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**LAUC SC – General Committee Librarian Retention Final Report**  
March 7, 2008

**Committee Members:**  
Danielle Kane, LAUC-SC, General Committee, Chair  
Cynthia Jahns, Librarian  
Annette Marines, Librarian

**Executive Summary:**

The 2007-08 Recruitment and Retention Committee (2007-08 RRC) reviewed the 2001-02 RRC Final Recommendations to Library Administration and the Retention and Recruitment: Identified Overlaps and Suggestions for Administration, the committee found:

- LAUC is unaware of any follow-up library administration may have done in response to the 2001-2002 recommendations.
- The 2007-08 RRC Re-surveyed the LAUC-SC membership, re-ordered priorities and made further recommendations, such as:
  - Proposed charging a committee to come up with a process for counter offers  
  - Suggested giving LAUC membership opportunity to decide whether Admin should be asked to pursue MOP and CWC issues  
  - Rejected idea of delayed hiring as an option for recruitment given current workload issues

The 2007-08 RRC created a Moving to Santa Cruz Website:

- Basing their work on the UCSB RRC’s web page, the committee set up a template RR web page and recommends that Library Administration/HR seriously consider adding it, or one of their own design, to the set of Admin pages it oversees and maintains.

The 2007-08 RRC made further recommendations in the area of Librarian retention:

- To assess and update job duties  
- Review impact of position losses  
- Create clear goals and objective setting  
- Training and financial support for increased responsibilities/workload

The 2007-08 RRC made further recommendations in the area of Librarian recruitment:

- Share recruitment stats with membership  
- Shorten recruitment timeline  
- Create a post recruitment assessment tool  
- Partner more actively with LAUC-SC in recruitment process  
- Investigate selection committee make up  
- Create a back-up for AUL admin  
- LAUC Guide should be immediately selected

The 2007-08 RRC identified issues to be sent to statewide committee for consideration:

- Negotiate for tuition remission  
- Investigate rank and step where people start careers across campuses  
- Gather data about counter-offer process on campus

The 2007-08 RRC established a follow-up process for any committees charged by the LAUC Chair:
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Introduction:
The committee was charged with:

- Following-up and reporting on the progress of the recommendations made by the 2001-02 RCC.
- Surveying the LAUC-Santa Cruz (LAUC-SC) membership to identify if the retention issues identified in 2001-02 have remained constant and, if new issues have arisen, document those issues and make recommendations for addressing them.
- Assessing the 2001-02 data gathered regarding projected retirements and identify how those retirements were managed by the library.
- If possible, getting information about the failed and/or protracted recruitments, and identifying the issues that contributed to candidates’ decisions to reject UCSC job offers.
- Assessing and revising as appropriate the recommendations from 2001-02.
- As appropriate, identifying recruitment/retention issues the Statewide Diversity Committee may want to assess at the system-wide level.
- Establishing a formal annual charge-recommendation-review-process for future LAUC-SC Executive Boards.

Methodology:
The Recruitment and Retention committee:

- Surveyed LAUC-SC members on retirement and recruitment issues.
- Reviewed open librarian positions that were listed in the Library’s Broadside newsletter.
- Met with the 2001-02 Retention Committee to gather background information and ask questions.
- Held a brown bag meeting on January 18th to provide LAUC SC members with a forum to discuss the issues raised in the recruitment and retention issues survey.

Progress of the recommendations made by the Retention Committee of 2001-2002:

Based on their findings, the 2001-02 RRC identified four areas for library administration to pursue. The 2007-08 RRC was asked to follow-up and report on any progress that administration may have made on these recommendations.

Final Recommendations to Library Administration

The original recommendations were as follows:

1. Actively pursue library representation on the Campus Welfare Committee.
2. Actively pursue Mortgage Origination Program (MOP) funding as part of the University Librarian’s role as a Divisional Dean.
3. Permit librarians to request out of calendar reviews when the library wishes to retain a librarian who has received an offer from another institution outside of the UC system.
4. Work to formalize current informal practices such as restructuring positions, movement within the library, and making changes to meet librarian's professional needs before they consider a job search.

