From Politics to Housing Costs to Faculty Status to Salary: Thirteen Job Elements and Their Importance to Academic Library Employees

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Abstract

This article discusses results from an autumn 2022 survey of US academic library employees regarding the level of importance they place on thirteen job conditions and benefits of employment. The study found that, while most of the job conditions and benefits that were financially measurable (e.g., salary, medical benefits) were most often rated as "very" or "critically" important by participants, other conditions such as housing costs in the region in which a job is located, flexible work schedules, remote work options, and the employer's attention to diversity, equity, inclusion, and accessibility (DEIA) and employee health and wellness were also of high importance to more than 50% of participants. Findings from this study may have implications for academic library employee job satisfaction as well as recruitment and retention.

Introduction

The tumultuous global and national events of recent years, including the murder of George Floyd, the pandemic, rising inflation, and war in Ukraine, continue to have profound economic, social, and political implications in the US. At the same time, some parts of the US have experienced a significant uptick in housing costs and housing shortages while some have been devastated by climatic events such as droughts, wildfires, hurricanes, and extreme heat. Recent events may have some influence not only on how Americans vote, shop, socialize, and live but also how they work, where they work, and what they look for in a job. Indeed, in the aftermath of a long and harrowing health crisis, some Americans' attitudes and expectations toward work have changed, especially with regard to employee health and wellness and work-life balance

(Stringer 2023). As Maslach and Leiter suggest, the pandemic "taught many people that the job does not have to be the way it was" (2022, para. 4).

The purpose of this article is to report on the level of importance that US academic library employees place on a range of job conditions and benefits associated with prospective employment, especially in light of recent events relating to housing, politics, weather, DEIA, employee health and wellness, and remote work. As such, the article provides insights into the values that may guide these library employees in their decision-making about potential employment opportunities. Moreover, these insights may be useful to academic libraries seeking to better understand the employment conditions and benefits that are valuable to current and prospective employees. Specifically, this article reports on the following study question:

1. How much importance do academic library employees place on a range of job conditions and benefits when considering prospective employment, including job conditions and benefits that:
    a. are extrinsically rewarding and may be generally regarded as important, such as salary, annual leave, paid family leave, medical benefits, and retirement benefits;
    b. may offer both extrinsic and intrinsic rewards and are somewhat unique to academic libraries, such as faculty status;
    c. have gained more attention or have become more important in recent years in light of the pandemic, such as flexible and remote work arrangements, and the employer's attention to employee health and wellness;
    d. and have been less examined but nonetheless may have increased in importance given recent political, social, economic, and climate events? Specifically, how important are the politics, climate conditions, and housing costs in the job's geographic location, and the employer's attention to DEIA?

Literature Review

It is perhaps unsurprising that many American workers generally place importance on job conditions and benefits that have measurable monetary value, such as salary, annual leave, medical benefits, paid family leave, and retirement options (Horowitz, Parker, Graf, and

Livingston 2017; Glassdoor Team 2015; Jones 2017; Parker and Horowitz 2022; Wiggert 2022). A February 2023 Pew Research Center study of 5,902 US workers found that "about six-in-ten workers (62%) say it's extremely important to them personally to have a job that offers paid time off for vacations, routine doctor's visits or to deal with minor illnesses, larger than the shares who say the same about having employer-paid health insurance (51%), an employer-sponsored 401(k) or other retirement program (44%) or paid parental, family or medical leave separate from their other paid time off (43%)" (Horowitz and Parker 2023, Some Key Findings from the Survey section, para. 6). Such extrinsic and financially measurable conditions and benefits are also likely of significant importance to many academic library employees. In reporting on the job conditions that matter to recent Library and Information Science (LIS) graduates, Gerber (2023) found that "as with any job, a living wage was the bottom line for many respondents" (Money Matters section, para. 4). Gerber further asserted that "a decent salary not only offers enough to live on but demonstrates respect" (Money Matters section, para. 5). Additionally, Jimenez et al.'s (2021) survey of current and former Florida International University (FIU) librarians found that "61% of librarians were motivated by their salary to look at positions elsewhere" (3), and 87% agreed that their library was a "great place to get started, but you must take a position elsewhere to be compensated appropriately" (6). Moreover, 61% of their participants believed that efforts to recruit diverse employees were lacking due to low starting salaries (5). Allard's (2022) survey of 2021 LIS graduates found that salary was important to 20% of participants; at the same time, Allard noted that these graduates were offered higher starting salaries than 2019 and 2020 graduates. Likewise, Gerber's (2023) survey of 2022 LIS grads noted another, albeit small, annual increase in salaries, with an average full-time starting salary of $61,473 and unemployment down from seven to five percent. In Skinner and Hulbert's (2022) study of 5,699 US archivists and memory workers, some participants indicated that they may leave the archives profession within five years due to salary. Such reports suggest that employment conditions and benefits such as salary, medical benefits, annual leave, and retirement options still hold importance to American workers, including LIS employees. The rise in salaries, coupled with low unemployment, may also suggest that some libraries are raising salaries to compete for qualified workers.

Faculty Status

Faculty status is another job condition that some academic library workers may value as such status, depending on the institution, may include higher salaries, support for research and academic freedom, opportunities for sabbaticals, nine-month contracts, and participation in

institutional governance, as well as significant engagement in campus activities (e.g., faculty senate), among others (Antell and Hahn 2020; Doležal 2023; Galbraith et al. 2016; Walters 2016). Antell and Hahn's (2020) study of graduate students and librarians at US and Canadian institutions affiliated with the Association of Research Libraries (ARL) and their preferences for faculty status found that millennials may be more interested in scholarship than non-millennials and that a large majority of both millennials and non-millennials disagreed with the statement that library faculty positions are unappealing, with only 10% of participants agreeing with the statement. Heady et al. (2020) studied the reasons academic librarians left their institutions for another one during a five-year period. Among their findings, the authors reported that "librarians without faculty status were more likely to be dissatisfied with their compensation, benefits, and job duties than librarians with faculty status" and "librarians who were not eligible to earn tenure in their previous position (either as staff or non-tenure track faculty) were more dissatisfied with their job duties, compensation, and benefits than librarians who were eligible to earn tenure" (592). The authors suggested that staff librarians may be more likely to leave their positions for faculty librarian positions. The literature has also suggested that library faculty status may come with greater job security and protections (Antell and Hahn 2020; Frederick and Wolff-Eisenberg 2020; Hall and Duggins 2021).

Diversity, Equity, Inclusion, and Accessibility

Many academic library employees and the numerous LIS professional organizations to which they belong, including the American Library Association (ALA) (n.d.), Association of Research Libraries (ARL) (n.d.), Digital Library Federation (n.d.), code4lib (n.d.), and Society of American Archivists (2020), have also pointed out the importance of DEIA practices and principles in the workplace. Some academic libraries provide information about their support of DEIA practices and initiatives through public statements and other content on their websites (Bresnahan 2022; Ely 2021), and Ely (2021) stated that libraries without such public content may appear to "lack of concern and consideration" and "may be out of touch with broader social contexts in which racial disparities persist" (13). Further, Bugg (2023) cited "a diverse and well-qualified workforce" as being critical to the LIS profession's success and sustainability (para. 6) while Cruz (2019) asserted that "culture and climate of a library can affect whether or not staff and students feel welcomed, thus impacting libraries' ability to recruit and retain a diverse workforce" (222). However, efforts to recruit and retain a diverse workforce may be vulnerable in academic libraries at present, given recent reports that "confidence in library and institutional DEIA

initiatives is waning" among academic library deans and directors at US not-for-profit four-year academic institutions; and although "these strategies are a high priority, only a quarter are confident their libraries have well-developed DEIA strategies, down from over a third in fall 2020 (Hulbert 2023, Key Findings section, para. 6). The decrease in confidence among library leaders is attributed to budget cuts and recent legislative activities that curtail DEIA programming, hiring, and training. In this respect, state and local politics may also play a role in influencing where LIS workers who place high importance on DEIA prefer to work.

Employee Health and Wellness

Academic libraries offer a range of virtual and public-facing services, and as such, their employees, especially those with public-facing responsibilities, may be exposed to the risks that can accompany such responsibilities. Active shooter incidents have risen in the US in recent decades (Gramlich 2023), and COVID and Long COVID continue to affect some Americans, especially those with compromised immune systems or underlying health conditions (Bosman 2024). Thus, some employees may now assign greater importance to employment benefits, perks, and workplace policies and practices that support employee health and safety (Parker et al. 2022). The author reported in a previous article that, among the current study's participants' reasons for preferring remote/hybrid work modalities, approximately 64% cited avoidance of viruses, approximately 58% cited better support for their physical and mental health, and 25% cited avoidance of public dangers (Green 2023). Allard's (2022) survey of 2021 Library and Information Science (LIS) graduates found that 32% of LIS graduates cited "a positive, healthy workplace culture" as an important employer attribute (para. 3). Heady et al. (2021) highlighted employee health and safety in their study of pandemic precautions taken by academic libraries, noting differences between states with Republican governors and those with Democratic ones. Thus, in addition to placing importance on DEIA, some academic library employees may now consider the role of state or regional politics in determining a prospective employer's ability to prioritize employee health and wellness measures.

Other Geographic Conditions: Housing and Climate

Job seekers may also place importance on the area's housing costs and availability. In recent years, housing costs in some parts of the country as well as interest rates have dramatically risen (Kolotmatsky 2024; Smialek 2024), leading some workers who can work remotely to seek out geographic locations with more desirable or affordable housing options (Kahn 2022).

Indeed, for some workers, including academic library employees, whose incomes may not have kept up with inflation (Allard 2022), the cost of housing in the job's geographic location may be a factor in where and how these employees prefer to work (Bahney 2023). Further, Gerber's (2023) survey of LIS grads found that "location" was commonly cited as one of the "single most important things" these LIS grads look for in an employer (Money Matters section, para. 3).

Moreover, destructive weather events, such as hurricanes, wildfires, droughts, and severe heat, have significantly affected parts of the country in recent years, and these conditions may also influence where some Americans want to live and work (Porter 2023). In fact, some Americans may have already moved to geographic areas considered to be safer from dangerous weather events (Hurdle 2022). Academic library employees in the US, working in a variety of geographic regions and climates, may also be among the Americans who factor climate conditions in the job location among their evaluation of prospective employment opportunities.

