Scary, Exciting or Something In-Between: How Do Next Generation Academic Librarians Perceive Institutional Change?

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Background & Introduction

Since the mid-1990's, there has been an explosion of books, journal and magazine articles, workshops and conference presentations about the multigenerational workplace. Writers such as David K. Foot,[1] Ron Zemke et al.,[2] and others have delved into the challenges of bringing together individuals from different generations with very different values and ways of looking at their work. Typically, it is suggested that there is an inevitable clash between the generations, particularly between Baby Boomers and Generation X, that needs to be managed by employers.

Academic libraries throughout North America have multiple generations of librarians in their employ. A major survey of libraries across Canada in 2005[3] showed that in academic libraries, librarian complements were divided approximately 25–25–50, with 25% being "Recent Professional Librarian Entrants" (defined as librarians with less than 6 years of professional experience), 25% being "Mid-Career Librarians" (6–15 years of professional experience) and

50% "Senior" Librarians (more than 15 years' experience). It is reasonable to assume that the same challenges and opportunities exist in a multigenerational work environment in academic libraries just as in any other.

At the same time, given myriad pressures not least financial, academic libraries are fundamentally reinventing themselves in order to remain a valued partner in achieving the missions of their institutions. This process of change can present a challenge to library administrators seeking to obtain buy-in and support from the librarians and staff in their institutions, while successfully leading the change process to fruition. Change workshops and training are ubiquitous, yet change is often assumed to be frightening or threatening to employees.

We wondered if this assumption was universally true or equally true of all generations. We postulated that librarians' generations might have an impact on how they respond to significant change in their workplace. Specifically, we speculated that younger, less ex-

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perienced librarians might be less resistant to or fearful of change in their institutions.

In order to address these questions, we conducted a survey of academic librarians employed in the 19 university libraries (7 of which are members of the Association of Research Libraries) in the Canadian province of Ontario regarding how they view the changes happening in their libraries. In our study, we sought to correlate respondents' ages, years of professional experience and years of employment with their current institution with their thoughts and feelings about significant change in their workplaces, to determine how generational factors may influence how change is embraced or resisted by academic librarians, and how a new generation of soon-to-be library leaders perceives change.

Literature Review
General Writings
Business and occupation psychology literature has a wealth of information about change management in organizations. It seems widely understood that organizational change can be stressful for employees, due in part to the uncertainty it creates. Writers on personnel psychology[4] cite a wealth of data that shows that sharing as much information as possible with the affected employees can help them adjust to the change, maintain job satisfaction, and decreases their anxiety. In addition, reducing employee perceptions of harm and threat (and thus reducing anxiety) is suggested as an important strategy in this endeavour.[5]

In studying how employees cope with change, many studies rely on self-report measures of anxiety and other psychological variables. However, some studies[6] have also analyzed other factors such as reported intention to quit, employee withdrawal, and amount of sick leave taken. These factors are clearly related to job satisfaction and performance.

Negative organizational changes do not seem to affect employees equally, with great variation in emotional responses depending on the employee's characteristics. Sometimes employees have positive emotional responses to negatively-appraised organization changes (e.g., budget cuts). This has been found to occur when the employee is confident in their ability to cope with the change.[7] In fact, it is the employee's emotional response and coping ability, rather than how positive or negative they perceive the change

as being, that affects how likely they are to withdraw from the organization after a change.[8]

Many researchers have explored the impact of participatory decision making on various organizational outcomes such as job satisfaction. Although the results are not always in accord, they tend to show that participatory decision making is associated with higher employee job satisfaction and organizational commitment.[9] However, much of this research concerns the effect of employees having a say in everyday decisions, and not necessarily major changes. Nonetheless, one study[10] has found participatory decision making to reduce the negative effects of job insecurity. Employees experiencing job insecurity exhibited lower rates of turnover and work withdrawal behaviours, and higher job satisfaction, when they were given opportunities to participate in decision making. For this reason, involving employees in change-related decisions seems to be a wise strategy—especially when employees are anxious about workplace change.

