

Survey of Academic Library Leadership: Practices on Filling Key Executive Positions at the Library

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Positions at the Library

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Survey of Academic Library Leadership: Practices on Filling Key Executive Positions at the Library

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THE QUESTIONNAIRE

1. Please provide information below
 - A. Name
 - B. Title
 - C. Institution
 - D. Email Address
2. Age Range
 - A. Under 40
 - B. 40-49
 - C. 50-59
 - D. 60-65
 - E. 65+
3. Public or private status
 - A. Public
 - B. Private
4. Your college or university is best described as:
 - A. Junior College
 - B. BA-Granting
 - C. MA or PHD Granting
 - D. Research University
5. What is your college/university's total approximate FTE enrollment for all schools and programs?
6. What is the average annual price of undergraduate tuition, the so-called sticker price, before financial aid or deductions? (If all programs are graduate use mean graduate or professional school tuition)

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7. About what percentage of the top fifth of your library staff will likely retire over the next five years? If your library has 50 employees and 5 of 10 (the top fifth) are expected to retire then this would be 50%.
8. Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been?
 - A. Significantly overblown
 - B. Somewhat exaggerated
 - C. Depicted more or less accurately
 - D. Worse than commonly described
9. How well prepared is your library for leadership transitions caused by retirements?
 - A. Not well prepared at all
 - B. Somewhat prepared
 - C. Adequately prepared
 - D. Well prepared
10. Rate the following for their effectiveness as a means of assuring excellence in academic library leadership positions in the future?
 - A. Raising salaries or improving benefits
 - B. Mentoring existing staff to undertake leadership roles
 - C. Using retired staff part time or as consultants
 - D. Conducting exhaustive executive search
11. As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution?
 - A. From within our institution
 - B. From outside our institution

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12. About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally

- A. All should be filled internally
- B. 90% or more filled internally
- C. 75% to 90% filled internally
- D. 50 to 75% filled internally
- E. Less than 50% filled internally
- F. None filled internally

13. What measures has your library taken to assure an effective leadership over the next five years and beyond?

14. Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management?

PARTICIPANTS LIST

Alliant International University
American International College
American Museum of Natural History
Baylor University
Bentley University
Bradley University
Bryan College
Calvin University
Catawba Valley Community College
Champlain College
Clark State Community College
Clarks Summit University
College of Southern Idaho Library
Columbus College of Art and Design
Community College of Rhode Island
Cornell College
Emory and Henry College
Florida International University
Florida National University
Frederick Community College
Fuller Theological Seminary
Georgetown College
Goucher College
Hamilton College
Heritage University
Howard Payne University
Jackson State Community College
Jarvis Christian College
Juniata College
Kennesaw State University
La Salle University
LaGuardia Community College
Lawrence Technological University
Liberty University
Longwood university
Louisiana State University
Loyola Marymount University
LSU Health Shreveport
Lyon College

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Mansfield University of PA
Mercy College
Mercyhurst University
Middle Tennessee State University
Mississippi Valley State University
Missouri Western State University
Molloy College
New College
North Shore Community College
Northeastern University
Northwest Nazarene University
Oberlin College Libraries
OUWB School of Medicine
Palomar College
Pfeiffer University
Pittsburgh Theological Seminary
Point Loma Nazarene University
Point Park University
Providence College
Rensselaer Polytechnic Institute (RPI)
River Parishes Community College
Rockford University
Salve Regina University
Sam Houston State University
San Diego Christian College
Seattle University
Southeast Missouri State University
Southwestern Adventist University
Spring Hill College
State University of New York College of Environmental Science and Forestry
Sullivan University
SUNY Broome Community College
Syracuse University
Texas A&M University
The Seattle School of Theology and Psychology
Thomas Jefferson University
Toccoa Falls College
Trine University
UA Little Rock
Union College
University of North Carolina at Pembroke

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University of Hawaii at Hilo
University of Louisiana at Monroe
University of New England
University of North Dakota
University of North Texas
University of Northern Colorado
University of St. Thomas
University of Texas at Arlington
University of Toledo
USC Upstate
USMMA Library
Vassar College
Wenatchee Valley College
Wilkes University
William Paterson University of New Jersey
Woodbury University
Xavier University of Louisiana
Yeshiva University

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Characteristics of the Sample

Age Range

	#
Under 40	7
40-49	24
50-59	30
60-65	24
65+	15
Total	100

Public or private status

	#
Public	40
Private	60
Total	100

Your college or university is best described as:

	#
Junior College	11
BA-Granting	24
MA or PHD Granting	44
Research University	21
Total	100

Enrollment

	#
Less than 1500	26
1500 - 3999	26
4000 - 10000	27
More than 10000	21
Total	100

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Tuition, \$

	#
Less than 9000	25
9000 - 25000	28
25001 - 40000	20
More than 40000	27
Total	100

SUMMARY OF MAIN FINDINGS

Percent of top fifth of library staff likely to retire within the next five years

We asked the question: About what percentage of the top fifth of your library staff will likely retire over the next five years?

Respondents gave a mean estimate of 34.48% with a minimum of 0% and a maximum of 100% of the top fifth of their library staff being likely to retire within the next five years. When analyzed by cost of tuition, estimates appear to decrease with an increase in tuition costs. Those from schools with tuition of less than \$9,000 gave a mean estimate of 40% (minimum estimate 0%; maximum estimate 100%). Those from schools with tuition cost from \$9,000 to \$25,000 gave a mean estimate of 39.04% (minimum 0%; maximum 100%). Respondents from schools with a tuition of \$25,001-\$40,000 gave a mean estimate of 29.41% with a minimum of 0% and a maximum of 100%, and those from schools with the highest tuition (more than \$40,000) gave the lowest estimates (a mean of 27.36%; minimum 0% and maximum 75%).