Flexible Work Modalities and Schedules

Work schedule and modality flexibility have also been found to be important to some American workers, including those in LIS fields. In a previous article that reported on the current study's findings relating to work modality preferences, 51% of participants indicated that they preferred to work mostly remotely, citing reasons such as avoidance of commuting stress, reduction in time-wasting activities and work-related expenses, and greater control over work environment, among others (Green 2023). In Jimenez et al.'s (2021) study of current and former FIU librarians, 19% of participants indicated that more remote work opportunities, 14% suggested that a nine-month contract, and 13% suggested flexible work arrangements would improve librarian retention. Further, 11% of the 2021 LIS graduates in Allard's (2022) study indicated that "good work-life balance . . . including some schedule flexibility, and the possibility of working remotely" were important employment conditions (The Perfect Match section, para. 1). Indeed, some Americans continue to work fully remotely or in a hybrid model combining a mix of remote and onsite work (Casselman et al. 2024). It's possible that some of these workers may also have moved during the pandemic to locations closer to family, in some cases so that they may give or receive caregiving support (Fielding 2021). Additionally, some may have partners with jobs in other cities, and remote work allows such workers and their partners to cohabitate without one partner sacrificing her/his/their career for the other's (Kahn 2022). Moreover, as suggested previously, some workers may have moved to areas with more

affordable or desirable housing or safer climates. Regardless of the reasons or benefits associated with remote work, a sizable number of Americans continue to prefer remote/hybrid work even though, for many workers, the coronavirus is no longer considered the threat that it once was (Green 2023; Parker 2023).

Similar to remote work in that it may facilitate better work-life balance, work schedule flexibility allows employees to adjust their work hours to better suit their needs and is another job condition that workers may value (Falcone and McCartin 2022; Hosoi et al. 2021; Jones 2017). For example, work schedule flexibility might allow employees the option of working four ten-hour days instead of five eight-hour days per week; they might be permitted to start work at 10 a.m. on Tuesdays so that they may take a morning yoga class; or perhaps they might be permitted to start work earlier so that they may leave earlier to pick up children from school. A survey of higher education employees revealed that more than one third of these employees were seeking flexible work schedules (Moody 2022), and nearly 77% of the academic library employees who participated in the current study who indicated that they preferred to work mostly remotely cited "greater schedule flexibility" as a reason for preferring remote/hybrid work (Green 2023). For these workers, work schedule flexibility may better support professional development (e.g., college courses) or familial responsibilities, (e.g., coordinating caretaking, medical appointments), or other activities that occur during the day (Indeed Editorial Team 2023). It may also allow workers to avoid commuting during periods of high traffic (Rahman et al. 2022).

Methodology

The author reviewed the literature and developed an anonymous, multiple-choice survey, which was hosted on Qualtrics and designed to examine US academic library employee attitudes, options, and preferences regarding work modality as well as the level of importance they place on a range of job conditions and benefits. Due to the survey's broad scope, the present article limits its focus to survey questions that pertain to the level of importance participants place on thirteen job elements as conditions of employment and thus reports on participant responses to survey question 14. It also reports on participant responses to questions regarding their departmental area (question 1) and their employment classification (question 2) in order to provide a general overview of the academic library employees who participated in the study. Previous articles specifically examined participants' responses to questions 3, 4, 7, 8, and 9 (Green 2023) and questions 5, 6, and 10 (Green 2024).

In designing question 14, which examined the level of importance participants place on thirteen job conditions and benefits, the author included job elements that could be measured in terms of monetary value or being generally recognized as important to employees—i.e., salary, annual leave, medical benefits, retirement, paid family leave. The author also included a condition that is fairly unique to academic libraries and may also offer tangible as well as intangible benefits—i.e., faculty status. Further, the author examined the importance of job conditions and benefits that may have increased in importance in recent years, due to significant health, social, economic, climate, and political events, yet have received less attention in the academic library literature, including remote work, flexible work schedule, local politics, housing costs, and climate, and employer attention to DEIA and employee health and wellness. The aforementioned thirteen conditions and benefits span a range of both tangible and intangible aspects of employment and serve to provide a nuanced understanding of the value academic library employees place on some of the job aspects that define the conditions of their employment. Moreover, these are aspects that prospective employees may learn about either by reading an employer's job announcements, by perusing strategic plans, policies, and other items on the employer's website, or by researching the employer's geographic region.

Survey Instrument and Distribution

The survey instrument (appendix A) incorporated conditional logic to customize participants' questionnaire experience, accommodating either ten or eleven questions based on whether participants had remote work options. Participants with remote or hybrid work options were provided with eleven questions, with the additional question pertaining to the frequency of their remote work. Five survey questions were optional, resulting in variances in the number of responses each question received. The author received Institutional Review Board (IRB) exemption in the summer of 2022 and distributed the survey via email (appendix B) to listservs (appendix C) from October 3 to November 3, 2022, with follow-up reminders sent during that period.

Results

Departmental Affiliation and Employment Classification

The survey's first and second questions, which pertained to participants' departmental affiliation and their employment classification, received 940 responses, with 498 participants identifying as faculty, and 441 as staff. Moreover, most participants (n = 872) indicated that they work in one

of the twenty-one departmental areas listed as multiple-choice response options. Liaison/Reference/Instruction (n = 261, or roughly 28%), Technical Services (n = 202, or about 22%), and Administration and Administrative Services employees (n = 75, or approximately 8%) were the top departmental affiliations among the survey's participants, and 7% (n = 68) of participants marked "Other" to indicate that they work in departments not provided in the survey's multiple-choice list of options. The author categorized participants who provided free-text responses for "Other" into either new (e.g., Resource Sharing) or existing departmental areas—although two of the sixty-eight participants did not provide a free-text description of their department. Additionally, the new categories the author created, such as "Cataloging/Metadata," may not reflect all participants who are associated with those categories as some participants may have selected from one of the twenty-one multiple-choice options instead. For example, participants who work in cataloging roles may belong to departments such as Technical Services, Special Collections, or possibly other library units. Nevertheless, the departmental affiliation question was intended to provide a basic understanding of participants' affiliations. Additionally, each of the remaining departments listed among the twenty-one departmental areas made up 5% or less of participant affiliations. See table 1.

Table 1. Departmental areas of the 938 participants who provided this information. *Note*: Departmental areas preceded by an asterisk are new categories the author created based on the free-text responses of participants who indicated they worked in "Other" departmental areas.

Department	n	%
Access/Public Services	45	4.7
Administration / Administrative Services	75	7.9
Archives/Rare Books/Special Collections	39	4
*Assessment	2	<1
Branch or Special Library	14	1.4
*Cataloging/Metadata	3	<1
Collection Management/Strategy/Assessment	24	2.5
Communications/Marketing/Outreach	3	<1
*Consortium Support	1	<1
Digital Collections/Initiatives	39	4.1
Digital Scholarship	16	1.7
Discovery Services	8	<1
Electronic Resources	25	2.6

Facilities or Building Management	0	0
Information Technology	31	3.3
Institutional Repository	9	<1
Liaison/Reference/Instruction	261	27.8
Multiple Areas of the Library	45	4.7
*Preservation	2	<1
*Project Management	1	<1
Research Data Services	12	1.2
*Resource Sharing	4	<1
Scholarly Communication	33	3.5
Systems	21	2.2
Technical Services	202	21.5
Technology Services	12	1.2
University Press/Publishing	0	0
User Experience/Assessment	11	1.1

How Important Are These Job Conditions and Benefits to Academic Library Employees?

Eight hundred ninety-five participants answered survey question 14, which asked participants to rate the level of importance of thirteen job elements using the following five-point Likert scale: critically important, very important, moderately important, slightly important, or not important. Specifically, participants were asked, "If you were deciding whether to accept a new position with another employer, which of the following thirteen elements of the job offer would be important to you? Please rate each element according to level of importance using the drop-down menu below." See table 2.

Table 2. The number of participants (N = 895) and the level of importance they assigned to each of the job elements as a condition of prospective employment

Job element	Not important		Slightly important		Moderately important		Very important		Critically important	
	n	%	n	%	n	%	n	%	n	%
Amount of paid vacation and sick leave	2	<1	13	1.4	139	15.5	433	48.3	308	34.4

Job element	Not important		Slightly important		Moderately important		Very important		Critically important	
	n	%	n	%	n	%	n	%	n	%
Employer's attention to DEIA	34	3.7	81	9	231	25.8	i386	43.1	i163	18.2
Employer's attention to employee health and wellness	29	3.2	102	11.3	298	33.2	346	38.6	120	13.4
Faculty status	348	38.8	144	16	189	21.1	143	15.9	71	7.9
Flexible workdays or hours options	9	1	80	8.9	240	26.8	357	39.8	209	23.3
Housing costs in area where position is located	23	2.5	60	6.7	216	24.1	359	40.1	237	26.4
Medical benefits options	7	<1	26	2.9	93	10.3	277	30.9	492	54.9
Occurrence of extreme weather (e.g., heat, flooding, drought) in area where position is located	101	11.2	235	26.2	304	33.9	183	20.4	72	8
Paid family leave options	118	13.1	164	18.3	224	25	210	23.4	179	20
Political party in power in the state/region where position is located	164	18.3	174	19.4	254	28.3	205	22.9	98	10.9
Remote/hybrid work options	36	4	117	13	220	24.5	313	34.9	209	23.3
Retirement options	6	<1	39	4.3	162	18.1	347	38.7	341	38.1
Salary	0	0	5	<1	80	8.9	294	32.8	516	57.6

Which Conditions and Benefits Are Most Frequently Rated as Highly Important?