Library and Information Science Literature
A review of the literature shows that budgetary pressures and changes in technology continue to present challenges requiring significant change by libraries—at the same time as another major change is occurring. The library literature reflects a growing awareness of the large demographic shift happening at many college and university libraries. As Baby Boomer librarians begin to retire, Generation X is increasingly moving into management positions. At the same time, Generation Y (also referred to as Millennials) is entering the workplace in increasing numbers. In recent years, scholarly discussion has moved beyond how to manage Generation X librarians as employees, to how to imbue them with the leadership skills needed to move into management, to studying Generation X librarians as managers. Similarly, literature about Generation Y is shifting from discussing the individuals as patrons to discussing them as employees.[11]

Although there is literature devoted to change management, the issue of generational differences in librarians' responses has not recently been studied in depth. The social dynamics of intergenerational communication, however, and different attitudes towards leadership and management undoubtedly influence how change occurs within an organization. More has been written about these topics.

Demographic generalizations have some utility as guides but should be considered with caution. Generalizations about generations can be controversial and emotionally-charged. We must remind ourselves that these are general tendencies, and many exceptions exist. In 2003, Hernon, Powell, and Young wrote "The Next Library Leadership: Attributes of Academic and Public Library Directors," which analyzed generational differences between Generation X and Baby Boomer librarians, according to the opinions of the (mostly Baby Boomer) library directors they had interviewed.[12] There was a small outcry from Generation X librarians (as found in the letters section of Reader Forum of *American Libraries*) who perceived some of the material as patronizing, and criticized the lack of voice given to younger librarians.[13]

Despite the risks of discussing generational differences, many consider it worth the trouble. In the NextGen column in *Library Journal*, Rachel Singer Gordon criticizes the idea of taking an "age-blind" approach to discussing change in libraries. She acknowledges that making generalizations about generations can raise hackles and create an exclusionary dialog. She contends, however, that generational tendencies must not be ignored if succession planning and change management are to occur successfully.[14]

Literature discussing generational differences often offers suggestions for smoothing over conflicts. Better communication, patience, and mutual respect are all typically mentioned, as well as understanding and listening. As some librarians suggest, Generation X librarians may be well poised to function as a cultural bridge between Baby Boomer and Generation Y employees.[15]

According to studies, members of Generation X and Y exhibit certain tendencies that might exacerbate some organizational tensions—especially if they are put in decision-making roles. For example, Generation X tends to prefer a less formal and hierarchical management style, favouring a model that is more humanistic than traditional management.[16] According to Ginny Barnes, Generation Y has been noted as especially cynical about workplace leadership, attributing the trend in part to dismay at the "current situation of the world" and a lack of trust in world leaders.[17] Both Generation X and Y librarians place a greater importance on building positive relationships with employees, seeking input, and on maintaining work-life balance. These librarians also tend to invest less of their identities into their workplace. Compared to Baby Boomers, they tend to change jobs more frequently.

It is unclear if this lower commitment to and identification with a workplace serves to help or harm individuals and their performance while the organization undergoes major change. Either option is conceivable. If individuals are more focused on their family life, it is possible that it will be easier for them to weather stressful changes at work. If their priorities are elsewhere, the changes may have less impact. However, if they are less committed to their workplace, they may be more willing to leave if they are dissatisfied with the changes.

Compared to older librarians, Generation X librarians rank the workplace values of teamwork, fairness, and loyalty more highly.[18] They prefer performance-based pay to pay based on seniority, perceiving the latter as unfair. They also exhibit a lower tolerance for bureaucracy. These expectations for fairness and equality can affect their reactions to how decision-making and management operate within the library.

Generation X is known for being especially comfortable with change. Often growing up as so-called "latchkey kids" with two working parents (who were much more likely to be divorced than a generation before), they are unusually self-reliant. They have come to expect diversity and change, having grown up in the culturally dynamic 1970s and 80s. While they were going to school, new educational models were adopted that expanded opportunities for expression. Partly for this reason, they tend to believe that there is more than one acceptable way of doing things. According to Pixey Anne Mosley, "because they expect diversity and alternative ways of doing things, they often lose patience with dictated initiatives, perceiving them as token or grandstanding efforts."[19] If libraries are to implement organization-wide change, they risk alienating younger librarians if a single, directed initiative is given from above.