Negative consequences of senior librarians' retirement

We asked the question: Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been?

We gave four possible answers to this multiple-choice question; they were: 1) significantly overblown 2) somewhat exaggerated 3) depicted more or less accurately 4) worse than commonly described

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While a considerable number of respondents gave no answer (11%), 12% thought that long term negative consequences of librarians' retirement has been significantly overblown. A significant portion (34%) thought they were only somewhat exaggerated or depicted more or less accurately (36%), and some (7%) believed the long-term consequences are even worse than they commonly described. Responses vary by age group; younger respondents were more likely than older ones to think that negative consequences were exaggerated. All respondents under age 40 thought that consequences were significantly overblown (48.86%) or somewhat exaggerated (42.86%); those in the 40-49 age group thought they were less exaggerated (16.67% thought they were significantly overblown; 50% thought they were somewhat exaggerated; 20.83% thought they were depicted more or less accurately, and 4.17% thought they were worse than commonly described). Responses from the 50-59 group were strikingly different; 20% provided no answer, only 6.67% thought that the consequences were exaggerated, 23.33% thought they were only somewhat exaggerated, 40% thought they were depicted accurately, and 10% believed they were worse than commonly described. In the 60-65 age group, only 12.5% thought the consequences were significantly overblown; another 33% thought they were somewhat exaggerated; nearly half (45.83%) thought they were depicted accurately, and only 4.17% thought they were worse than commonly described. The 65-and-over age group thought the consequences were least exaggerated compared to the rest. None of the respondents in this age group thought the consequences were significantly overblown (0%); only 26.67% thought they were somewhat exaggerated; over half thought they were relatively accurate, and 13.33% thought they were even worse than commonly described.

When analyzed by enrollment, those from schools with 4,000-10,000 students believed the consequences were least exaggerated (3.7% thought they were significantly overblown; 25.93% somewhat exaggerated; 51.85% accurate, and 7.41% worse than described) compared to, for example, those from schools with more than 10,000 enrolled (23.81% significantly overblown; 38.1% slightly exaggerated; 23.81% accurate, and 4.76% worse).

Readiness for leadership transitions

We asked the question: How well prepared is your library for leadership transitions caused by retirements?

We gave four possible answers to this multiple-choice question; they were: 1) Not well prepared at all 2) Somewhat prepared 3) Adequately prepared 4) Well prepared

A considerable number of respondents (18%) considered their library as not well prepared at all for leadership transitions caused by retirement. Another significant number considered their library to be somewhat prepared (37%) or adequately prepared (24%). Only 11% considered their library as well prepared. When analyzed by college type, those from junior colleges considered their library as less prepared (only 18.18% thought it was well-prepared, 0% adequately prepared, 45.45% somewhat prepared, 36.36% not prepared at all) compared to the rest (33% of those from BA-granting schools, 36.37% of those from MA or PhD-granting schools, and 42.86% of research universities considered their library as either adequately or well prepared).

When analyzed by enrollment, those from schools with fewer students enrolled appeared to consider their library less prepared when compared to those with more students (30.77% of those from schools with less than 1,500 students and 19.23% of those from schools with 1,500-3,999 considered their library as adequately or well prepared, whereas 48.14% of those from schools with 4,000-10,000 students and 42.86% of those from schools with over 10,000 students considered their library as adequately or well prepared).

Effectiveness in assuring excellence in future library leadership positions

We asked the question: Rank the following for their effectiveness as a means of assuring excellence in academic library leadership positions in the future.

Respondents were provided a ranking scale from 1 to 4, with 1 being most effective and 4 being least effective

Assuring excellence by raising salaries or improving benefits

We asked the question: Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future.

The majority of the sample rated raising salaries or improving benefits as an effective means of assuring excellence in future library leadership positions; 33% ranked this factor as the most effective, 32% ranked it as the second most effective, only 8% ranked it third, and 11% ranked it fourth. No noteworthy trends appeared when responses were broken out by age range, public/private school, school type, enrollment, and tuition.

Assuring excellence by mentoring existing staff

We asked the question: Rate the mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future?

The majority of the sample rated staff mentoring as an effective means of assuring excellence in future academic library leadership positions; 45% rated it as the most effective, 35% rated it second, and only 3% and 1% rated it third and fourth, respectively. When broken out by tuition, those from schools with 25,001-40,000 students rated it as more effective when compared to the rest (65% ranked it first

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compared to 32% of the less-than-9,000 group, 50% from the 9,000- 25,000 group, and 37.04% from the more-than-40,000 group). No striking trends appeared otherwise.

Assuring excellence by using retired staff

We asked the question: Rate the using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future

The majority of the sample believed that using retired staff part time or as consultants would not be so effective in assuring excellence in future academic library leadership positions (39% ranked it as the third in terms of effectiveness; 31% rated it as fourth, but only 4% and 9% rated it as first and second, respectively). No trends appeared when analyzing responses by age range, public/private school, school type, enrollment, and tuition.

Assuring excellence through exhaustive executive search

We asked the question: Rate the conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future?

Most of the sample believed that conducting exhaustive executive search would not be so effective in assuring excellence in future academic library leadership position. 41% ranked this factor fourth in terms of effectiveness; 32% ranked it third, but only 9% and 3% ranked it second and first, respectively). Responses vary by respondents' school type. For instance, all respondents from junior college (100%) believed executive search would not be as effective in assuring excellence (45.45% ranked it third, and 54.55% ranked it fourth) while 50 % and 31.5% of those from MA and PhD ranked it fourth and third, respectively; 33.33% and 25% of those from BA granting school ranked it fourth and third, respectively, and 23.81 % and 33.33% of

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respondents from research universities ranked it fourth and third, respectively. No noteworthy trends appeared otherwise.