A comparison of "critically important" and "very important" ratings among the elements also provides insights into the job element's overall degree of importance to participants. Figure 1 provides a comparison of "critically important" and "very important" responses for each job element while figure 2 combines "critically important" and "very important" responses. Salary, medical benefits, amount of paid vacation and sick leave, and retirement benefits received the greatest number of "critically important" and "very important" ratings among participants. These findings, although they are unsurprising, are valuable in that they provide a benchmark for how participants rate other less studied conditions and benefits, such as housing costs and remote work options, in comparison.
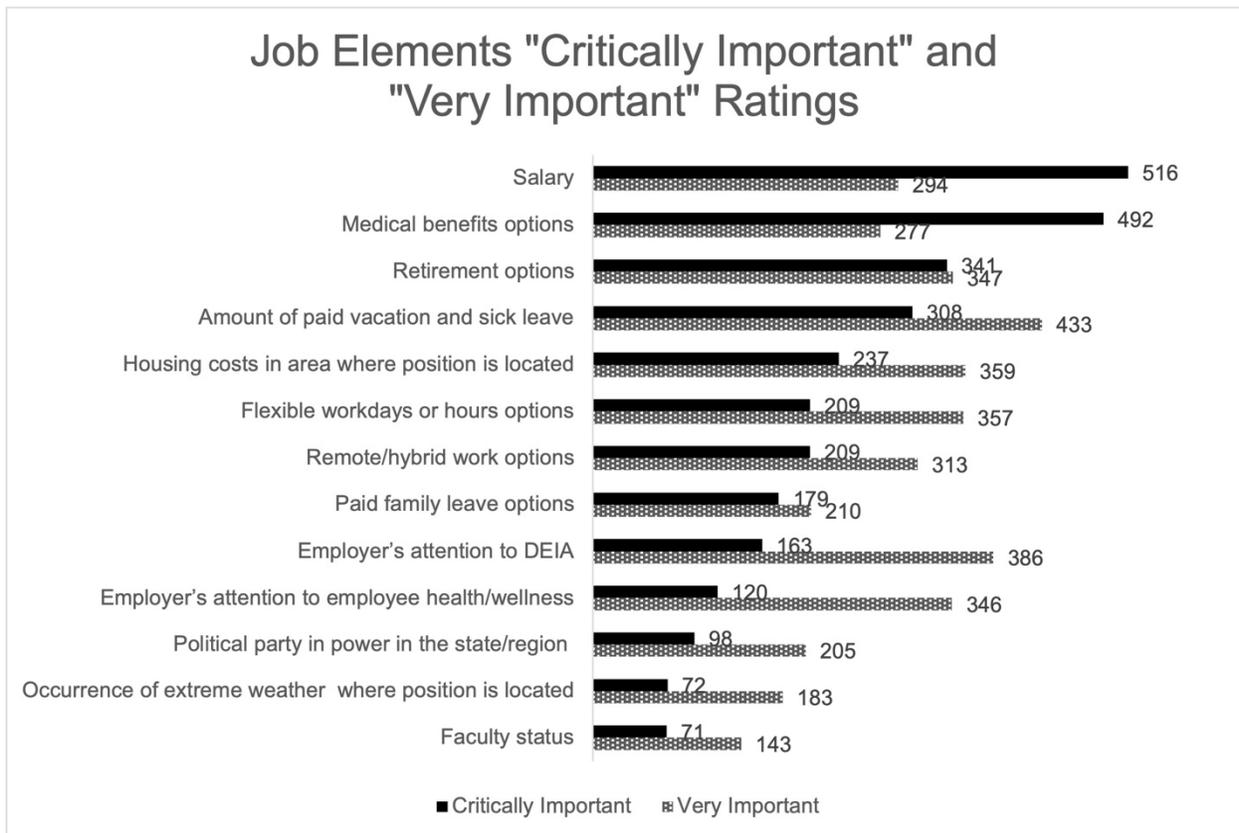
Figure 1. A comparison of the number of participants who indicated "critically important" and "very important" for each job element.
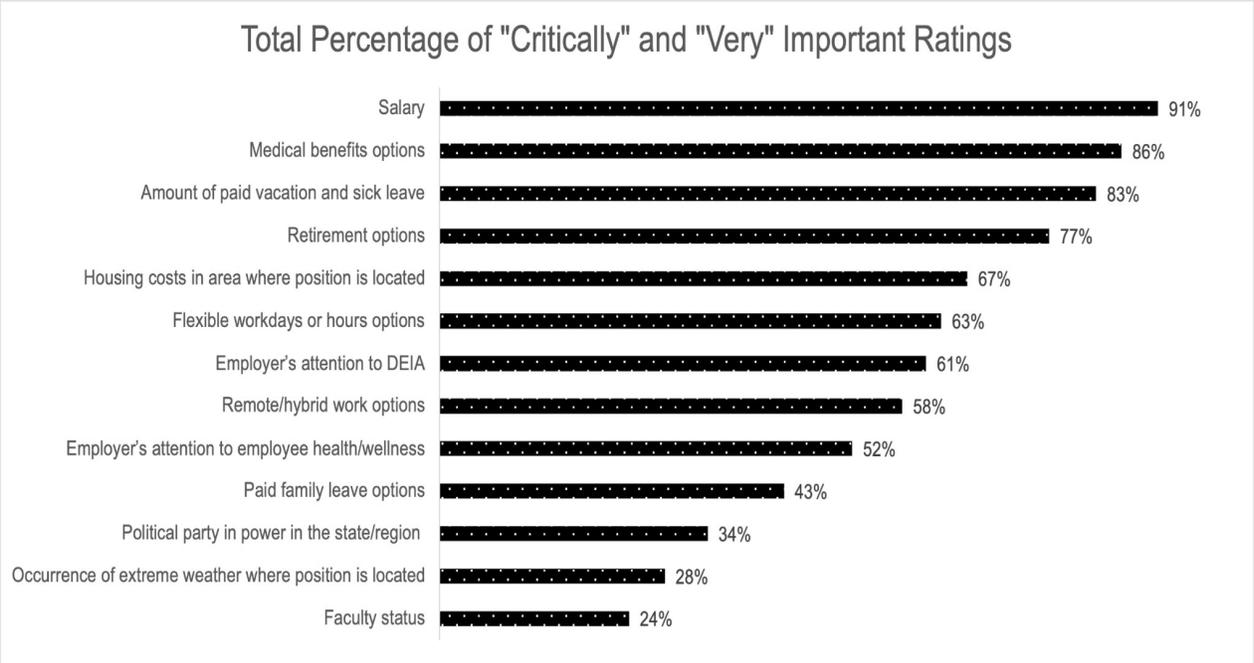
Figure 2. Participants' combined "critically important" and "very important" ratings of job elements as conditions of employment in percentages.

How Important Is Faculty Status?

Approximately 8% of participants indicated that faculty status was "critically important" while approximately 16% indicated it was "very important." Moreover, faculty status is the only job element for which there is a notable difference between faculty and staff responses. Approximately 39% of faculty participants, compared to only 6% of staff, consider faculty status to be either a "critically" or "very" important job element. Similarly, approximately 62% of staff, compared to about 19% of faculty, rate faculty status as "not important." However, 38% of staff indicated that faculty status was important to varying degrees, revealing that some staff may value a job with faculty status. See figure 3.
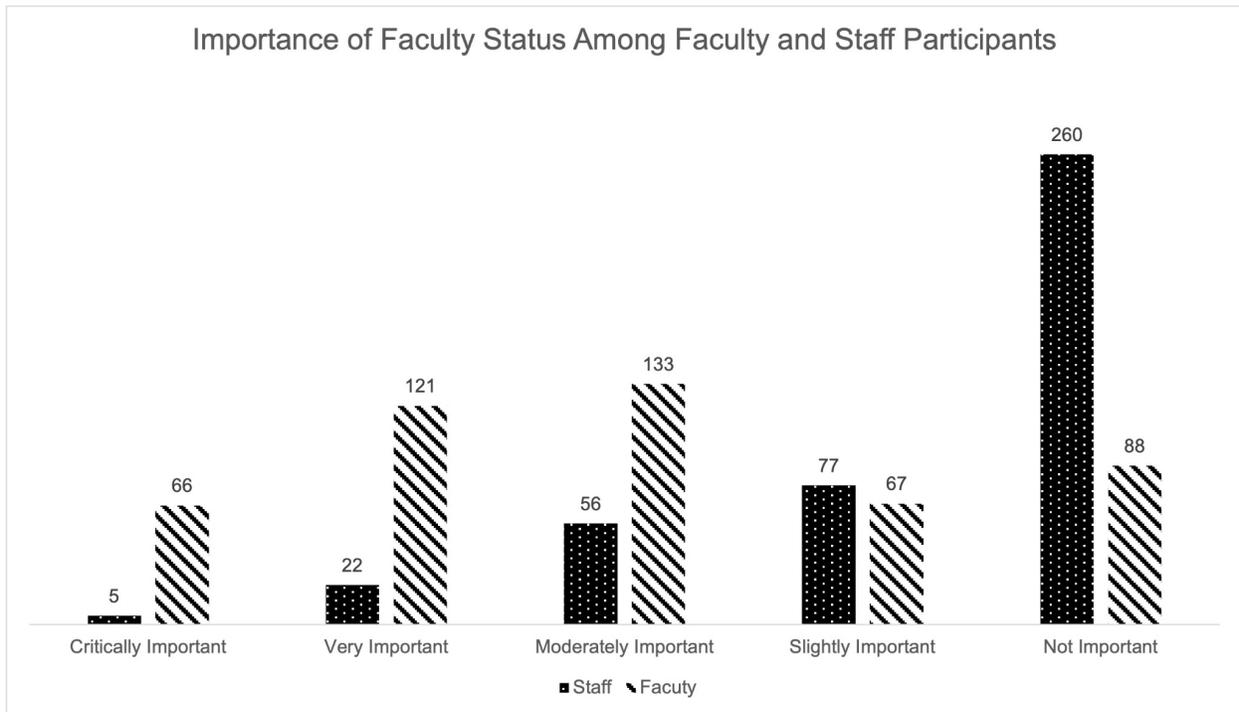
Importance of Faculty Status Among Faculty and Staff Participants

Figure 3. A comparison of the level of importance faculty (*n* = 475) and staff (*n* = 420) participants place on having faculty status as a condition of their employment.

How Important Are Emerging Conditions and Benefits?

The study also examined the level of importance participants place on several job conditions and benefits, such as employer's attention to DEIA, cost of housing in job location, occurrence of extreme weather events in job location, and the political leanings of job location, which have been less studied in the academic library literature and may be considered emerging in light of recent social, political, and climate events. The findings reveal that 18% of participants believe the employer's attention to DEIA is "critically important" and 43% indicated it is "very important." In contrast, only about 4% of participants indicated it is "not important." See figure 4.