What does the literature show about how young librarians feel in regards to initiating change? The literature indicates that many younger librarians feel that their ideas are not heard, and that they are unable to initiate changes or new ideas. Writing in *Library Journal*, Kyle Jones calls for libraries to lose the hierarchies, complaining that "ladders of seniority in librarianship too often silence new librarians (and staff) from ever speaking up about what could be the next

big thing in the field."[20] Not only does this prevent organizational growth, but it may influence the desire to be involved with changes and to take initiative. When studying new librarians' desire to be leaders, Kathleen DeLong found that "resistance to change and entrenched power structures as well as lack of respect for junior colleagues were all mentioned as influencing new professionals in their decision or their ability to engage in leadership within the organization."[21]

Many Baby Boomers feel they have made significant sacrifices to advance in the workplace against strong competition, and have fought for improvements to the flexibility and freedom of workplaces. Some Baby Boomer and older librarians view Generation X and Y librarians as taking these benefits for granted and being impatient and unwilling to pay their dues.[22]

Study Methodology
Ethics Approval
The first step of our study was obtaining ethics approval to proceed. Non-health sciences research at Queen's University that involves human subjects must be approved by the General Research Ethics Board (GREB). We applied for approval and following minor revisions to our Letter of Invitation to participants (which included details about participant consent) and our survey instrument, we were granted GREB approval in September 2010. The survey was promptly distributed.

Participants
We requested that the University Librarian at Queen's University distribute our survey in an email to her counterparts in the Ontario Council of University Libraries (OCUL), with a request to forward it to all librarians in their institutions. OCUL is a consortium of 21 Ontario university libraries which fit our project's scope as a group who most likely would be sharing a similar economic and social environment. We originally thought we would include librarians at the community colleges of Ontario, but ultimately decided that the scope of the study would become too large. OCUL has a population of 402,950 library staff.[23] Of these, there are approximately 590 professional librarians according to salary tables included on the consortium's website that comprise our potential study population.[24] Our distribution was potentially limited by the fact that we had to rely entirely on OCUL Di-

rectors to distribute the survey email to their staff. We did not collect any identifying information and therefore we cannot know if most of the responses came from a few particular institutions that are experiencing very unique organizational changes.

It should be noted that immediately prior to distributing our survey, a similar survey was distributed by OCUFA, the Ontario Confederation of University Faculty Associations. The survey addressed "organizational restructuring, the impact of budget cuts, and service changes" and was directed at the same group of academic librarians in Ontario.[25] It is feasible that our response rate may have been impacted by the similarity of the surveys; that the survey target population was fatigued.

Measures—The Survey
Rather than use the Queen's University Library's institutional SurveyMonkey account, we set up a separate account for the study. This would ensure collected data were only accessible to the research team, as required for ethics approval. The data were stored on the server until the survey closed. There was a strong qualitative influence in the questions asked in the survey since our goal was to assess academic librarian's *perceptions of change* in their institutions but equally important to our hypothesis was some basic demographic and professional information. The survey is attached as *Appendix 1*.

Data Analysis
Data were entered into an SPSS spreadsheet for statistical analysis (version 19 for Windows). Following a descriptive analysis (frequencies and percentages), chi-square tests were used to compare key demographic variables such as age category by gender, years as a librarian and supervisory experience. Responses to the 5-level Likert scales (1=strongly agree, 5=strongly disagree) were quantified so that means and standard deviations could be generated. Although the data are ordinal in nature inferential statistics were used for several reasons. First, this was considered preferable to a large volume of chi-square tests. A comparison of medians was also considered but while groups often had similar median values, subtle differences emerged when means were used. Finally, the sample size for the majority of the comparisons was sufficiently substantial to allow the use of inferential statistics in this situation. Data were therefore analyzed using indepen-

TABLE 1 Participant Characteristics	
Variable	Number/ Percent
Number of participants	138
Sex (M/F)	28/108
Member of faculty association or union	89.1 %
Tenure or tenure track	71.5 %
Supervisory position	54.3 %