Preference for library's next chief executive

We asked the question: As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution?

The majority of respondents (60%) preferred their library's next chief executive to be from outside their institution. Only 30% preferred the next chief executive to be from within their institution. Responses varied depending on whether respondents attended public or private schools. Those from public school seemed to prefer someone from outside their institution more than those from private schools (70% compared to 53.33%). Responses also seemed vary with school tuition. Those from schools with lower tuition seemed to prefer someone from outside more than those from higher tuition schools (64% and 75% of respondents from schools charging less than \$9,000 and schools of \$9,000-\$25,000, respectively compared to 55% and 44.44% of respondents from schools of \$25,001-\$40,000 and more than \$40,000 tuition fees, respectively).

Opinions of library's next top positions

We asked: About what percentage of the library's top positions do you feel should be and will likely be filled internally and what percentage externally?

We provided six possible answers for this question; they are: 1) all should be filled internally 2) 90% or more should be filled internally 3) 75% to 90% should be filled internally 4) 50% to 75% should be filled internally 5) less than 50% should be filled internally 6) none should be filled internally

A significant number of respondents (39%) believed that less than 50% of their library's top positions should be filled internally. Some believed that none of the positions should be filled internally (13%). Another 19% believed 50-75% should be

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filled internally; only 10% thought that 75-90% of the top positions should be filled internally. Not many respondents believed that 90% or more positions should be filled internally (4% said more than 90% of the positions; 2% said all positions). Younger respondents seemed to want more positions filled internally. For instance, 28.57% of those under 40 said they preferred 90% or more internally filled positions compared to all other age groups on the same question (0% for the 40-49 age group, 0% for the 50-59 age group, 4.17% for the 60-65 age group, and 6.67% for the 65 and over group). No striking trends appeared otherwise related to other variables.

Measures to assure effective leadership over the next five years and beyond

We asked the question: What measures has your library taken to assure an effective leadership over the next five years and beyond? Broken out for Carnegie class or type of college

Respondents from junior colleges repeatedly mentioned a few measures taken by their library to assure effective leadership over the next five years and beyond. They mentioned mentorship or mentorship opportunities (3 times), project-based opportunities/ participation (2 times), and leadership development programs (2 times). Those from BA granting schools mentioned mentoring four times and leadership training two times. Four felt their libraries were doing nothing. Respondents from MA or PhD granting schools mentioned professional development six times, mentoring 5 times, and leadership training/opportunities three times. Finally, those from research universities mentioned mentoring four times, professional development three times, and leadership training/ opportunities three times.

Authority to hire for top 4 or 5 library positions

We asked the question: Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management?

We provided five possible answers to choose from; they were: 1) completely 2) to a great extent 3) to some extent 4) to a modest extent 5) not really at all

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A considerable number of participants (26%) reported that authority completely resides with their current library management. Another significant number of respondents reported that authority resides with current library management to a great extent (39%); another 13% reported that it resides with current library management only to some extent. Meanwhile only some reported “to a modest extent” (3%) or “not really at all” (9%). When analyzed by age, younger respondents were most likely to feel that the library had complete authority (57.14%) compared to the rest (16.67% for those 40-49, 26.67% for those 50-59, 20.83% for those 60-65, and 33.33% for those 60 and over). When analyzed by school type, those from MA or PhD granting schools and research universities reported significantly higher rates (33.33% and 36.36%, respectively) of complete hiring authority compared to those from junior colleges or BA granting schools (9.09% and 8.33%, respectively).

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Table 1.1 About what percentage of the top fifth of your library staff will likely retire over the next five years?

	Mean	Median	Minimum	Maximum
Entire sample	34.48	25.00	0.00	100.00

Table 1.2 About what percentage of the top fifth of your library staff will likely retire over the next five years? Broken out by age range

Age Range	Mean	Median	Minimum	Maximum
Under 40	19.67	17.50	0.00	50.00
40-49	38.22	30.00	0.00	100.00
50-59	27.79	25.00	0.00	80.00
60-65	41.26	40.00	0.00	100.00
65+	36.32	22.50	0.00	100.00

Table 1.3 About what percentage of the top fifth of your library staff will likely retire over the next five years. Broken out by public or private status

Public or private status	Mean	Median	Minimum	Maximum
Public	37.09	30.00	0.00	100.00
Private	32.65	22.50	0.00	100.00

Table 1.4 About what percentage of the top fifth of your library staff will likely retire over the next five years? Broken out for Carnegie class or type of college

Your college or university is best described as:	Mean	Median	Minimum	Maximum
Junior College	43.64	40.00	0.00	100.00
BA-Granting	34.75	29.00	0.00	100.00
MA or PHD Granting	30.84	20.00	0.00	100.00
Research University	36.47	30.00	6.00	100.00

Table 1.5 About what percentage of the top fifth of your library staff will likely retire over the next five years? Broken out by enrollment

Enrollment	Mean	Median	Minimum	Maximum
Less than 1500	34.14	22.50	0.00	100.00
1500 - 3999	30.87	25.00	0.00	100.00
4000 - 10000	36.41	36.50	0.00	100.00
More than 10000	37.14	27.50	6.00	100.00

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Table 1.6 About what percentage of the top fifth of your library staff will likely retire over the next five years? Broken out by tuition, \$

Tuition, \$	Mean	Median	Minimum	Maximum
Less than 9000	40.00	40.00	0.00	100.00
9000 - 25000	39.04	33.00	0.00	100.00
25001 - 40000	29.41	10.00	0.00	100.00
More than 40000	27.36	20.00	0.00	75.00

Table 2.1 Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been?