Employer's Atention to Diversity, Equity, Inclusion, and Accessibility

Not Important, 34
Slightly Important, 81
Critically Important, 163
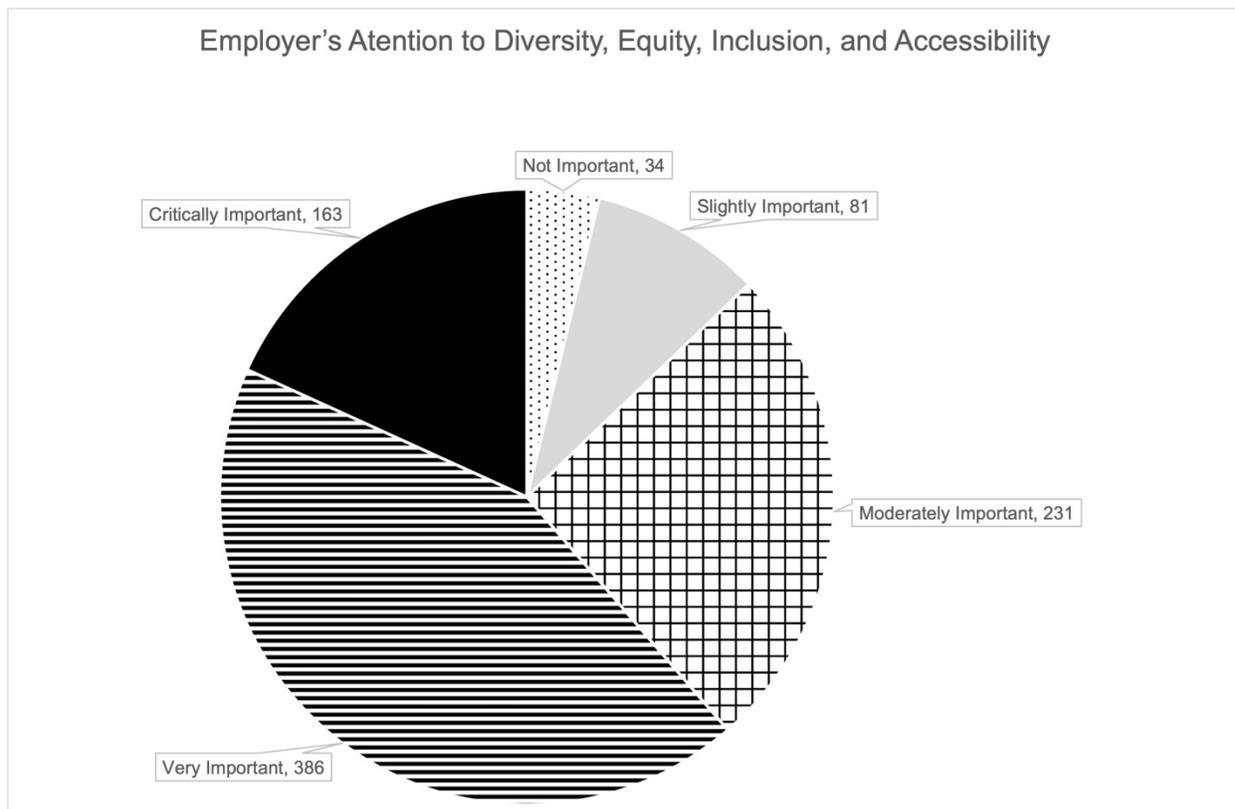Moderately Important, 231
Very Important, 386

Figure 4. The level of importance that participants (*N* = 895) place on the employer's attention to diversity, equity, inclusion, and accessibility.

Also of note is that 26% of participants rated housing costs in the area where the position is located as "critically important" and 40% responded that this job aspect is "very important." In contrast, this job element was rated as "not important" by only about 3% of participants. See figure 5.
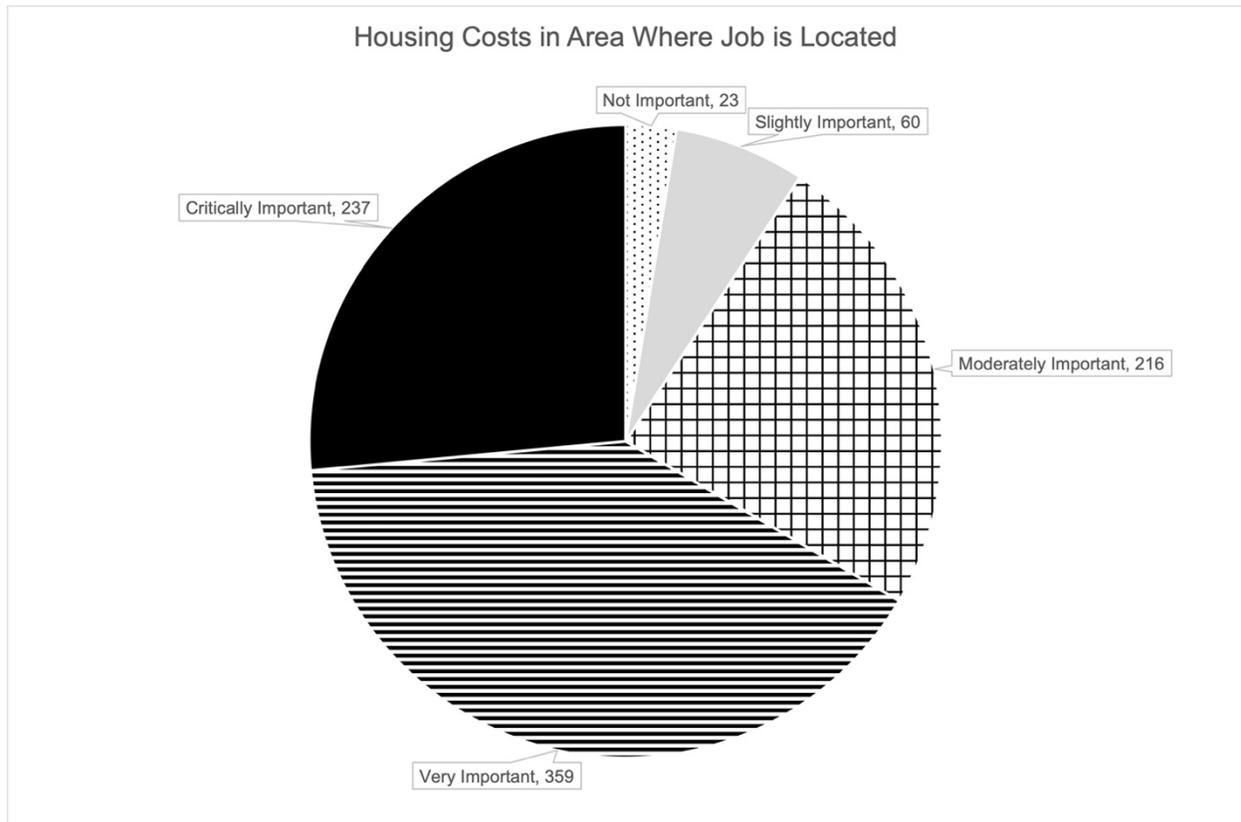
Figure 5. The level of importance that participants (*N* = 895) place on the housing costs in the area in which a position is located.

The climate conditions in the job's geographic area were "critically important" to 8% of participants and "very important" to 20% whereas the political leanings of the region were "critically important" to approximately 11% and "very important" to roughly 23%. See figures 6 and 7, respectively.
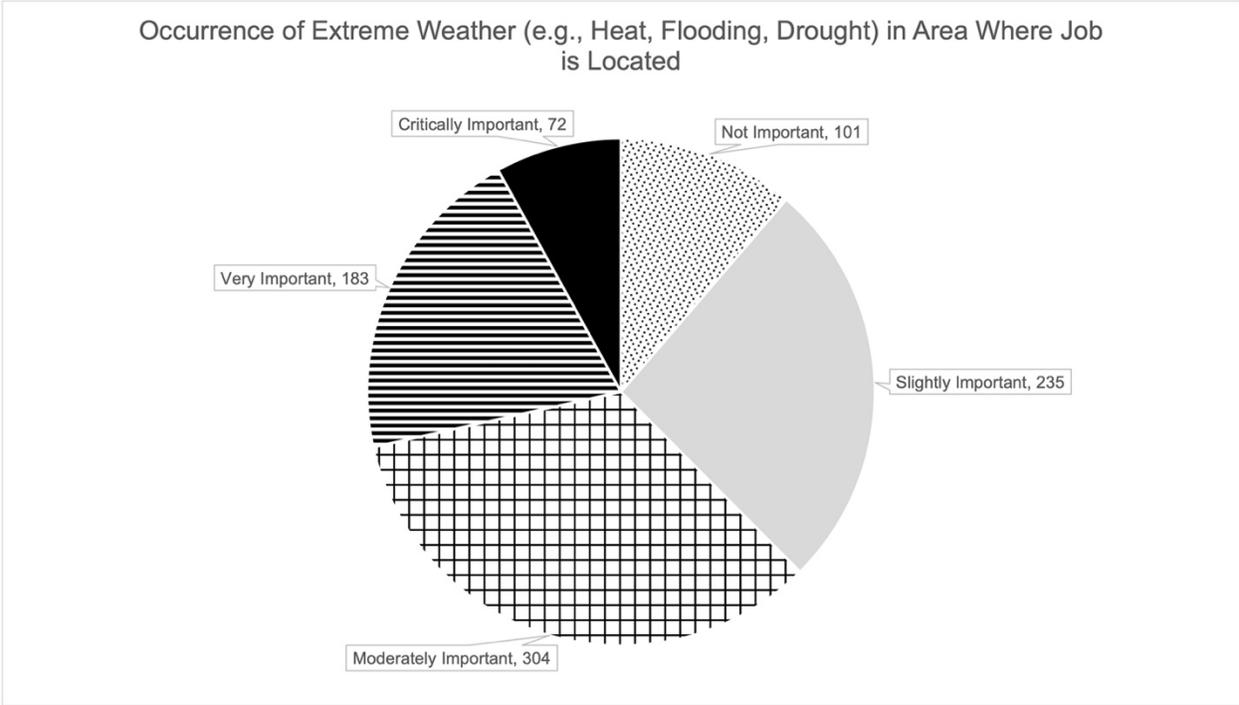
Figure 6. The level of importance that participants (*N* = 895) place on the occurrence of extreme weather events in the area in which a position is located.
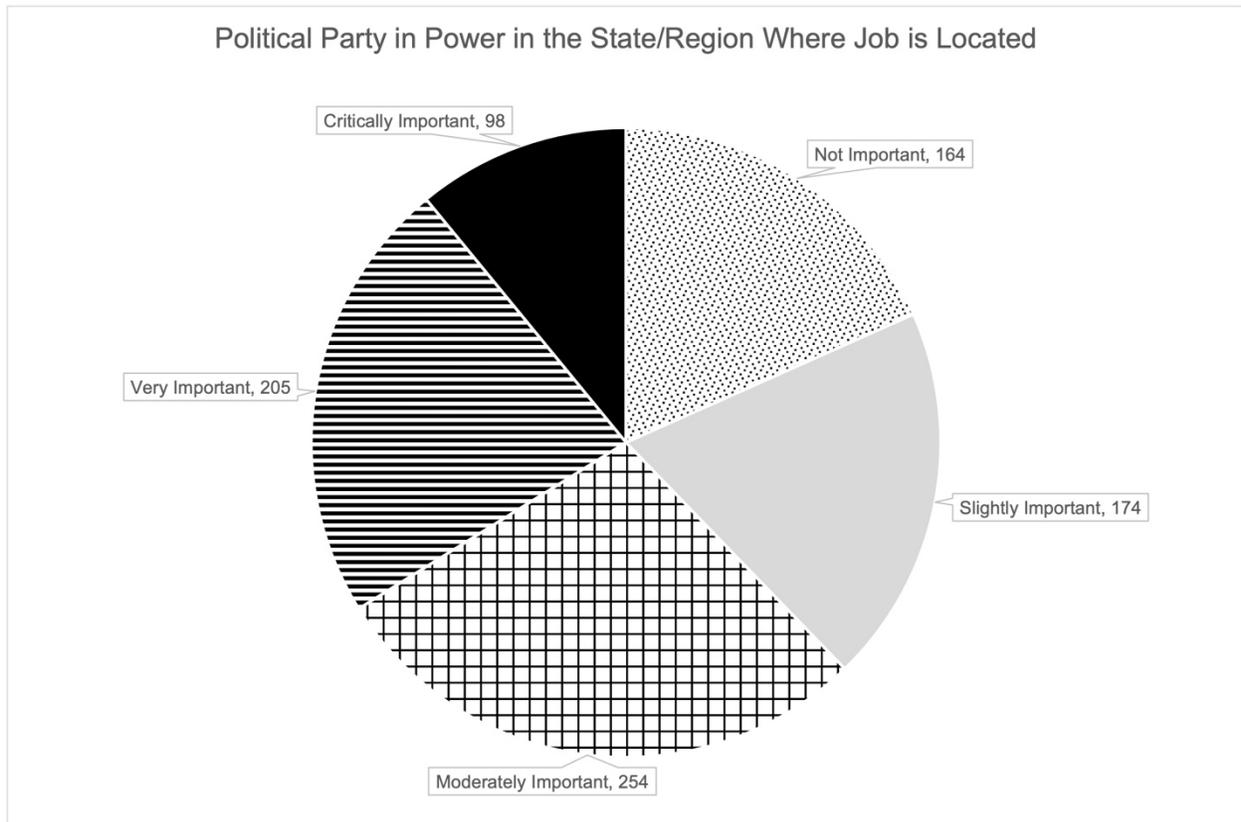
Figure 7. The level of importance that participants (*N* = 895) place on the political leanings of the state or region in which a position is located.