TABLE 2 Age Distribution of Participants	
Born in the years:	Percent
1940–1953	21.7
1954–1965	34.8
1966–1979	38.4
1980–1995	4.3
Total	137 (1 participant did not respond)

dent samples t-tests for two-group comparisons, and one-way analysis of variance for comparisons of more than two groups, such as age category.[26]

Study Results
Demographics
A total of 138 librarians participated in the study. Of these, 28 (20.3 %) are male, and 108 (78.3 %) are female. Individuals born between 1940 and 1953 make up 21.9 % of the participant cohort (the data from two date categories have been grouped together to create a sample size large enough for statistical analysis) while 35% were born between 1954 and 1965, 38.4 % were born between 1966 and 1979, and 4.4% were born from 1980 onwards. Respondents are relatively evenly distributed with regard to years as a professional librarian with exceptions for those within the first 3 years of employment (11 or 8.0 %) and those with 21 or more years experience (42 or 30.7 %). Key demographic data describing survey participants are included in tables 1 and 2.

Reasons for Change
Of the total number of respondents, 87.7 % (121) feel that their library is undergoing major change. The following data and statistical analysis are based on these respondents as the remaining 17 exited the survey when they indicated that their library was not undergoing any major change. This is a strikingly high number but makes sense in light of the current situations in academic libraries in North America as universities and colleges face fiscal restrictions resulting from the economic challenges of the past several years. In fact, financial restrictions are reported as the leading cause of change among survey respondents with 86% reporting budget cuts as the reason for change. Only 14% respond that budget cuts are not a factor for change in their libraries. Loss of staff is another major reason for change with 74.4% responding that this is the case. In contrast to these negative reasons for change (budget cuts and loss of staff), new funding, new hiring, and a change in management are all cited as reasons for change but to a significantly lesser degree than budget cuts and loss of staff. Table 3 summarizes these data.

Emotional Response to Change
In addition to being interested in librarians perceived reasons for change we were also interested in how librarians feel about the changes currently taking place in their libraries (see table 4). Very few respondents (20.3 %) are apathetic, and the majority of respondents feel cynical, anxious or worried. Those feeling confident and excited are in the minority.

As noted, we hypothesized that younger librarians would be more likely to feel optimistic and less likely to feel cynical about change than their older colleagues. An ANOVA revealed that librarians born from 1980 onwards are both more optimistic (F = 2.67, *p=.05*) and excited (F= 3.54, *p=0.17*) about change than their colleagues in all other age categories (see figure 1). Post-hoc testing (Tukey's) indicates that the youngest group differs significantly from the others, but there are no significant differences among the other three groups.

TABLE 3 Respondents' Perceptions of Reasons for Change at Their Institutions						
	Budget Cuts	New Funding	Loss of Staff	New Hiring	Change in Management	Reports from Consultants
Respondents who indicated these were reasons for change at their institutions	86.0%	4.1%	74.4%	17.4%	52.1%	28.9%

| TABLE 4 Feelings about Changes Currently Taking Place in Respondents' Institutions	
Percentage (number) of respondents who agreed or strongly agreed with the accompanying statement	Statement
57.4 % (66)	I feel cynical
54.3 % (63)	I feel anxious or worried
45.7 % (53)	I feel discouraged
20.3 % (23)	I feel apathetic
50.9 % (57)	I feel optimistic
40.2 % (45)	I feel excited
32.2 % (36)	I feel confident

When asked to list other emotions they are experiencing, survey respondents tend to reiterate the negative emotions listed in the survey such as cynicism, anxiety, and discouragement. They also indicate feeling other negative emotions such as frustration and anger, betrayal, and helplessness. One respondent states "I should explain that although I am not a cynical person by nature, my cynicism arises from having worked long enough to see the pendulum of organizational trends swing both ways, for example, the rise of the subject librarian and the demise of the subject librarian." Another respondent reports feeling "excluded, disrespected, disengaged, losing commitment to both my employer and my profession, lacking in positive energy to share with staff and students, complicit

in irregular management decisions and practices, old-fashioned and out-dated in still having strong service values and a sense of commitment to students and researchers and in believing that libraries and librarians should be in the information management business." There are those who indicate feeling excited and optimistic but they tend to also feel some degree of negativity and often describe themselves as conflicted. For example, one respondent states "definitely conflicted. I agree that change is necessary and a good thing, (I could be excited and confident) but I just don't agree with how it is being done at my institution." Another says "in general I feel optimistic about many of the changes but depending on the day/my mood/mood of others my own feelings may change—it's sometimes a bit of a rollercoaster. Rarely do I feel apathetic but rather, tired and tired of thinking about the effects of change."