The work of the 2007-08 RRC confirmed that the recommendations made by the 2001-02 RRC had not been followed up on. Based on recent surveys, the 2007-08 RRC feels that these recommendations are still valid and worth pursuing. To be consistent with the current findings, the recommendations have been reordered in terms of importance to the current LAUC-SC membership.

1. Work to formalize current informal practices such as restructuring positions, movement within the library, and making changes to meet librarian's professional needs before they consider leaving UCSC.
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**Status:** While restructuring positions, movement within the library, and making changes to positions happens on an informal basis, formalizing the practice would not necessarily be in the best interest of the library nor would it guarantee cooperation from management. In lieu of creating a formal process to meet a librarian’s professional needs, the 2007-08 RRC instead identified the factors that may influence level of job satisfaction and/or the decision to seek employment elsewhere.

**Barrier:** In the current library climate of evolving re-organization and administrative changes, the McHenry building project as well as the IT and human resources re-organizations, the LAUC-SC membership has been faced with a broad range of issues that necessitate better communication. The membership expressed a disconnection between the review process as librarians have known it and the expectations of the new administration; this has highlighted the need for planning, collaboration, communication, and transparency.

On a daily basis, issues that influence morale and career decisions include:
- Workload
- Perceived lack of support within Unit or for development in the profession
- The library’s decision making process

The committee feels that addressing these issues will take a strong examination of the library’s mission and goals, library culture and structure, as well as providing an assessment component for continued improvement.

**Next Steps:** LAUC-SC should work with administration to create guidelines for communication and possible solutions between librarians and their supervisors or administrators (UL, AULs) to help improve work situations. For example, document the process of job crossover, making the case to move to another department based on your current job duties or overall experience

2. *Permit librarians to request out of calendar reviews when the library wishes to retain a librarian who has received an offer from another institution.*

**Status:** Recommendations have been made and discussions have occurred since the 2001-02 RRC’s final report regarding this issue. However the request for *out-of-calendar* reviews to retain librarians who have received an offer from another institution has not been resolved.

**Barrier:** The idea of an *out-of-calendar* review has sometimes been confused with an *out-of-cycle* or *off-cycle* review, which is meant to accommodate accelerations or an early review. In actual fact, there is no formal or documented process for counter offers. While counter offers do take place in the UC system, it is done so on an informal and inconsistent basis.

**Next Steps:** The 2007-08 RRC recommends that LAUC-SC work, or charge a committee, to develop a process for counter-offers. The RRC has determined that the following steps are essential to developing an effective process:
- Label the process as a “counter-offer” to distinguish it from cycled or calendared reviews
- Develop and document a process for counter offers:
  - Set a time limit for counter-offer turnaround time; recommend between 2-3 weeks turnaround time
  - List the steps that librarian, supervisor, and administration need to take from start of process to completion.
  - Create a list of documents librarian/supervisor/administrator need to submit to make the case (e.g. job offer in writing, written justification, review packet in small scale, etc.)
  - Identify who is involved in the process and at what step (e.g. peer-review committee)
  - Guidelines for range of steps that could be offered, minimum up to maximum.
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- There is no contract language restricting counter-offers; therefore the process must accommodate UC job offers.

3. Actively pursue Mortgage Origination Program (MOP) loan funding as part of the University Librarian’s role as a Divisional Dean

**Status:** In the 2007-08 RRC survey of recruitment and retention issues, housing was ranked the number one issue by the LAUC-SC membership. The high cost of housing in Santa Cruz and the surrounding areas can only be addressed by higher salaries and/or a mortgage assistance program. The committee contacted John Thompson, the UCSC MOP representative in campus housing. He referred the committee to the director of office loans at UCOP for further information. According to Thompson, MOP is sponsored at the UCOP level and is administered locally.

**Barrier:** In order for librarians to pursue participation in MOP, Thompson speculated on a course of action that involved the UL getting support from the EVC and Chancellor. From there is becomes an issue of who can raise the matter to the Board of Regents, who must find a source of funding for the program. It is unclear as to whether this can be done by the campus or if it must be a system-wide effort.

**Next Steps:** The RRC recommends that this topic be discussed at a LAUC-SC membership meeting to discuss the feasibility of pursuing this recommendation. If the membership reaches a consensus, then more research should be conducted to further strengthen our position. If this can be accomplished, then a recommendation should be made to the UL that the course of action outlined above should be pursued on behalf of the LAUC-SC membership.