Moreover, the pandemic may have spurred an increase in the importance placed on other job conditions and benefits which have also received less attention in the academic library literature, including conditions such as flexible work modalities and schedules and workplace prioritization of employee health and wellness. The study's findings reveal that 13% of participants believe their employer's attention to employee health and wellness is "critically important" and approximately 39% responded that it is "very important." See figure 8.
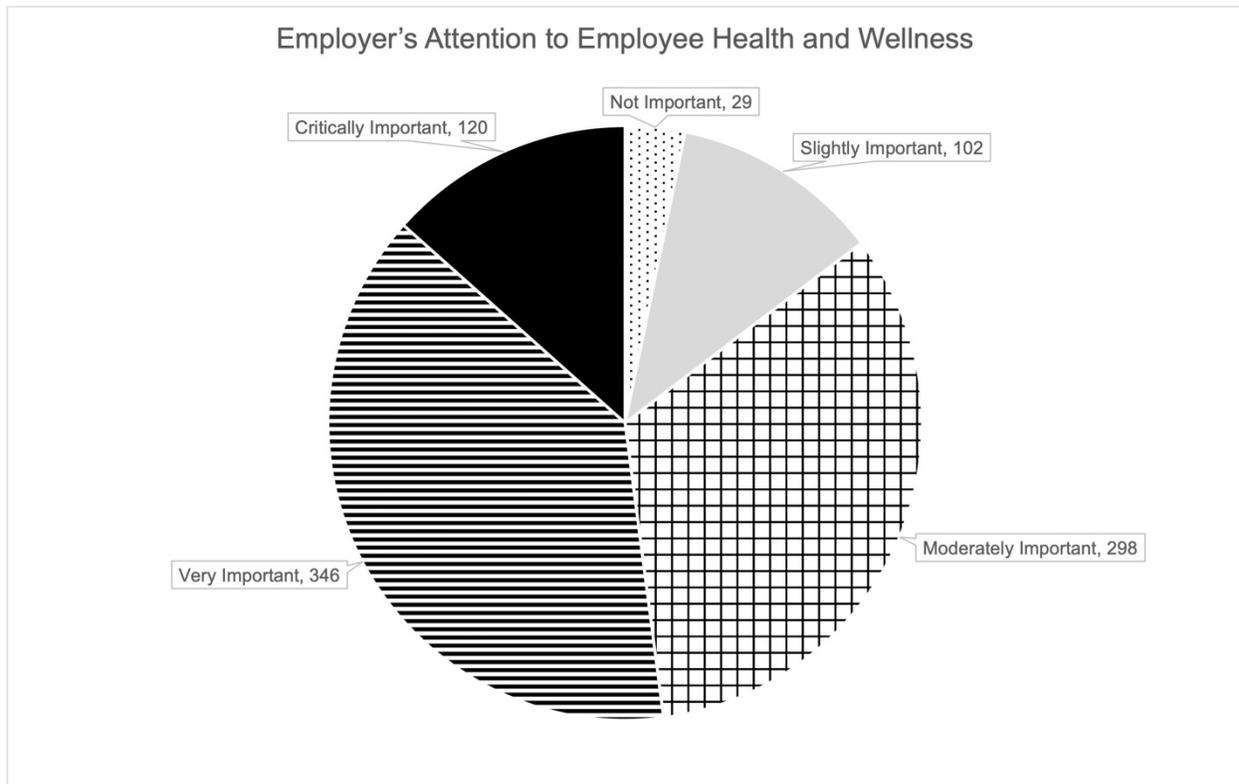
Figure 8. The level of importance that participants ($N = 895$) place on the employer's attention to employee health and wellness.

Additionally, 23% of participants indicated that flexible workdays or hours options are "critically important" and approximately 40% rated them as "very important." Remote/hybrid work options were rated as "critically important" by approximately 23% and "very important" by approximately 35% of participants. See figures 9 and 10.
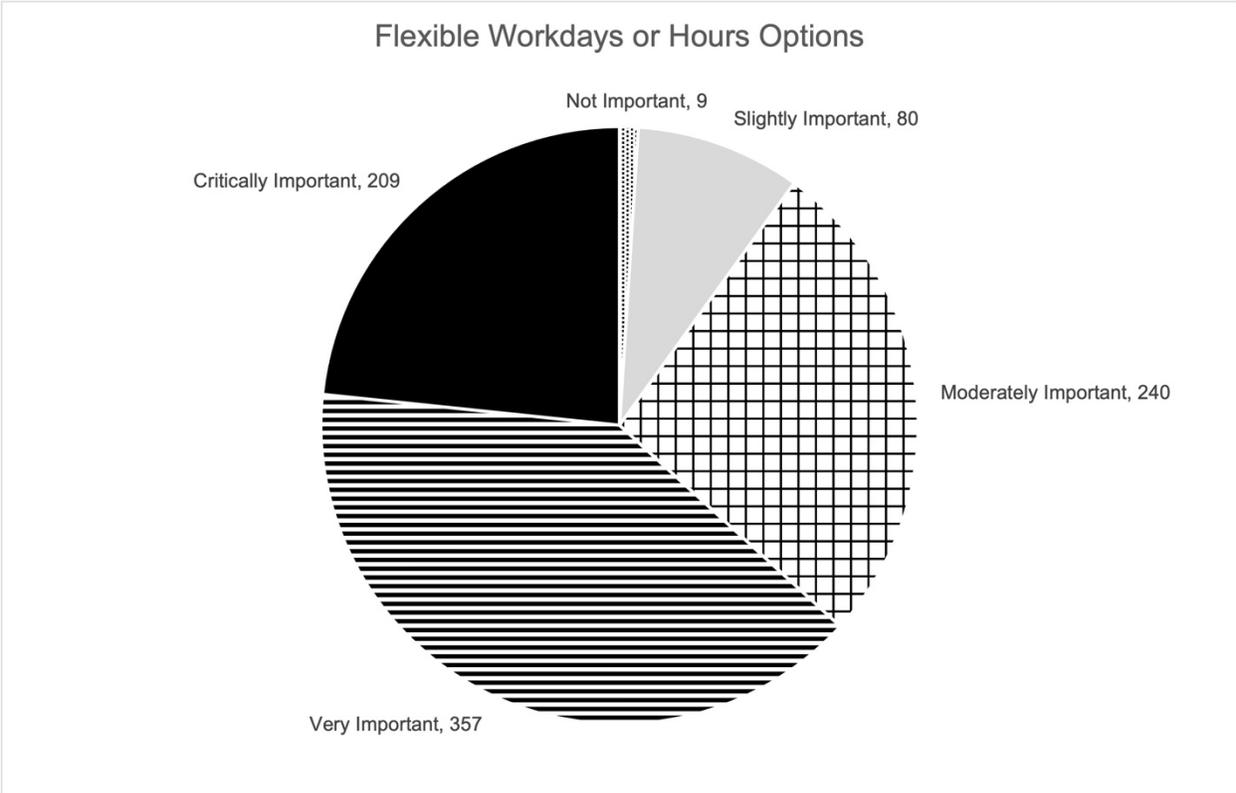
Figure 9. The level of importance that participants (*N* = 895) place on options for flexible work schedules.
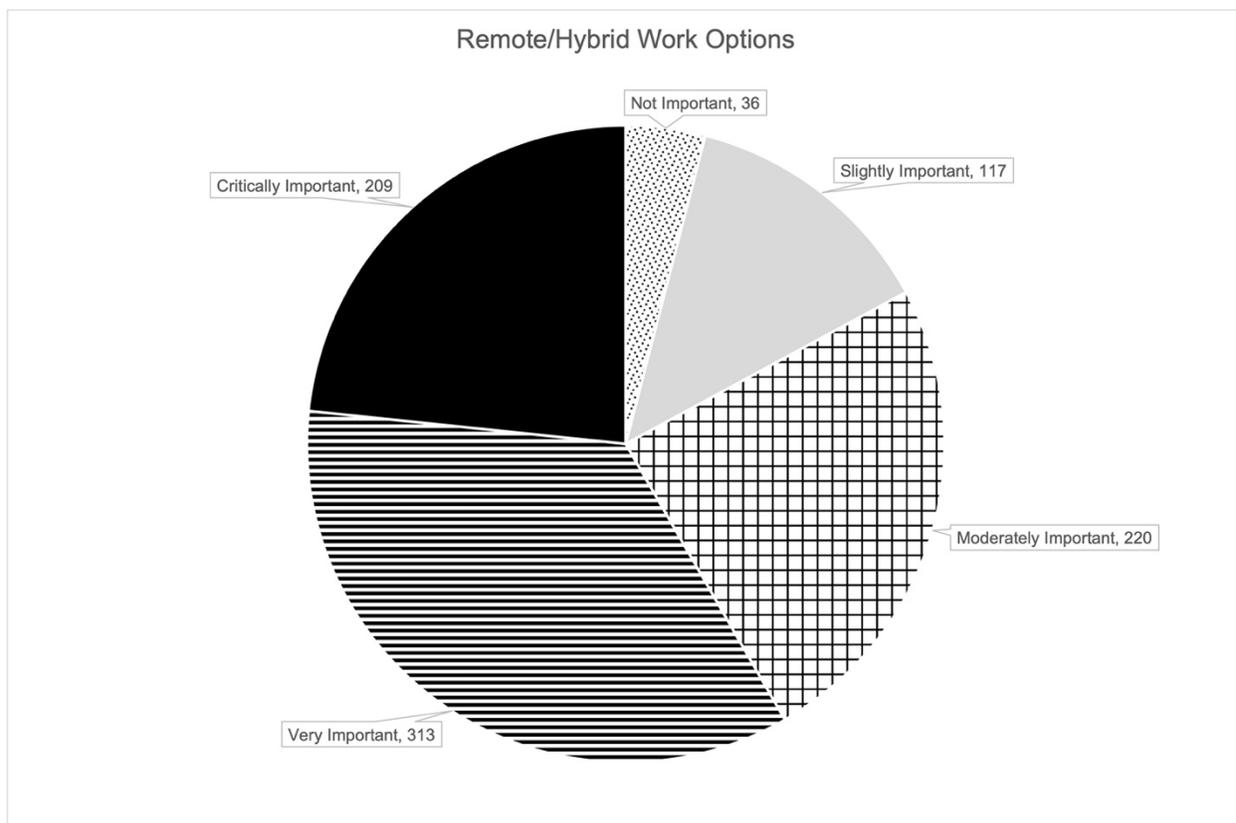
Figure 10. The level of importance that participants (*N* = 895) place on options for remote or hybrid work.