Satisfaction with Involvement

A Chi-Square analysis of age and satisfaction variables shows that while not statistically significant (likely due to small sample size (n=6)), younger librarians born between 1980 and 1995 tend to feel more satisfied with their level of involvement in the change process than their older colleagues (see table 5). Surprisingly, our cross-tabulations of years of professional experience and years with current employer against satisfaction with involvement in the change process show no significant differences.

One of the most significant outcomes of the study comes from the analysis of the variables dealing with satisfaction with involvement and emotional response to change. Not surprisingly, if librarians feel satisfied with their level of involvement, they are less cynical, anxious, discouraged, and apathetic, and more optimistic, excited, and confident (see figure 2). They also feel that the outcomes of the change will be more positive for both library patrons and staff.
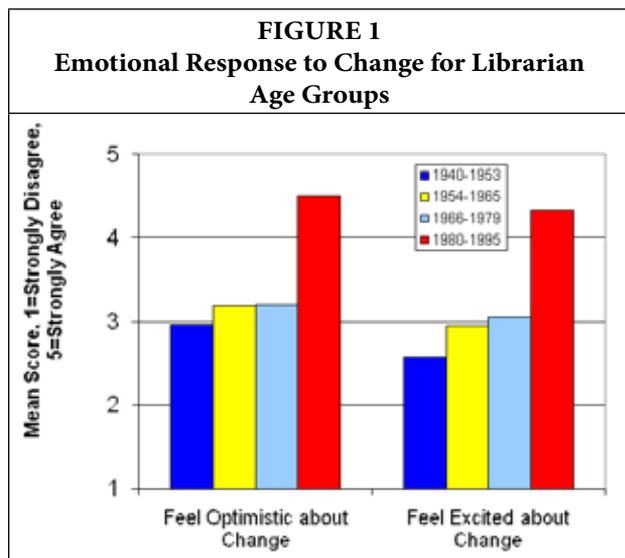
Discussion

Given the small sample size of younger librarians in our survey results, it is impossible to draw any firm conclusions about their views of institutional change. As noted, it was difficult to ensure that all librarians working in university libraries in Ontario actually received the invitation to participate in our survey, as we were dependent upon university library directors to forward the invitation to the librarians in their in-