4. Actively pursue library representation on the Campus Welfare Committee (CWC). This committee needs library representation and it is critical that we put someone on the committee so that our housing needs are heard and included in the campus dialogue

**Status:** The 2007-08 RRC received a response from Ashish Sahni, the current CWC committee chair. Sahni did not want to change the makeup of the committee for this year. He recommended that we discuss this with UC-AFT.

**Barrier:** Sahni did not encourage us to get back to him next year. The 2007-08 RRC concluded that this issue should be addressed at the administrative level.

**Next steps:** The RRC recommends that the issue of CWC participation be discussed at the next membership meeting. If there is consensus to pursue participation, then the RRC recommends that the UL pursue membership in the CWC on behalf of the LAUC-SC membership.

**Retention and Recruitment: Identified Overlaps and Suggestions for Administration:**

Based on the work done by the 2007-08 RRC we feel that the recommendations made by the 2001-02 committee are still valid and worth pursuing.

The original recommendations were as follows:

1. Investigate the possibility of creating a formal relationship with the UCSC Holiday Inn or Laureate Court.
2. Consider the possibility of delaying librarian appointments until (if daycare is an issue) new hires have moved up on the campus childcare (or other) facility waiting list.

3. Faculty are hired with very specific start dates (beginning of quarters). Librarians do not need to be hired at the start of the academic year or quarter. The committee recommends that library administration work with faculty housing to investigate ways that delaying librarian hires might help new hires to get an apartment in faculty housing.

4. Provide applicants and candidates with information about the Santa Cruz community. Include information about housing, transportation, education, recreation, and other local resources.

The 2007-08 RRC reordered the original recommendations based on the current needs of the LAUC-SC membership.

1. Investigate the possibility of creating a formal relationship with the UCSC Holiday Inn or Laureate Court. Allow new hires to "rent" an efficiency unit for two months - a reasonable time to find a suitable apartment. This would alleviate one of the stresses of moving for new hires.

   **Status:** This suggestion (special two-month leases) has not been pursued. Since the 2001-02 report, faculty/staff rental housing at the base of campus has been converted to condominiums. Laureate Court, now the only UCSC-sponsored rental housing near campus, had 57 people on its waiting list as of mid-January 2008. Laureate Court does have the advantages of allowing month-to-month leases and of being so close to campus that one could easily take the bus to work. The University Inn and Conference Center (formerly a Holiday Inn) is a possibility that could be pursued further.

   **Justification:** Librarians in the survey and by way of conversation ranked housing as the number one issue. Finding housing, especially if you are from out of town, is a lengthy process which can be compounded by the time of year. The number and quality of available rentals fluctuate depending on the school year.

   **Charge:** We recommend that library administration follow up with the University Inn and the Conference Center to create a relationship where new hires would have this two month option.

2. Provide applicants and candidates with information about the Santa Cruz community. Include information about housing, transportation, education, recreation, and other local resources.

   **Status:** LAUC-SC should follow the model of LAUC-SB (http://www.sandylewis.info/sb/) and maintain a web site that links to information about such resources. A draft of such a web site, Moving to Santa Cruz, (http://library.ucsc.edu/maps/LAUCSCR/) was developed.

   **Charge:** That library administration completes the development of this page, links it from the internal page and be responsible for its maintenance. We further recommend that library administration use this page in the recruitment process.

3. Consider the possibility of delaying librarian appointments until (if daycare is an issue) new hires have moved up on the campus childcare (or other) facility waiting list.

   **Status:** There continues to be long waiting lists at the campus childcare facility. There have been issues over the quality of care during the last few years. The campus is interested in addressing the problem and has just appointed a well-qualified new director for Early Education Services, who started work in January 2008. There is a helpful Santa Cruz County child care hotline that provides listings for child care providers. LAUC-SC could provide support by maintaining an informal network of librarians with children in care.
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**Justification:** Nearly everyone who responded to our survey said that housing costs and childcare are the two most important issues related to retention and recruitment at UC Santa Cruz.

**Barrier:** We need support from our university librarian and chancellors to provide improved childcare services. Librarians need greater, faster access to childcare services.