	No Answer	Significantly overblown	Somewhat exaggerated	Depicted more or less accurately	Worse than commonly described
Entire sample	11.00%	12.00%	34.00%	36.00%	7.00%

Table 2.2 Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been: Broken out by age range

Age Range	No Answer	Significantly overblown	Somewhat exaggerated	Depicted more or less accurately	Worse than commonly described
Under 40	14.29%	42.86%	42.86%	0.00%	0.00%
40-49	8.33%	16.67%	50.00%	20.83%	4.17%
50-59	20.00%	6.67%	23.33%	40.00%	10.00%
60-65	4.17%	12.50%	33.33%	45.83%	4.17%
65+	6.67%	0.00%	26.67%	53.33%	13.33%

Table 2.3 Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been: Broken out by public or private status

Public or private status	No Answer	Significantly overblown	Somewhat exaggerated	Depicted more or less accurately	Worse than commonly described
Public	5.00%	17.50%	30.00%	40.00%	7.50%
Private	15.00%	8.33%	36.67%	33.33%	6.67%

Table 2.4 Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been: Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	Significantly overblown	Somewhat exaggerated	Depicted more or less accurately	Worse than commonly described
Junior College	0.00%	9.09%	36.36%	54.55%	0.00%
BA-Granting	20.83%	0.00%	37.50%	33.33%	8.33%
MA or PHD Granting	9.09%	15.91%	27.27%	38.64%	9.09%
Research University	9.52%	19.05%	42.86%	23.81%	4.76%

Table 2.5 Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been: Broken out by enrollment

Enrollment	No Answer	Significantly overblown	Somewhat exaggerated	Depicted more or less accurately	Worse than commonly described
Less than 1500	11.54%	11.54%	34.62%	34.62%	7.69%
1500 - 3999	11.54%	11.54%	38.46%	30.77%	7.69%
4000 - 10000	11.11%	3.70%	25.93%	51.85%	7.41%
More than 10000	9.52%	23.81%	38.10%	23.81%	4.76%

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Table 2.6 Much has been written about the negative long-term consequences for academic and research libraries of the imminent retirement of much of the senior library leadership. Do you feel that these consequences have been: Broken out by tuition, \$

Tuition, \$	No Answer	Significantly overblown	Somewhat exaggerated	Depicted more or less accurately	Worse than commonly described
Less than 9000	12.00%	12.00%	28.00%	40.00%	8.00%
9000 - 25000	0.00%	14.29%	32.14%	46.43%	7.14%
25001 - 40000	10.00%	5.00%	55.00%	15.00%	15.00%
More than 40000	22.22%	14.81%	25.93%	37.04%	0.00%

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Table 3.1 How well prepared is your library for leadership transitions caused by retirements?

	No Answer	Not well prepared at all	Somewhat prepared	Adequately prepared	Well prepared
Entire sample	10.00%	18.00%	37.00%	24.00%	11.00%

Table 3.2 How well prepared is your library for leadership transitions caused by retirements? Broken out by age range

Age Range	No Answer	Not well prepared at all	Somewhat prepared	Adequately prepared	Well prepared
Under 40	14.29%	14.29%	14.29%	42.86%	14.29%
40-49	8.33%	20.83%	33.33%	20.83%	16.67%
50-59	16.67%	13.33%	33.33%	23.33%	13.33%
60-65	4.17%	20.83%	54.17%	20.83%	0.00%
65+	6.67%	20.00%	33.33%	26.67%	13.33%

Table 3.3 How well prepared is your library for leadership transitions caused by retirements? Broken out by public or private status

Public or private status	No Answer	Not well prepared at all	Somewhat prepared	Adequately prepared	Well prepared
Public	5.00%	17.50%	40.00%	17.50%	20.00%
Private	13.33%	18.33%	35.00%	28.33%	5.00%

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Table 3.4 How well prepared is your library for leadership transitions caused by retirements? Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	Not well prepared at all	Somewhat prepared	Adequately prepared	Well prepared
Junior College	0.00%	36.36%	45.45%	0.00%	18.18%
BA-Granting	16.67%	16.67%	33.33%	16.67%	16.67%
MA or PHD Granting	9.09%	20.45%	34.09%	31.82%	4.55%
Research University	9.52%	4.76%	42.86%	28.57%	14.29%

Table 3.5 How well prepared is your library for leadership transitions caused by retirements? Broken out by enrollment

Enrollment	No Answer	Not well prepared at all	Somewhat prepared	Adequately prepared	Well prepared
Less than 1500	7.69%	19.23%	42.31%	26.92%	3.85%
1500 - 3999	11.54%	30.77%	38.46%	11.54%	7.69%
4000 - 10000	11.11%	7.41%	33.33%	33.33%	14.81%
More than 10000	9.52%	14.29%	33.33%	23.81%	19.05%

Survey of Academic Library Leadership: Practices on Filling Key Executive Positions at the Library

Table 3.6 How well prepared is your library for leadership transitions caused by retirements? Broken out by tuition, \$

Tuition, \$	No Answer	Not well prepared at all	Somewhat prepared	Adequately prepared	Well prepared
Less than 9000	12.00%	24.00%	32.00%	16.00%	16.00%
9000 - 25000	0.00%	14.29%	46.43%	25.00%	14.29%
25001 - 40000	5.00%	10.00%	40.00%	35.00%	10.00%
More than 40000	22.22%	22.22%	29.63%	22.22%	3.70%

Table 4 Rank the following for their effectiveness as a means of assuring excellence in academic library leadership positions in the future?

Table 4.1.1 Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future?

