We owe you an apology--we hoped to get these results out in February, but were delayed by our own work during the pandemic!

## Appendix A: Survey Text

*Welcome! The goal of this survey is to understand your experience as a librarian at Berkeley, whether LAUC-B has been useful for you, and your current needs. We also hope to see how our librarians' association can better serve as a professional community. We intend to share selected quotes and aggregate results with our membership, but not individual responses. If these questions bring up any personal goals you'd like to develop, please discuss with your peers, LAUC-B mentor, or review initiator.*

How long have you been working in the librarian series at Berkeley? [0-50 years]

How long have you considered yourself a professional librarian, in total? [0-50 years]

Have you joined the librarian series at Berkeley recently (e.g. in the last five years)? [Y/N]

*[if yes]* What resources were most helpful to you when starting as a librarian at Berkeley?

*[if yes]* If you had a LAUC-B mentor, how has that relationship been? (for instance, did you have regular check-ins, or receive assistance with your review? Were there ways you would have liked help?)

*[if yes]* What has been your biggest challenge in acclimating to work in the librarian series at Berkeley?

Do you have career status? [Y/N]

*[if yes]* What changed for you, or what adjustments did you make, at the point you got career status?

*[if yes]* What resources have been helpful to you after getting career status?

What is your rank as of November 2020? [Assistant, Associate, Full]

*[if full]* How has reaching the top rank impacted your perspective and work as a librarian?

*[if full]* If you are at/near the top of the salary scale, how has that impacted your work as a librarian?

What LAUC resources have been most helpful to you as a librarian at Berkeley?

If you have experienced plateauing or burnout as a librarian, how did you respond? What would be helpful to reduce this?

Our LAUC-B Mentor program currently focuses on supporting people new to the librarian series at Berkeley. Are there further professional supports you'd like to see for more established librarians?

Next, we'd like to check in with you about our professional organization, LAUC-B. In your understanding, what does LAUC-B do and why does it exist?

What do you hope to get from LAUC-B, as opposed to the library, the union, or other professional organizations?

Have you used the LAUC-B website to find: [information on committees, presentation or research grants, information on elections, information on the librarian review process, I've never used the LAUC-B website, other]

How else have you interacted with LAUC-B in the last few years? [served on a committee, attended happy hour, attended assembly, attended the biennial LAUC-B conference, attended a new librarians event, other]

What would you like to see our professional association (LAUC-B) develop? (for instance, peer support groups, brown-bag discussions, ...)

What would you recommend we cut or drop?

What was your experience of the library closing in March for the pandemic?

How did you feel about how the library and campus handled the closure?

How is the pandemic affecting your work now?

How are you feeling now?

What outcomes of the pandemic are you concerned about, for ourselves and for our libraries?

What positive things are you hoping might come out of the pandemic, for ourselves and for our libraries?

How would you like LAUC-B leadership to support librarians during the closure?

Any last reflections or comments?