**Charge:** The 2007-08 committee recommends that delaying librarian hires is not a feasible method to deal with childcare issues and that this recommendation should be tabled. Instead it is recommended that LAUC-SC provide support by maintaining an informal network of librarians with children in care. Also, there is a helpful Santa Cruz County child care hotline that provides listings for child care providers which should be included in the Moving to Santa Cruz webpage.

4. Faculty are hired with very specific start dates (beginning of quarters). Librarians do not need to be hired at the start of the academic year or quarter. The committee recommends that library administration work with faculty housing to investigate ways that delaying librarian hires might help new hires to get an apartment in faculty housing.

**Status:** Librarians being hired now are anxiously awaited by the other librarians in their section, who are usually looking forward to being able to give up temporary job duties they have taken on during a vacancy. In October 1996, when UCSC had 10,215 students, there were 31 librarians on the LAUC-SC roster. In January 2008 there are 28 librarians and there are 15,360 students. (Another librarian arrived in February.)

**Barrier:** Delaying librarian hires in an era when work-load issues are considered a problem would not be a popular strategy.

**Charge:** The 2007-08 committee recommends that delaying librarian hires is not a feasible method to deal with current housing issues and that this recommendation should be tabled.

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**Survey the Santa Cruz LAUC on Retention Issues:**

The 2001-02 RRC primarily relied on interviews to learn about issues. In an attempt to formalize the process, the 2007-08 RRC created two surveys to send out to LAUC-SC members. The first survey was able to attain a clear picture of future retirements in the library. The committee opted not to rely on human resources for this information, as HR would only be able to state the number of librarians who qualified for retirement, but not when individuals were planning to retire. The second survey provided feedback from the membership on recruitment and retention issues as well as a ranking of the issues in terms of importance. The survey also asked members to identify any new issues they feel should be addressed.

**Survey #1 Retirements:**

In mid-December the 2007-08 RRC sent the LAUC-SC membership sent a survey via email to gather information on the rate of retirements the library is facing over the next 10 years. 24 responses were received (of 28 members), and 10 people reported that they intend to retire in the next 10 years, a total of 41% of the librarian workforce. Of the twenty-four responses received, thirteen librarians indicated that they do not plan to retire before June 2017. Three librarians plan to retire in the next three years, by 2010. Five librarians plan to retire by 2013. Two librarians plan to retire in the next seven to ten years, by 2017. In summary, ten librarians plan to retire in the next ten years. Therefore, the library can assume an average of one retirement a year for the foreseeable future.

**Survey #2 Recruitment and Retention Issues:**
On January 9th, Survey #2 was sent to the membership. These surveys asked the LAUC SC members to list and rank the recruitment and retention issues of the greatest importance to UCSC librarians. Unfortunately, only 8 librarians responded to Survey #2. We asked if the following issues were still those of greatest impact:

- **Housing**: All 8 agreed that housing and/or mortgage assistance is still an issue of great impact on librarian recruitment and retention at UCSC, and 7 of them ranked it as the #1 issue.
- **Spousal support**: Only 3 people feel that spousal support continues to be an issue, and these 3 ranked it 3rd or 4th among the four issues.
- **Tuition remission**: 5 people believe that it is an issue with impact. One person ranked it 2nd, one person ranked it 3rd, and two ranked it 4th.
- **Childcare**: 7 of 8 respondents called this an important issue. One person ranked it 1st, and the other six people ranked it 2nd.

Clearly, housing and childcare continue to be issues of great impact on librarian recruitment and retention at UCSC.

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What new issues have arisen in the last 6-7 years?

- **Salary**: 3 people stressed salary as the greatest problem, and mentioned the gap between UC librarians and librarians at CSUs, community colleges, and large public library systems, as well as the local high cost of living.

- **Workload / Increase in job duties**: 3 people wrote about the increase in job duties, particularly as caused by positions being left vacant and by failed recruitments. It was noted that this puts everyone on more committees, taking up time needed to complete the additional workload – a “double whammy”. One recommended “spreading workload to create fairness”.

- **Failed recruitments / Positions left vacant**: 3 people expressed frustration with failed recruitments, and positions not filled in a timely manner. One noted that because some paraprofessionals are not being replaced, two workload problems result: (1) librarians have to take on some tasks that were previously done by paraprofessionals, and (2) the remaining paraprofessionals are sometimes asked to do work once done by librarians. Both results lead to tense relationships and union issues.