Which Conditions and Benefits Are Not Important?

Participants' ratings of "not important," illustrated in figure 11, may also shed light on the level of importance academic library employees' place on some aspects of their employment. Notably, approximately 39% of participants rated faculty status as "not important" while 18% of participants indicated that the political leanings of the job's state or region were "not important." Fewer participants rated climate conditions (viz., 11%), paid family leave (viz.,13%), and the political leanings of the job's location (viz., 18%) as "not important." In addition, remote/hybrid work options, housing costs in the job's location, and employer's attention to DEIA and employee health and wellness were rated as "not important" by less than 5% of participants. Flexible workdays or hours options were rated as "not important" by only 1% of participants. Less than 1% of participants rated retirement options, medical benefits, and paid vacation/sick leave as "not important" while no participants indicated that salary was "not important."
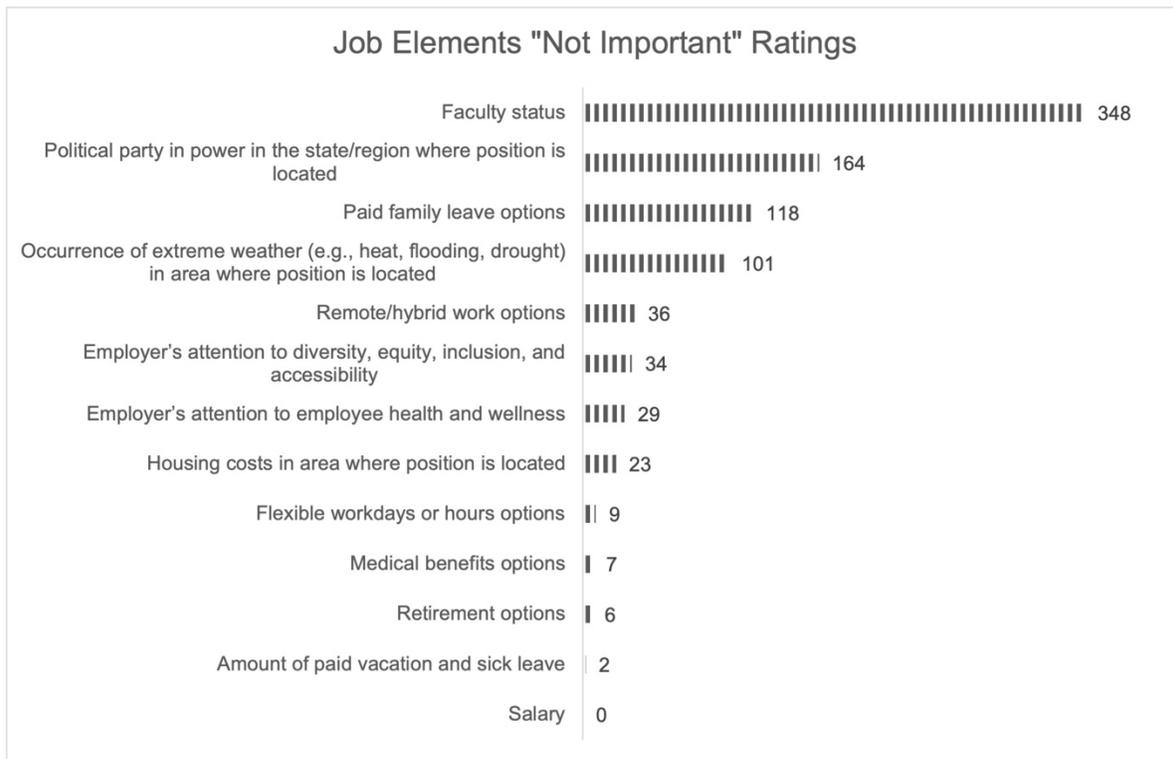
Figure 11. The number of participants (*N* = 895) who indicated "not important" for each job element.

Discussion

This article provides a glimpse into the importance US academic library employees place on a range of job conditions and benefits. It is perhaps unsurprising that most participants assign significant importance to job elements such as salary, medical benefits, retirement benefits, and annual vacation and sick leave, and these findings align with the literature (Glassdoor Team 2015; Horowitz et al. 2017; Horowitz and Parker 2023; Jones 2017; Parker and Horowitz 2022; Wiggert 2022). However, the overall rating of high importance of paid family leave as a tangible job benefit that offers compensated time off to care for family members was not rated nearly as highly as other tangible conditions and benefits; in fact, more participants assigned higher importance overall to other job conditions and benefits, including those which are less studied and may have recently emerged in terms of importance. As such, paid family leave ranked tenth among the thirteen job elements in terms of the combined number of participants who rated it as "critically" or "very" important. What's unknown is whether factors such as participants' age, caretaking obligations, or other factors played a role in the overall level of importance participants assign to paid family leave. It's also possible that some academic library employees

may be unfamiliar with the benefits of paid family leave or that they may assign greater financial value to conditions such as housing costs. On the other hand, paid family leave was "critically important" to more participants (*n* = 179) than DEIA, employee health and wellness, politics, climate, or faculty status.

Diversity, Equity, Inclusion, and Accessibility

It is also illuminating to find that 61% of the study's participants attach significance to a prospective employer's attention to DEIA while less than 4% do not. This suggests that some LIS workers may prioritize employers who demonstrate a commitment to DEIA principles and practices. These findings may suggest that academic libraries that are not meaningfully committed to and engaged with DEIA principles and practices in library services, programming, collections, and staffing may be at a disadvantage in attracting and retaining some library workers. Ely (2021) similarly posited that libraries without outward facing statements or online content that illustrate such commitments may be viewed as detached from societal concerns surrounding DEI (13). Notably, the current study's findings occur at a time when some academic libraries have reported difficulty in implementing DEIA strategies and initiatives (Frederick and Wolff-Eisenberg 2020).

Geographic Conditions: Housing, Politics, and Climate

Housing costs are a local job condition that was rated as significantly important to many of the academic library employees who participated in the study, with a total of nearly 67% of participants indicating that "housing costs in area where position is located" were either a "critically" or "very" important condition of employment, while, notably, less than 3% of participants indicated that housing costs were "not important." Gerber's (2023) report on the "2023 Placements and Salaries Survey" similarly found that location was important to recent job-seeking LIS grads. Indeed, as housing costs have sharply risen in some parts of the US during the past few years, this local job condition may heavily factor into the employment considerations of some LIS job seekers. It is therefore conceivable that academic libraries in geographic areas with high housing costs may be limited to primarily attracting workers who have considerable intergenerational wealth or who live in two-income households since these workers are more likely to be able to afford higher housing costs. Additionally, these libraries may experience greater turnover, with some workers remaining employed with them for only a

short period of time, perhaps to learn skills and gain experience, before leaving for a position in an area with better housing options.

A total of nearly 34% of this study's participants indicated that the politics of the geographic area where the job is located is either "critically" or "very" important, but 18% indicated that this condition was "not important." This may be a reflection of the country's political divide on virus measures as well as the overturning of Roe v. Wade in June of 2022, which may be of great importance to some LIS workers. Moreover, recently, there has been a rise in attacks on library professionals and the library profession by some political groups (Natanson and Kaur 2024), and it is possible that LIS workers may assign more importance to politics now than they did in the fall of 2022 when the present study's survey was administered. In short, library professionals may have numerous professional as well as personal reasons for attaching importance to the political climate of their employer's region.

Like political climate and housing costs, a geographic area's weather events are another local condition that may hold importance for academic library employees, as 28% of the participants who responded to this question indicated that the "occurrence of extreme weather where position is located" is either "critically" or "very" important, and only 11% stated that it is "not important." Recent literature has suggested that some Americans are migrating to parts of the country with fewer hazardous weather conditions (Hurdle 2022). Likewise, more than a quarter of the academic library employees who answered this question also prioritize living in regions with safer climate conditions. These findings suggest that academic libraries in regions with safer climates may choose to leverage this aspect in their recruitment of employees, and conversely, those libraries in regions that tend to experience extreme weather events may face difficulties in recruiting some LIS workers, especially if they do not support remote or hybrid work modalities.

Work Schedule Flexibility

Participants indicated that they place considerable importance on "flexible workdays and hours options" with a total of 63% valuing it as either a "critically" or "very" important condition of employment. Notably, this element ranked sixth among the elements in combined "critically important" and "very important" ratings, and notably, only 1% of participants rated it as "not important." Moreover, the number of participants who indicated that flexible work schedules are "not important" ($n = 9$) is nearly the same as the number of participants who indicated that medical benefits are not important ($n = 7$). These findings align with the literature which has

reported that flexible work schedules are a valuable job benefit to some LIS workers (Indeed Editorial Team 2023; Jimenez et al. 2021; Moody 2022; Rahman et al. 2022). However, few studies have compared the importance workers place on work schedule flexibility with other job conditions and benefits such as medical benefits. In this regard, the present study may provide new insights.