	No Answer	1	2	3	4
Entire sample	16.00%	33.00%	32.00%	8.00%	11.00%

Table 4.1.2 Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future? Broken out by age range

Age Range	No Answer	1	2	3	4
Under 40	28.57%	42.86%	14.29%	0.00%	14.29%
40-49	8.33%	37.50%	41.67%	8.33%	4.17%
50-59	23.33%	23.33%	33.33%	6.67%	13.33%
60-65	8.33%	45.83%	29.17%	8.33%	8.33%
65+	20.00%	20.00%	26.67%	13.33%	20.00%

Table 4.1.3 Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future? Broken out by public or private status

Public or private status	No Answer	1	2	3	4
Public	15.00%	32.50%	27.50%	10.00%	15.00%
Private	16.67%	33.33%	35.00%	6.67%	8.33%

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Table 4.1.4 Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future? Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	1	2	3	4
Junior College	0.00%	45.45%	36.36%	9.09%	9.09%
BA-Granting	16.67%	33.33%	25.00%	4.17%	20.83%
MA or PHD Granting	15.91%	38.64%	29.55%	9.09%	6.82%
Research University	23.81%	14.29%	42.86%	9.52%	9.52%

Table 4.1.5 Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future? Broken out by enrollment

Enrollment	No Answer	1	2	3	4
Less than 1500	7.69%	34.62%	38.46%	3.85%	15.38%
1500 - 3999	15.38%	42.31%	23.08%	11.54%	7.69%
4000 - 10000	14.81%	33.33%	40.74%	3.70%	7.41%
More than 10000	28.57%	19.05%	23.81%	14.29%	14.29%

Table 4.1.6 Rank raising salaries or improving benefits as a means of assuring excellence in academic library leadership positions in the future? Broken out by tuition, \$

Tuition, \$	No Answer	1	2	3	4
Less than 9000	12.00%	44.00%	20.00%	12.00%	12.00%
9000 - 25000	14.29%	32.14%	32.14%	7.14%	14.29%
25001 - 40000	15.00%	25.00%	45.00%	10.00%	5.00%
More than 40000	22.22%	29.63%	33.33%	3.70%	11.11%

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Table 4.2.1 Rank mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future.

	No Answer	1	2	3	4
Entire sample	16.00%	45.00%	35.00%	3.00%	1.00%

Table 4.2.2 Rank mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future. Broken out by age range

Age Range	No Answer	1	2	3	4
Under 40	14.29%	28.57%	57.14%	0.00%	0.00%
40-49	8.33%	54.17%	33.33%	4.17%	0.00%
50-59	23.33%	43.33%	30.00%	3.33%	0.00%
60-65	12.50%	37.50%	41.67%	4.17%	4.17%
65+	20.00%	53.33%	26.67%	0.00%	0.00%

Table 4.2.3 Rank mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future. Broken out by public or private status

Public or private status	No Answer	1	2	3	4
Public	15.00%	42.50%	40.00%	2.50%	0.00%
Private	16.67%	46.67%	31.67%	3.33%	1.67%

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Table 4.2.4 Rank mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future. Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	1	2	3	4
Junior College	0.00%	54.55%	45.45%	0.00%	0.00%
BA-Granting	16.67%	41.67%	37.50%	0.00%	4.17%
MA or PHD Granting	15.91%	40.91%	38.64%	4.55%	0.00%
Research University	23.81%	52.38%	19.05%	4.76%	0.00%

Table 4.2.5 Rank mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future. Broken out by enrollment

Enrollment	No Answer	1	2	3	4
Less than 1500	7.69%	50.00%	34.62%	3.85%	3.85%
1500 - 3999	15.38%	42.31%	38.46%	3.85%	0.00%
4000 - 10000	14.81%	44.44%	37.04%	3.70%	0.00%
More than 10000	28.57%	42.86%	28.57%	0.00%	0.00%

Table 4.2.6 Rank mentoring existing staff to undertake leadership roles as a means of assuring excellence in academic library leadership positions in the future. Broken out by tuition, \$

Tuition, \$	No Answer	1	2	3	4
Less than 9000	16.00%	32.00%	48.00%	4.00%	0.00%
9000 - 25000	10.71%	50.00%	32.14%	3.57%	3.57%
25001 - 40000	10.00%	65.00%	25.00%	0.00%	0.00%
More than 40000	25.93%	37.04%	33.33%	3.70%	0.00%

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Table 4.3.1 Rank using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future?

	No Answer	1	2	3	4
Entire sample	17.00%	4.00%	9.00%	39.00%	31.00%

Table 4.3.2 Rank using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future?

Broken out by age range

Age Range	No Answer	1	2	3	4
Under 40	28.57%	14.29%	0.00%	14.29%	42.86%
40-49	8.33%	0.00%	12.50%	33.33%	45.83%
50-59	23.33%	0.00%	10.00%	36.67%	30.00%
60-65	12.50%	8.33%	4.17%	62.50%	12.50%
65+	20.00%	6.67%	13.33%	26.67%	33.33%

Table 4.3.3 Rank using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future?

Broken out by public or private status

Public or private status	No Answer	1	2	3	4
Public	15.00%	7.50%	10.00%	32.50%	35.00%
Private	18.33%	1.67%	8.33%	43.33%	28.33%

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**Table 4.3.4 Rank using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future?
Broken out for Carnegie class or type of college**

Your college or university is best described as:	No Answer	1	2	3	4
Junior College	0.00%	0.00%	18.18%	45.45%	36.36%
BA-Granting	20.83%	4.17%	4.17%	50.00%	20.83%
MA or PHD Granting	13.64%	6.82%	11.36%	38.64%	29.55%
Research University	28.57%	0.00%	4.76%	23.81%	42.86%

**Table 4.3.5 Rank using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future?
Broken out by enrollment**

Enrollment	No Answer	1	2	3	4
Less than 1500	11.54%	3.85%	7.69%	53.85%	23.08%
1500 - 3999	15.38%	0.00%	15.38%	26.92%	42.31%
4000 - 10000	11.11%	7.41%	3.70%	55.56%	22.22%
More than 10000	33.33%	4.76%	9.52%	14.29%	38.10%

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Table 4.3.6 Rank using retired staff part time or as consultants as a means of assuring excellence in academic library leadership positions in the future? Broken out by tuition, \$

Tuition, \$	No Answer	1	2	3	4
Less than 9000	12.00%	4.00%	16.00%	40.00%	28.00%
9000 - 25000	14.29%	7.14%	3.57%	42.86%	32.14%
25001 - 40000	5.00%	0.00%	15.00%	35.00%	45.00%
More than 40000	33.33%	3.70%	3.70%	37.04%	22.22%

Table 4.4.1 Rank conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future.