FIGURE 1
Emotional Response to Change for Librarian
Age Groups

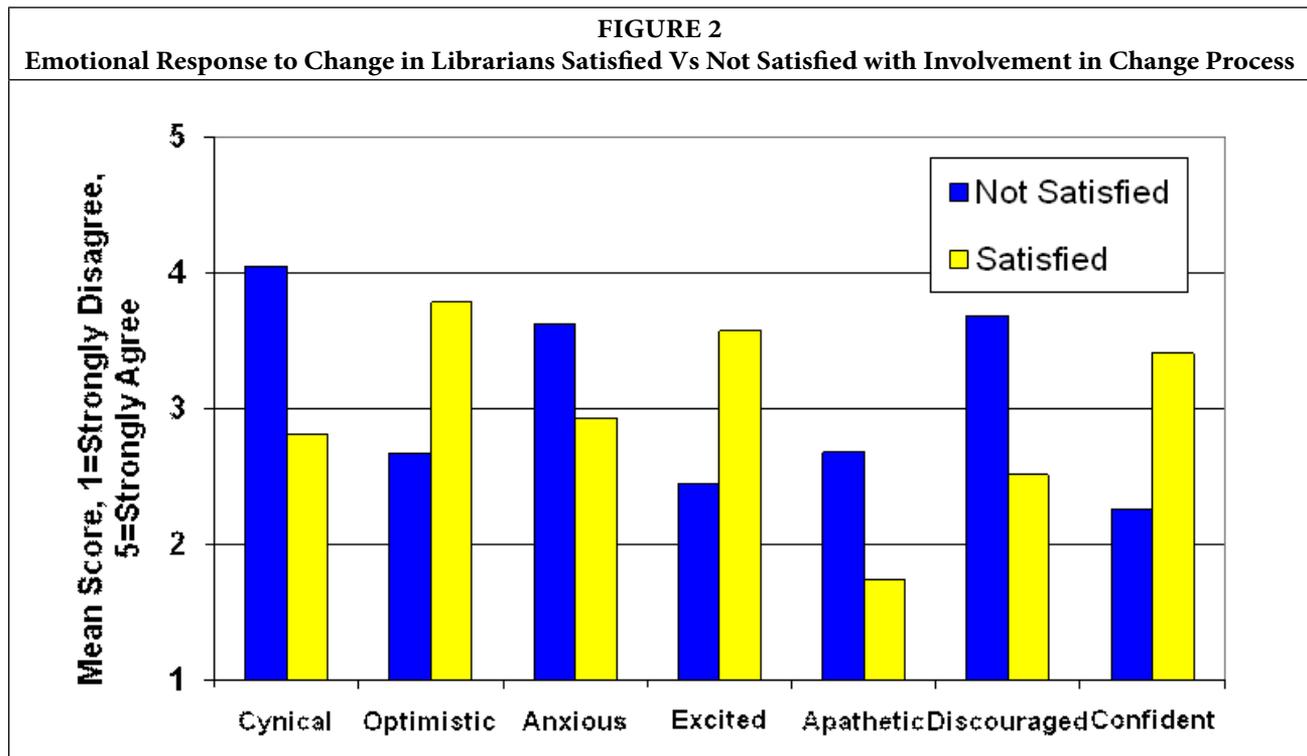| TABLE 5				
Satisfaction with Level of Involvement by Generation				
Satisfied with involvement?	Born 1940–1953	Born 1954–1965	Born 1966–1979	Born 1980–1995
Yes	38.5% (10)	46.2% (18)	44.4% (20)	83.3% (5)
No	61.5% (16)	53.8% (21)	55.6% (25)	16.7% (1)

stitutions, and we were disadvantaged by the recent distribution of the similarly-targeted Ontario Confederation of University Faculty Associations survey.

We were disappointed that so few librarians of the Millennial generation responded to the survey. This may reflect the demographics of academic librarians in Ontario, but there are no age data available to confirm this. It is possible that there are simply not many of these librarians yet employed in academic libraries, and our study has been conducted too soon. Additionally, with several respondents indicating that positions are not being filled as librarians leave or retire, there may be limited opportunities for the newest generation of librarians in Ontario university libraries. More targeted research could be conducted to elicit that generation's attitudes towards change. A different vehicle for contacting librarians directly would need to be identified. Focus groups and individual interviews could be more effective methods than a broadly distributed survey, albeit much more time and labour intensive.

Although we can't draw definitive conclusions regarding *generational* differences in attitudes towards institutional change, we did gain some extremely interesting data and qualitative information. It is clear that major change is happening in many university libraries across the province. This is supported by the OCUFA survey in which 69% of respondents indicated that their library has undergone "organizational change or restructuring."[27] As well, a number of themes emerged from our survey that would be worthy of further investigation.

Qualitative data gleaned from responses to open-ended questions around institutional change reveal a very strong concern for some librarians that change is being mandated from the top down, without sufficient consultation and with unfortunate consequences for morale. One librarian commented "[I] feel like management doesn't understand how difficult it is for us to know that lots of things are going on behind closed doors and that decisions are being made without the involvement of the librarians." This concept of deci-

FIGURE 2
Emotional Response to Change in Librarians Satisfied Vs Not Satisfied with Involvement in Change Process

sions being made without transparency was echoed by another librarian who stated "Changes are being made without consultation and feedback/concerns are not being taken seriously." Another individual referred to management "implementing changes by fiat" which "results in employee disengagement and bad morale." Others felt that the reasons for change are not clearly articulated: "Management decided to re-org without clear reasons why."