Similar to remote work, work schedule flexibility may offer some workers the ability to balance work and life commitments so that they can meet familial, medical, and other personal obligations that occur during the 8 a.m. to 5 p.m. weekday period. In fact, the same number of participants (n = 209, or 23%) indicated that flexible work schedule options and remote work options would be "critically important" to them in considering prospective employers. Thus, work schedule flexibility is another job element that, when offered to interested employees, may serve to boost employee satisfaction and perhaps bolster library recruitment and retention efforts.

Faculty Status

Although faculty librarianship has been described as a "nebulous concept" (Walters 2016) that varies in terms of privileges, responsibilities, and rights among institutions, some participants may value not only the work that is typically germane to faculty librarianship but also the benefits that may come with it. Further, faculty status may offer other benefits relating to job protections and employment conditions (Frederick and Wolff-Eisenberg 2020; Hall and Duggins 2021; Heady et al. 2021) On the other hand, faculty status and the role that may accompany it may not be desirable for some workers, as faculty librarians may be required to engage heavily in service, produce a significant amount of research outputs, and hold master's degrees, which can be costly and timely to pursue. In light of these conditions, it may be unsurprising that faculty status was rated as "not important" by about 39% of participants. The lower ranking of faculty status as an employment condition among the current study's participants may also be some reflection of the dwindling number of faculty positions that exist in US academic libraries (Walters 2016). If faculty status in academic libraries is becoming more elusive, LIS job seekers may factor it as less critical among other job criteria. In fact, a recent study of academic library employee expectations for post-pandemic hiring of positions in electronic resources, metadata, and cataloging revealed that only 18% of participants expected permanent, full-time, non-tenure track faculty to be hired in these areas and only 17% expected the hiring of permanent, full-time tenure-track faculty (Green 2022). Nevertheless, the findings of the current study suggest that faculty status was of great importance to nearly a quarter of participants, which includes staff

participants, and that 61% of these academic library employees assigned it some level of importance. This suggests academic libraries that offer positions with faculty status may hold additional appeal for some prospective employees.

Remote Work and Its Potential to Enhance Other Important Job Conditions and Benefits

The level of importance placed on remote/hybrid work options fell roughly in the middle among the thirteen job elements, in terms of its ratings as either "critically" or "very" important, with a small percentage (i.e., 4%) of participants rating remote work as "not important." Moreover, given the high importance participants assign to other job elements, it is worth exploring the ways in which remote work may enhance other important job conditions and benefits. For example, many participants in this study place importance on the amount of annual vacation and medical leave they receive, with more than 80% of participants rating each as either "critically" or "very" important. In this respect, remote work may offer the added benefit of saving employees from using such leave since it may enable them to work remotely during events in which they can work (e.g., contagious yet mild illness, car maintenance, being at home for home repairs or sick family members, etc.) but would otherwise require the use of annual leave. Further, employee health and safety is another job element that remote work can bolster as it may offer considerable health protection as well as peace of mind for workers with virus or other public safety concerns.

Moreover, for academic libraries in geographic regions where housing is limited in supply and costly, remote and hybrid work modalities could also improve employee recruitment and retention outcomes since workers would have the option of living in less expensive areas, either working fully remotely where feasible or, in some cases, working in a hybrid modality, limiting commutes to when it's necessary to be on campus and making it feasible for employees to commute from more affordable outlying areas. As housing costs in the job's geographic area was critically or highly important to many of the academic library employees who participated in this study, academic libraries in pricey housing areas may wish to support remote or hybrid work for employees who are interested and whose jobs can be done fully or partially remotely.

Remote work also has the potential to appeal to academic library employees who may have concerns about the political leanings of a prospective employer's region. The supposition is that if workers can work remotely from a region that is more hospitable to LIS workers or to the worker's political inclinations, workers may be more willing to work for an employer in a region with different political leanings from their own. Politics may also influence workers with health and safety concerns, and studies from Heady et al. (2020) and Parker et al. (2022) suggested

that virus outcomes and protective measures varied between Democrat- and Republican-leaning areas. In addition, academic libraries located in precarious geographic regions where there is little support for enacting climate resiliency measures may also need to be proactive in implementing practices and policies that support employee health, wellness, and safety. Moreover, these libraries may also find it advantageous to embrace remote work modalities and flexible work scheduling to the extent possible as a means of recruiting and retaining employees who have concerns about climate and extreme weather events in their region.

In sum, this study's findings suggest that some academic library employees may be looking for employers that not only offer competitive salaries and good medical benefits but also support for DEIA, employee health and well-being, and flexible work modalities and schedules in locations that offer affordable housing and safer climate conditions. While some job conditions such as faculty status and political climate were deemed less important by some participants, these conditions were considered important by a significant minority. Moreover, participants' "not important" ratings offer considerable insights into academic library employees' priorities, and notably, these employees assigned some level of importance to the thirteen job conditions. In this regard, job conditions and benefits that were largely deemed "moderately important" may also play a role in job seekers' decision-making, especially when comparing two similar job offers. This study's findings underscore the complexity and evolving priorities of academic library employees, which are being shaped perhaps by both traditional considerations and emerging trends of the post-pandemic workplace.

In light of these findings, US academic libraries may wish to consider a diverse range of factors in informing their strategies for attracting and retaining talent and supporting employee job satisfaction and morale. As Maslach and Leiter (2022) pointed out, "work takes up a lot of people's time, talent and potential—and workers are increasingly demanding that it offer a sustainable and rewarding quality of life in return" (para. 6). As such, these academic libraries may wish to fully explore and maximize all available incentives and benefits that aim to meet worker needs and expectations. For example, if the library's geographic location offers a safer climate or attractive housing market, these aspects will likely appeal to many prospective employees, and libraries may wish to note them in position announcements, especially if job seekers may be unfamiliar with the employer's geographic region. As Strothmann and Ohler (2011) observed in their study of librarian retention strategies, "anyone who has the great good fortune to manage a library at a university with a superb reputation in a highly prized location with great weather and a low cost of living always operates at an enormous advantage, regardless of deliberate retention initiatives" (203–4). Indeed, to compete for and retain a

diverse LIS workforce, academic libraries may need to leverage and promote the full range of job benefits and conditions they have to offer.

Limitations and Future Research

This study, which gathered data during a short period of time in the fall of 2022, examines the importance academic library employees place on thirteen job conditions and benefits as conditions of prospective employment. As such, the study does not attempt to examine participants' attitudes toward an exhaustive range of other job conditions, aspects, and benefits, some of which have been documented in the literature. Moreover, the study only gathered participant data relating to departmental affiliation and employment classification.

Future research may wish to examine additional characteristics about academic library employees (e.g., age, gender), or their institutions, and it may benefit from exploring a broader range of job conditions and benefits beyond the thirteen examined in this study. Moreover, future studies may wish to include a broader range of LIS professionals, including public library, special library, and others.

Conclusion

When asked about the level of importance they place on a range of extrinsic and intrinsic job benefits and conditions, most of these US academic library employees rated salary, medical benefits, annual leave, and retirement options as having significant importance. However, aspects such as housing costs in the area where the position is located, flexible work schedules, and remote/hybrid work options were also of considerable importance to more than half of participants. Additionally, other job aspects that have received less attention in the literature on academic library employee recruitment and retention, such as employer's commitment to DEIA and employee health and wellness, were also rated as highly important. Some participants also indicated that politics and extreme weather events were important job factors, and nearly a quarter of participants indicated that faculty status had significant importance.

These findings shed additional light on the level of importance academic library employees place on a range of job conditions and benefits and may help inform employee recruitment and retention strategies in US academic libraries. Indeed, US academic libraries may seek to enhance and fully promote the range of benefits and advantages they have to offer, including those that administrators may not have highlighted in job announcements in the past, such as remote/hybrid work options, desirable housing and weather conditions, flexible schedule

options, and policies that support DEIA and employee health and well-being, where applicable and permissible. Through library websites, social media, and job vacancy announcements, academic libraries may also have the opportunity to promote the various job conditions, benefits, and incentives they offer that are important to LIS workers.

Appendix A: Academic Libraries and Remote Work Survey Instrument

Study Title: Academic Libraries and Remote Work
Principal Investigator: Ashlea Green, Appalachian State University
Contact Information: greenam7@appstate.edu

You are invited to anonymously participate in a research study that aims to shed light on US academic library employee remote work options, preferences, and attitudes. If you agree to be part of the study, you will be asked to participate in an anonymous, online Qualtrics survey consisting of eleven multiple choice questions. The survey should take approximately ten minutes to complete and will ask about your status as either staff or faculty and your area of work in a US academic library (e.g., Acquisitions, Information Technology, Scholarly Communication). The survey will also ask about your remote work options, preferences, and attitudes. Participating in this study is completely voluntary. Even if you decide to participate now, you may change your mind and stop at any time.

You may choose not to answer any survey question for any reason. There is no penalty or loss of benefits for not participating or discontinuing participation.

No personally identifiable information will be asked in the survey, and Qualtrics will remove participants' IP addresses and location data from the results. The data collected will remain anonymous and will be protected through password-protected computers.

All data will be reported in aggregate forms in any presentations or publications that result from this study. There is no formal compensation for participation, and the study has been determined to involve no more than minimal risks.

If you have questions about this study, you may contact Ashlea Green at greenam7@appstate.edu. The Office of Research Protections at Appalachian State University has determined that this research is exempt from IRB oversight.

- o Yes, I have read the above statement and agree to participate in this study. (1)
- o No, I do not wish to participate in this study. (2)

Skip To: End of Survey If Study Title: Academic Libraries and Remote Work Principal

Investigator: Ashlea Green = No, I do not wish to participate in this study.