	No Answer	1	2	3	4
Entire sample	15.00%	3.00%	9.00%	32.00%	41.00%

Table 4.4.2 Rank conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future. Broken out by age range

Age Range	No Answer	1	2	3	4
Under 40	28.57%	0.00%	0.00%	57.14%	14.29%
40-49	8.33%	0.00%	4.17%	45.83%	41.67%
50-59	16.67%	10.00%	6.67%	30.00%	36.67%
60-65	12.50%	0.00%	16.67%	12.50%	58.33%
65+	20.00%	0.00%	13.33%	33.33%	33.33%

Table 4.4.3 Rank conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future. Broken out by public or private status

Public or private status	No Answer	1	2	3	4
Public	12.50%	5.00%	7.50%	40.00%	35.00%
Private	16.67%	1.67%	10.00%	26.67%	45.00%

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Table 4.4.4 Rank conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future. Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	1	2	3	4
Junior College	0.00%	0.00%	0.00%	45.45%	54.55%
BA-Granting	20.83%	4.17%	16.67%	25.00%	33.33%
MA or PHD Granting	9.09%	0.00%	9.09%	31.82%	50.00%
Research University	28.57%	9.52%	4.76%	33.33%	23.81%

Table 4.4.5 Rank conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future. Broken out by enrollment

Enrollment	No Answer	1	2	3	4
Less than 1500	11.54%	3.85%	11.54%	26.92%	46.15%
1500 - 3999	11.54%	0.00%	11.54%	42.31%	34.62%
4000 - 10000	11.11%	3.70%	7.41%	22.22%	55.56%
More than 10000	28.57%	4.76%	4.76%	38.10%	23.81%

Table 4.4.6 Rank conducting exhaustive executive search as a means of assuring excellence in academic library leadership positions in the future. Broken out by tuition, \$

Tuition, \$	No Answer	1	2	3	4
Less than 9000	12.00%	8.00%	4.00%	32.00%	44.00%
9000 - 25000	10.71%	0.00%	17.86%	32.14%	39.29%
25001 - 40000	5.00%	0.00%	10.00%	45.00%	40.00%
More than 40000	29.63%	3.70%	3.70%	22.22%	40.74%

Table 5.1 As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution?

	No Answer	From within our institution	From outside our institution
Entire sample	10.00%	30.00%	60.00%

Table 5.2 As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution? Broken out by age range

Age Range	No Answer	From within our institution	From outside our institution
Under 40	14.29%	14.29%	71.43%
40-49	8.33%	37.50%	54.17%
50-59	16.67%	20.00%	63.33%
60-65	4.17%	41.67%	54.17%
65+	6.67%	26.67%	66.67%

Table 5.3 As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution? Broken out by public or private status

Public or private status	No Answer	From within our institution	From outside our institution
Public	5.00%	25.00%	70.00%
Private	13.33%	33.33%	53.33%

Table 5.4 As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution? Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	From within our institution	From outside our institution
Junior College	0.00%	36.36%	63.64%
BA-Granting	16.67%	33.33%	50.00%
MA or PHD Granting	9.09%	27.27%	63.64%
Research University	9.52%	28.57%	61.90%

Table 5.5 As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution? Broken out by enrollment

Enrollment	No Answer	From within our institution	From outside our institution
Less than 1500	7.69%	34.62%	57.69%
1500 - 3999	11.54%	26.92%	61.54%
4000 - 10000	11.11%	29.63%	59.26%
More than 10000	9.52%	28.57%	61.90%

Table 5.6 As a gut feeling do you feel that your library's next chief executive should come from within your institution or from another institution? Broken out by tuition, \$

Tuition, \$	No Answer	From within our institution	From outside our institution
Less than 9000	12.00%	24.00%	64.00%
9000 - 25000	0.00%	25.00%	75.00%
25001 - 40000	5.00%	40.00%	55.00%
More than 40000	22.22%	33.33%	44.44%

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Table 6.1 About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally

	No Answer	All should be filled internally	90% or more filled internally	75% to 90% filled internally	50 to 75% filled internally	Less than 50% filled internally	None filled internally
Entire sample	13.00%	2.00%	4.00%	10.00%	19.00%	39.00%	13.00%

Table 6.2 About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally Broken out by age range

Age Range	No Answer	All should be filled internally	90% or more filled internally	75% to 90% filled internally	50 to 75% filled internally	Less than 50% filled internally	None filled internally
Under 40	28.57%	0.00%	28.57%	0.00%	14.29%	28.57%	0.00%
40-49	8.33%	4.17%	0.00%	25.00%	12.50%	37.50%	12.50%
50-59	20.00%	0.00%	0.00%	6.67%	20.00%	36.67%	16.67%
60-65	8.33%	4.17%	4.17%	4.17%	29.17%	33.33%	16.67%
65+	6.67%	0.00%	6.67%	6.67%	13.33%	60.00%	6.67%

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Table 6.3 About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally Broken out by public or private status

Public or private status	No Answer	All should be filled internally	90% or more filled internally	75% to 90% filled internally	50 to 75% filled internally	Less than 50% filled internally	None filled internally
Public	10.00%	5.00%	0.00%	15.00%	22.50%	35.00%	12.50%
Private	15.00%	0.00%	6.67%	6.67%	16.67%	41.67%	13.33%