Other respondents were even blunter in their negative assessment of senior management's handling of the change process. It is impossible to gauge whether these kinds of comments and concerns are indeed widespread among academic librarians in Ontario. The results of the OCUFA survey would seem to partly bear it out, with 74% of respondents indicating that "senior managers make most major decisions," 44% stating that they had "no involvement in decisions made in organizational change," and 46% agreeing that "trust levels are low within university libraries".[28] Only about one third of respondents contributed to the open-ended questions in our survey. It is possible that the survey touched a nerve for some of the most disillusioned academic librarians who responded to it, and that those who are more content did not complete those questions.

Another theme that emerged was that of a concern over eroding service to library patrons. A librarian commented that "services are being taken away, diluted, or made ineffective," while another stated that "excellence in services and support is being overlooked in favour of a streamlined, business model." This concern extends beyond public services to other aspects of libraries' service to patrons: "Patrons will see services reduced, less immediate access to collections, less study space."

Some librarians foresee ongoing erosion of service, while others were hopeful that once the change process was complete, services would be restored or enhanced.

In spite of the majority of respondents reporting cynicism and concern over services, some positive attitudes surfaced as well. One librarian stated

> Overall, I believe that we become anxious about change that we cannot control and that does produce some negativity. For the most part, that is probably the kind of change we experience. If we have some control and can

balance that negativity with positive action, there is the possibility that change could be positive for staff who are interested and contributing.

Another commented

> [I am] confident that we are doing our best to promote the library on campus. Anxious that we are going through a rough time and the immediate future is uncertain. Optimistic for the long term future because I work with some bright, energetic people who care about what they do.

The issues that emerged from this survey of librarian dissatisfaction with change processes and apprehension about erosion of services in Ontario university libraries are worthy of further research to determine how common these attitudes and fears are, and what measures senior administrators could take to mitigate them. It seems clear that at least some university library administrations in Ontario have serious morale problems regarding major change initiatives that should be addressed. Given the evidence in the literature regarding the working preferences of Generation X and Millennial librarians, university library administrations that fail to do so risk alienating or losing the next generation of academic library leaders.

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Appendix 1: The Survey

How do Academic Librarians Feel About Institutional Change?

You are invited to participate in a research project being conducted by a group of librarians at Queen's University headed by Laurie Scott of the Bracken Health Sciences Library. We are interested in how librarians perceive changes at their institutions. Your participation will involve the completion of a **five-minute online survey**. This study has been granted clearance according to the recommended principles of Canadian ethics guidelines, and Queen's policies. Along with Laurie Scott, the research team includes Gillian Griffith and Sarah Wickett of Queen's University, and Karen Hine, M.L.I.S. Candidate, University of Western Ontario.

Libraries are in a transition period. Many are coping with budget cuts and changes in technology, while at the same time also experiencing shifts in management and organizational structure. We are interested in how librarians perceive changes at their own institution. With this research, we aim to better understand how changes affect librarians in different ways. This increased understanding has the potential to improve change communication in libraries. You will be asked about what types of change your library is experiencing (if any), your feelings about your role in the change, and the effects of the change. We are interested in your personal emotions, perceptions, and subjective experience.

All responses are confidential, and data will be examined and reported (if published) as an aggregate. The data will be stored in a secure password-protected account, and will be destroyed after the project has finished. There are no risks associated with this study. Participation is voluntary, and you are free to withdraw without penalty at any time and for any reason—simply exit the survey before the end. Any data submitted prior to a withdrawal will be kept and potentially included in the study. You may skip any questions you find objectionable. You will not be asked to give identifying information. Only the researchers will have access to the data.

At the end of the survey, you will have the option to visit a separate website to enter your e-mail address in a draw for one of three $20 Chapters gift cards. Your email address will not be connected to your responses in any way.

If you have any concerns or questions about this research, please contact Laurie Scott at laurie.scott@queensu.ca or 613-533-6000 ext.77694.