1. Which <u>departmental area</u> best represents the area in which you work? (Choose one option.)
    - o Access / Public Services (1)
    - o Administration / Administrative Services (2)
    - o Archives / Rare Books / Special Collections (3)
    - o Branch or special library (e.g., Law, Music, Veterinary, etc.) (4)

o Collection Management / Strategy / Assessment (5)
o Communications / Marketing / Outreach (6)
o Digital Collections / Initiatives (7)
o Digital Scholarship (8)
o Discovery Services (9)
o Electronic Resources (10)
o Facilities or Building Management (11)
o Information Technology (12)
o Institutional Repository (13)
o Liaison / Reference / Instruction (14)
o Research Data Services (15)
o Scholarly Communication (16)
o Systems (17)
o Technical Services (18)
o Technology Services (19)
o University Press / Publishing (20)
o User Experience / Assessment (21)
o Other (Please specify if your department is not listed, or if your primary responsibilities are equally spread across multiple departments.) (22)

_____

2. What is your employment classification? (Choose one option.)
o Staff (1)
o Faculty (2)

3. Do you have the option for remote/hybrid work on a regular basis? (Choose one option.)
o Yes (1)
o No (2)

Display This Question:

   If Do you have the option for remote/hybrid work on a regular basis? (Choose one option.) =

Yes

4. If you work remotely on a regular basis, please fill in the blank with the option that most closely reflects your work arrangement:

I work remotely _____ (Choose one option.)
o every day. (1)

o most days of the month unless there is an event, meeting, or project that requires me to be at the library or on campus. (2)

o three or four days per week. (3)

o three or four days per week AND during certain times of year (e.g., final exam periods, spring break, holiday breaks, etc.). (4)

o one or two days per week. (5)

o one or two days per week AND during certain times of year (e.g., final exam periods, spring break, holiday breaks, etc.). (6)

o part of the day (e.g., mornings, afternoons, etc.). (7)

o part of the day (e.g., mornings, afternoons, etc.) AND during certain times of year (e.g., final exam periods, spring break, holiday breaks, etc.). (8)

o only during certain times of year (e.g., final exam periods, spring break, holiday breaks, etc.). (9)

Display This Question:

   If Do you have the option for remote/hybrid work on a regular basis? (Choose one option.) =

Yes

5. If you have remote/hybrid work options in your current position, which statement best reflects your opinion about your options? (Choose one option.)

o I'm satisfied with my current remote/hybrid work options. (1)

o I wish I were permitted to work remotely more often, but not enough to leave my job. (2)

o I'd consider leaving my job for a new job if it offered more remote work days—but only if it also offered a COMPARABLE salary. (3)

o I'd consider leaving my job for a new job if it offered more remote work days—even if it offered SLIGHTLY LESS salary. (4)

o I'd consider leaving my job for a new job if it offered more remote work days—even if it offered SIGNIFICANTLY LESS salary. (5)

Display This Question:

   If Do you have the option for remote/hybrid work on a regular basis? (Choose one option.) =

No

6. If you don't have any remote/hybrid work options, which statement best reflects your opinion about your options? (Choose one option.)

o I don't have remote/hybrid work options, and that's fine with me. (1)

o I wish I had remote/hybrid work options, but not enough to leave my job. (2)

o I'd consider leaving my job for a new job if it offered remote/hybrid work options—but only if it also offered a COMPARABLE salary. (3)

o I'd consider leaving my job for a new job if it offered remote/hybrid work options—even if it offered SLIGHTLY LESS salary. (4)

o I'd consider leaving my job for a new job if it offered remote/hybrid work options—even if it offered SIGNIFICANTLY LESS salary. (5)

7. Ideally, your preference would be to work _____. (Choose one option.)
   o 100% remotely. (1)
   o nearly all days of the month remotely. (2)
   o 3 or 4 days per week remotely. (3)
   o 1 or 2 days per week remotely. (4)
   o nearly all days of the month on site. (5)
   o 100% on site. (6)

Display This Question:

   If Ideally, your preference would be to work _____. (Choose one option.) = 100% on site.

   Or Ideally, your preference would be to work _____. (Choose one option.) = nearly all days of

the month on site.

   Or Ideally, your preference would be to work _____. (Choose one option.) = 1 or 2 days per

week remotely.

   Or Ideally, your preference would be to work _____. (Choose one option.) = 3 or 4 days per

week remotely.

9. Why do you prefer working either fully or partially **on site**? Please fill in the blank with the options provided below.

 Working on site allows me to _____ (Choose all that apply.):
   ☐   have more energy and/or feel more motivated to work. (1)
   ☐   be more productive and/or have fewer interruptions or distractions. (2)
   ☐   get out of the house. (3)
   ☐   feel like life is back to normal--more like it was before COVID. (4)
   ☐   avoid missing out on workplace conversations. (5)
   ☐   perform job tasks that I prefer to do on site. (6)
   ☐   keep work life and home life separate. (7)

☐   have a reason to dress up or wear nice clothes. (8)

☐   better support my mental and/or physical wellbeing. (9)

☐   have more structure to my workday. (10)

☐   work in more suitable or desirable work environment (e.g., better internet, work space, etc.). (11)

☐   be around other people during the workday. (12)

☐   communicate with colleagues and patrons in person. (13)

☐   participate in library or campus events in person. (14)

☐   improve my chances for career advancement. (15)

☐   avoid judgment or resentment from colleagues/supervisors who prefer that employees work on site. (16)

☐   make sure things are going smoothly at the library/campus. (17)

☐   make sure other employees are at work and are doing their jobs. (18)

☐   participate in workplace social activities (e.g., birthday parties). (19)

☐   bond with colleagues. (20)

☐   enjoy employer-provided perks for working on site (e.g., free food, drink, etc.). (21)

☐   Other reason (Please be specific.) (22)

_____

Display This Question:

   If Ideally, your preference would be to work _____. (Choose one option.) = 100% remotely.

   Or Ideally, your preference would be to work _____. (Choose one option.) = nearly all days of the month remotely.

   Or Ideally, your preference would be to work _____. (Choose one option.) = 3 or 4 days per week remotely.

   Or Ideally, your preference would be to work _____. (Choose one option.) = 1 or 2 days per week remotely.

8. Why do you prefer working either fully or partially **remotely**? Please fill in the blank with the options provided below.

Working remotely allows me to _____ (Choose all that apply.):

☐   live in a more affordable or desirable area, even though it's a considerable distance/commute to my workplace. (1)

☐   be more productive and/or have fewer interruptions or distractions. (2)

☐   have more energy and/or feel more motivated to work. (3)

☐   have more control or comfort in managing medical conditions. (4)

☐   work in a more pleasant environment (e.g., more windows). (5)

☐   spend less time in unproductive meetings or events. (6)

☐   have more control over my environment (e.g., temperature, ventilation, etc.). (7)

☐   exercise more regularly, (8)

☐   practice healthier eating habits. (9)

☐   have a better work-life balance. (10)

☐   better support my mental and/or physical well-being. (11)

☐   have my pet(s) nearby while I work. (12)

☐   have greater flexibility in my schedule. (13)

☐   wear comfortable clothing during work hours. (14)

☐   reduce work-related costs (e.g., commuting, cosmetics, clothing, coffee, etc.). (15)

☐   reduce environmentally detrimental activities. (16)

☐   reduce time-wasting activities (e.g., commuting, looking for parking, picking up dry cleaning, etc.) (17)

☐   avoid commuting stressors (e.g., bad weather, traffic, tardiness, etc.) (18)

☐   avoid toxic people or situations (e.g., racism, bullying, gossip, etc.). (19)

☐   avoid exposure to Coronavirus and/or other viruses. (20)

☐   avoid public dangers (e.g., gun violence). (21)

☐   other reason (Please be specific.) (22)

_____

10. Choose the response that most closely reflects your agreement/disagreement with this statement:

Providing employees with remote/hybrid work options can play a positive role in academic library recruitment and retention efforts. (Choose one option.)
   o Strongly Agree (1)
   o Agree (2)
   o Neither Agree nor Disagree (3)
   o Disagree (4)
   o Strongly Disagree (5)

Q14 If you were deciding whether to accept a new position with another employer, which of the following thirteen elements of the job offer would be important to you? Please rate each element according to level of importance using the drop-down menu below.

1. Remote/hybrid work options (1)	▼ Not Important (1) ... Critically Important (5)
2. Flexible workdays or hours options (2)	▼ Not Important (1) ... Critically Important (5)
3. Faculty status (3)	▼ Not Important (1) ... Critically Important (5)
4. Medical benefits options (4)	▼ Not Important (1) ... Critically Important (5)
5. Paid family leave options (5)	▼ Not Important (1) ... Critically Important (5)
6. Retirement options (6)	▼ Not Important (1) ... Critically Important (5)
7. Amount of paid vacation and sick leave(7)	▼ Not Important (1) ... Critically Important (5)
8. Employer's attention to diversity, equity, inclusion, and accessibility (8)	▼ Not Important (1) ... Critically Important (5)
9. Salary (9)	▼ Not Important (1) ... Critically Important (5)
10. Political party in power in the state/region where position is located (10)	▼ Not Important (1) ... Critically Important (5)
11. Occurrence of extreme weather (e.g., heat, flooding, drought) in area where position is located (11)	▼ Not Important (1) ... Critically Important (5)
12. Housing costs in area where position is located (12)	▼ Not Important (1) ... Critically Important (5)
13. Employer's attention to employee health and wellness (13)	▼ Not Important (1) ... Critically Important (5)

Appendix B: Email Used to Distribute Survey

Dear Colleagues,

I'm conducting a study into academic library employee remote work options and preferences. If you work in an academic library in the US, I'd appreciate your anonymous participation in the study's survey, which has ten multiple-choice questions and takes about 7–10 minutes to complete.

Many thanks in advance for your participation! Please access the anonymous Qualtrics survey link below: **https://appstate.az1.qualtrics.com/jfe/form/SV_cHljn8iG9Yy1qJg**

Participation in this survey is anonymous and voluntary. The Office of Research Protections at Appalachian State University has determined that this research is exempt from IRB oversight. Additional information can be found at the beginning of the survey.

Please excuse cross-postings.

Sincerely,

Ashlea Green

Appendix C: Listservs Used to Distribute Survey

Listservs:
AUTOCAT@listserv.syr.edu
ALA-acrltsig@ConnectedCommunity.org
ALA-acrlassessdg@ConnectedCommunity.org
ALA-ACRL-CLS@ConnectedCommunity.org
ALA-ACRL-DSS@connectedcommunity.org
ALA-ACRL-IS@ConnectedCommunity.org
ALA-ACRL-RBMS@ConnectedCommunity.org
ALA-ACRL-ULS@ConnectedCommunity.org
ALA-CoreMetadataAndCollections@ConnectedCommunity.org
eril-l@lists.eril-l.org
metadatalibrarians@lists.monarchos.com
ALA-acrlscholcomm@ConnectedCommunity.org
web4lib@listserv.uc.edu
ALA-CoreMembers@ConnectedCommunity.org
ALA-CoreTechnology@ConnectedCommunity.org
ALA-ACRL-DOLS@ConnectedCommunity.org

code4lib@lists.clir.org
ALA-Access Services Interest Group

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