Table 6.4 About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	All should be filled internally	90% or more filled internally	75% to 90% filled internally	50 to 75% filled internally	Less than 50% filled internally	None filled internally
Junior College	0.00%	9.09%	0.00%	18.18%	18.18%	45.45%	9.09%
BA-Granting	20.83%	0.00%	4.17%	4.17%	25.00%	25.00%	20.83%
MA or PHD Granting	9.09%	0.00%	6.82%	9.09%	9.09%	50.00%	15.91%
Research University	19.05%	4.76%	0.00%	14.29%	33.33%	28.57%	0.00%

Survey of Academic Library Leadership: Practices on Filling Key Executive Positions at the Library

Table 6.5 About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally Broken out by enrollment

Enrollment	No Answer	All should be filled internally	90% or more filled internally	75% to 90% filled internally	50 to 75% filled internally	Less than 50% filled internally	None filled internally
Less than 1500	11.54%	0.00%	3.85%	3.85%	26.92%	34.62%	19.23%
1500 - 3999	11.54%	3.85%	11.54%	3.85%	3.85%	42.31%	23.08%
4000 - 10000	11.11%	0.00%	0.00%	14.81%	14.81%	51.85%	7.41%
More than 10000	19.05%	4.76%	0.00%	19.05%	33.33%	23.81%	0.00%

Table 6.6 About what percentage of the library 's top positions do you feel should be and will likely be filled internally and what percentage externally Broken out by tuition, \$

Tuition, \$	No Answer	All should be filled internally	90% or more filled internally	75% to 90% filled internally	50 to 75% filled internally	Less than 50% filled internally	None filled internally
Less than 9000	12.00%	4.00%	4.00%	12.00%	16.00%	36.00%	16.00%
9000 - 25000	7.14%	3.57%	0.00%	10.71%	28.57%	35.71%	14.29%
25001 - 40000	10.00%	0.00%	5.00%	10.00%	15.00%	45.00%	15.00%
More than 40000	22.22%	0.00%	7.41%	7.41%	14.81%	40.74%	7.41%

What measures has your library taken to assure an effective leadership over the next five years and beyond? Broken out for Carnegie class or type of college

Junior College

- 1) none
- 2) Invest in skills training and encourage consortium-level participation in projects, committees, etc.
- 3) I have begun delegating tasks to Librarians to provide them with experience in areas of budgeting and scheduling. I will also be looking for Prof Dev Activities.
- 4) Building more of a leadership team structure and providing mentorship and leadership development opportunities to all professional staff
- 5) N/A
- 6) mentoring
- 7) very little
- 8) Our Library leadership turnover due to retirements happened three-years ago, and we do not expect much leadership change over the next few years. However, because of our small staff, we are working diligently to document processes, procedures, and policies to mitigate any disruption to services because of staff turn-over or absences.
- 9) Started a succession plan for movement of current staff for half of the positions where the incumbent is planning for retirement.
- 10) Mentorship, shared responsibilities, project-based leadership opportunities, college-level leadership opportunities for librarians

BA-Granting

- 1) Restructured leadership and administrative team; revised all positions in last 5 years
- 2) mentoring, leadership training
- 3) Communicating regularly with Provost and University Cabinet
- 4) Mentoring and coaching of existing and new staff - but the college is laying off staff and not replacing many who leave. We were not allowed to replace our fulltime admin assistant.
- 5) We are always working to develop leaders. I encourage my librarians to engage in leadership training and seminars whenever they can and work to coach them through situations when they need it.
- 6) none
- 7) Enhance and streamline assessment and documentation Build stronger coalitions on campus and in the community with strategic partners Prepare a

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long-term strategic plan / vision that the next leader could use as a road map in their first years

- 8) Training staff and networking with library associations.
- 9) Strategic planning.
- 10) No measures
- 11) hired qualified staff
- 12) mentoring
- 13) no measures have been taken
- 14) My library has adopted a succession plan that will allow an interim library director to run the library should I be incapacitated and until a new library director can be hired.
- 15) None. The library director is working on a MSLS (but paying independently due to budget restrictions.) Procedures are documented to make staff transition easier.
- 16) unofficial mentoring

MA or PHD Granting

- 1) mentorship, professional development. Also working on library hiring processes and raising institutional and library profile to attract high-quality candidates.
- 2) Cross training. Encouraging professional development
- 3) We have formed a leadership/management team so that the director can prepare librarians for leadership roles in the library. One position on this team is rotating so that a librarian in the beginning of their career can learn from the leadership team
- 4) Developing internal mechanisms to increase formal leadership opportunities within the organization.
- 5) I work to mentor and provide a path to promotion for young leaders in our library.
- 6) Our library has emphasized leadership development among all professional staff. I'm not worried about the next generation of library leaders. We have many candidates for senior leadership positions in the profession in the next 5 years. But I invest in professional development, especially support for research, publication, and presentation -- contributions to the profession.
- 7) Continuing Education
- 8) Professional and talent development
- 9) not sure
- 10) The university has accepted none of the proposals put forward for this.
- 11) We are tiny. There is only me, the director, and 6 staff members (5 librarians and a PT assistant). I would assume the Provost would open a search if I left.
- 12) cross-training; mentoring of strong unit managers