Any ethical concerns about the study may be directed to the Chair of the Queen's University General Research Ethics Board at chair.GREB@queensu.ca or 613-533-6081.

Clicking Next indicates that you have read and understood the above information and that you consent to participate in this voluntary and confidential survey. Thanks for your participation!

Please indicate if you are:

◯ Male

◯ Female

When were you born?

◯ Between 1930 and 1939

◯ Between 1940 and 1945

◯ Between 1946 and 1953

◯ Between 1954 and 1965

◯ Between 1966 and 1979

◯ Between 1980 and 1995

How do Academic Librarians Feel About Institutional Change?

How many years of experience do you have as a professional librarian?

- ◯ Under 3 years
- ◯ 3-6 years
- ◯ 7-10 years
- ◯ 11-15 years
- ◯ 16-20 years
- ◯ 21+ years

How many years have you been with your current employer?

- ◯ Under 3 years
- ◯ 3-6 years
- ◯ 7-10 years
- ◯ 11-15 years
- ◯ 16-20 years
- ◯ 21+ years

Are you part of a faculty association or union?

- ◯ Faculty association
- ◯ Union
- ◯ Neither

Regarding tenure:

- ◯ I have tenure or equivalent
- ◯ My position is tenure-track or equivalent
- ◯ My position is not tenure-track

Does your position include supervisory responsibilities?

- ◯ Yes
- ◯ No

How do Academic Librarians Feel About Institutional Change?

I supervise the following (check all that apply):

☐ Professional librarians

☐ Support staff

☐ Students

☐ Other

Would you say that your library is undergoing major change (e.g., budget cuts or a change in management?)

○ Yes

○ No

In your opinion, what are the reasons for the change? Select all that apply.

☐ Budget cuts

☐ New funding

☐ Loss of staff

☐ New hiring

☐ Change in management

☐ Reports from consultants

Other (please specify)

[   ]

I believe the changes taking place in my library are primarily:

	Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
Driven by forces external to the library (inflicted or mandated)	○	○	○	○	○
A response to a library-identified need for change	○	○	○	○	○

How involved do you feel in the change planning process (i.e., how much do you feel you had a role or voice)?

○ Not involved

○ A little involved

○ Somewhat involved

○ Moderately involved

○ Highly involved

How do Academic Librarians Feel About Institutional Change?

Are you satisfied with your level of involvement?

◯ Yes

◯ No

Additional comments:

How do you feel about the changes currently taking place at your institution?

I feel:

	Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
Cynical	◯	◯	◯	◯	◯
Optimistic	◯	◯	◯	◯	◯
Anxious or worried	◯	◯	◯	◯	◯
Excited	◯	◯	◯	◯	◯
Apathetic	◯	◯	◯	◯	◯
Discouraged	◯	◯	◯	◯	◯
Confident	◯	◯	◯	◯	◯

Please list any other emotions you are experiencing:

During the period of change, I think the overall effect on the <u>library's patrons</u> will be:

◯ Strongly Negative

◯ Somewhat Negative

◯ About the same / No effect

◯ Somewhat Positive

◯ Strongly Positive

During the period of change, I think the overall effect on the <u>library and its staff</u> will be:

◯ Strongly Negative

◯ Somewhat Negative

◯ About the same / No effect

◯ Somewhat Positive

◯ Strongly Positive

How do Academic Librarians Feel About Institutional Change?

After the changes are implemented, I think the overall effect on the library's patrons will be:

◯ Strongly Negative

◯ Somewhat Negative

◯ About the same / No effect

◯ Somewhat Positive

◯ Strongly Positive

After the changes are implemented, I think the overall effect on the library and its staff will be:

◯ Strongly Negative

◯ Somewhat Negative

◯ About the same / No effect

◯ Somewhat Positive

◯ Strongly Positive

Please elaborate on the effects of these changes on the library, its staff, and/or its patrons:

Thanks for taking the time to complete our survey.

To be entered into the draw to win one of three $20 Chapters gift cards, click here. You will be asked for your e-mail address. Your e-mail address will not be connected to your survey responses in any way, but will be used only to notify you if you win.