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- 13) Developed an internal leadership mentoring program
- 14) Haven't done much except delegated more responsibility to department heads; encouraged management training opportunities;
- 15) Mentoring, position description attributes, library perception
- 16) keep me alive...
- 17) none
- 18) supported professional development and leadership program opportunities; promoted from within
- 19) They hired me.
- 20) Increased documentation, organizational development, and service targets.
- 21) None, due to lack of support from administration.
- 22) Increased professional development
- 23) Hired search firm to recruit new dean
- 24) Mentoring of current staff. Meaningful assessment of programs and services. Responsible fiscal management. Staying up to day with best practices.
- 25) None, I believe that a new library director after I retire will not be in the works, but rather the university leadership will go the route of supervision by CIO or something similar.
- 26) Supports continuing education for library staff, including library degrees. Good outside search protocols.
- 27) One measure is to create a future state org chart that addresses where the library needs to go as a 21st century organization. It is a fluid document that is revisited every time there is a vacancy for any reason.
- 28) Our dean has been preparing me to take on additional leadership roles and explicitly said he is preparing me to be a candidate for his role.
- 29) Starting to train intensively the next ("younger") tier to learn all the details needed to carry on. The top 3 experienced members are all over 67 years old, and two part timers are also that age. The remainder are in their 40s and 50s, so we do need to up the pace of training.
- 30) n/a
- 31) We have a solid plan and current administrators who are not at retirement age.
- 32) Hired people with leadership skills and mentor them.
- 33) Working with the Associate University Librarian as the administration/HR will not replace my position but expect the AUL to take on the responsibilities.
- 34) none

Research University

- 1) strongly support professional development, created a mentoring program, created a professional writing group,

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- 2) redesigning vacated positions for most relevant roles and expertise needed, recruiting aggressively
- 3) creation of associate dean positions; shared leadership model
- 4) Leadership training for staff entering the manager/assistant director roles.
- 5) mentoring; professional development; advancement opportunities
- 6) That's a bit hard to answer as I am the chief and I just got here 4 years ago and am going nowhere! But to get me here, they did change the position to a Dean position and raise the salary significantly, and I am on the appropriate leadership teams. When I got here, I promoted some people to middle or senior management, and I am mentoring 2 very promising managers.
- 7) Nothing--no succession plan that I am aware of
- 8) In the middle of totally reorganizing so we would have nothing now but will work on it for the future. This library is not good at succession planning.
- 9) None.
- 10) Extensive mentoring and leadership development is taking place.
- 11) We invest a lot in professional development.
- 12) Provision of leadership opportunities and training.
- 13) We have hired 2 new managers to fill positions of recent retirements.
- 14) mentoring of associate deans
- 15) We were successful in choosing an associate director/second-in-command in case something happens to our executive director. Executive director has cultivated a leadership team for the first time at this library.

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Table 7.1 Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management?

	No Answer	Completely	To a great extent	To some extent	To a modest extent	Not really at all
Entire sample	10.00%	26.00%	39.00%	13.00%	3.00%	9.00%

Table 7.2 Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management? Broken out by age range

Age Range	No Answer	Completely	To a great extent	To some extent	To a modest extent	Not really at all
Under 40	14.29%	57.14%	28.57%	0.00%	0.00%	0.00%
40-49	8.33%	16.67%	50.00%	12.50%	0.00%	12.50%
50-59	20.00%	26.67%	30.00%	10.00%	3.33%	10.00%
60-65	4.17%	20.83%	41.67%	12.50%	8.33%	12.50%
65+	0.00%	33.33%	40.00%	26.67%	0.00%	0.00%

Table 7.3 Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management? Broken out by public or private status

Public or private status	No Answer	Completely	To a great extent	To some extent	To a modest extent	Not really at all
Public	5.00%	20.00%	47.50%	20.00%	0.00%	7.50%
Private	13.33%	30.00%	33.33%	8.33%	5.00%	10.00%

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Table 7.4 Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management? Broken out for Carnegie class or type of college

Your college or university is best described as:	No Answer	Completely	To a great extent	To some extent	To a modest extent	Not really at all
Junior College	0.00%	9.09%	54.55%	36.36%	0.00%	0.00%
BA-Granting	20.83%	8.33%	33.33%	8.33%	4.17%	25.00%
MA or PHD Granting	6.82%	36.36%	36.36%	11.36%	4.55%	4.55%
Research University	9.52%	33.33%	42.86%	9.52%	0.00%	4.76%

Table 7.5 Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management? Broken out by enrollment

Enrollment	No Answer	Completely	To a great extent	To some extent	To a modest extent	Not really at all
Less than 1500	11.54%	15.38%	30.77%	19.23%	7.69%	15.38%
1500 - 3999	11.54%	26.92%	34.62%	11.54%	3.85%	11.54%
4000 - 10000	7.41%	33.33%	48.15%	7.41%	0.00%	3.70%
More than 10000	9.52%	28.57%	42.86%	14.29%	0.00%	4.76%

Table 7.6 Authority to hire for the top 4 or 5 positions at your library resides to what extent with the current library management? Broken out by tuition, \$

Tuition, \$	No Answer	Completely	To a great extent	To some extent	To a modest extent	Not really at all
Less than 9000	12.00%	28.00%	36.00%	20.00%	0.00%	4.00%
9000 - 25000	0.00%	17.86%	50.00%	17.86%	3.57%	10.71%
25001 - 40000	10.00%	30.00%	30.00%	15.00%	10.00%	5.00%
More than 40000	18.52%	29.63%	37.04%	0.00%	0.00%	14.81%

Other (please specify):

1. Only directorship decision is outside (academic affairs led)
2. except when hiring freeze or delay is imposed on campus
3. Provost hires the Dean. The Dean hires everyone else.
4. The library only has 5 positions. Library staff give input on staff replacements and the director makes recommendations, but the provost has final say with presidential approval. This includes the director position.
5. Executive director would have final say over library positions, but the Provost would choose an interim or permanent executive director if the vacancy arose.
6. Library Director hires administrative asst and student staff. University hires Library Director. There are no other positions.
7. enrollment has decreased for last 4 years; library positions are shrinking