- **Caring for elderly parents**: Two people wrote about this, one noting that when the parent lives at a distance time off for travel and lengthy stays may be necessary. It was also noted that the associated problems are dynamic in nature, and often arise suddenly.

- **Cost of travel**: Two people wrote about the increasing cost of travel for expected participation in educational opportunities and conferences, noting that R & PD funds are not adequate to support the kind of professional development that is expected of us.

- **Mentoring**: One person mentioned the need for stronger support and mentoring from supervisors in order to assist librarians in reaching their goals.
Supervisors – support and assessment: One person recommended that supervisors be given better support, and that they be assessed more rigorously if librarians in their sections do not reach their goals.

Assess the 2001-2002 Data Gathered Regarding Projected Retirements:

Library Human Resources was able to provide a list of librarian separations for the time period 2002-2007. There have been a total of eleven separations, one at the UL level, 1 AUL, 5 librarians, 2 associate librarians, 1 substitute assistant librarian and 1 temporary librarian. The reasons for separation varied from retirement, relocation due to promotion, family reasons, cost of living, accepting a job at another UC, and returning to school.

A combination of retirements, and people who have quit or been reassigned from their sections has played a role in assignment changes, workload shifts and reorganizations in the LAUC-SC workforce. Prior to the retirement of Allan Dyson, many open positions were left unfilled until the situation stabilized in terms of budget woes, while plans were underway to hire a the new UL, and, more recently, until the AUL for public services is on board. Since 2001, McHenry has had 5 librarian retirements. On average, replacement for these positions took 15 months. Two positions were replaced with internal candidates, which resulted in 2 librarian positions left open. One is being filled on an interim basis; the other position has had two failed recruitments, which has resulted in a re-examination of that position. In both cases, the workload has been reallocated to librarians and staff members.

Administration: In the case of Robert White’s retirement in 2006, his assignments were reallocated to both Kate McGirr and Eric Baker. However, White has been recalled to complete planning on the McHenry Library construction project.

McHenry Library: Three librarians have quit their positions in McHenry. Two positions were filled within 6 months, while the other (Head of Access) remains filled on an interim basis since August 2004. At least four librarians have left their sections for other positions in the library.

- Sue Perry was appointed to a newly created position, Digital Initiatives Librarian, which was an extension of her role in the Reference Unit and EIRST. Her position was not replaced, and the Unit has assumed her workload in the area of reference and instruction.
- When CNS was absorbed by campus IT Lee Jaffe was reassigned as Interim Assistant to the UL.
- Kerry Scott’s position as assistant head of access services was replaced 41 months later with two assistant heads of access.
- Christine Bunting left her position Interim Head of Collections to assume full responsibility for Special Collections, leaving behind some of her collection duties.
- While Beth Remak remains in Collection Planning, she does so on a half time basis, while contributing half time to Special Collections as well. While she retains some collection duties, some of her other assignments were absorbed by the CP unit, and her reference desk duties were absorbed by the reference unit.

Science & Engineering Library: Three librarians have left their positions in the S&E library. One position became vacant in 2002 (Welborn); this position was reorganized and not filled until 2005. The S&E library enjoyed stable staffing until 2006 when the Head of the S&E Library (Soehner) left to take an administrative-level position with another system. The S&E library then shuffled and added responsibilities to the remaining librarians in the section with one librarian stepping into the Head of S&E position temporarily. The interim head (Yuengling) retired in June of 2007 leaving the section down another librarian; at this point the section again reshuffled and added responsibilities to the remaining librarians in the section. Another librarian in the section (Caldwell) then stepped into the Head position temporarily. The loss of two seasoned librarians and the subsequent additional workload has led to the section prioritizing workload in an attempt to focus on those duties that are most important. Other attempts to relieve workload issues were to open up the substitute librarian pool to help at the reference desk, and to shorten the S&E reference desk hours due to staffing issues and a
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general decline in evening reference statistics. No staff has been recalled in this process. Very recently one of the open positions has been filled but the open position created when Soehner left is still open more than a year later. S&E staffing issues have been compounded by the loss of several key library assistants.

Failed and/or protracted recruitments: As part of the informational email sent out about the Recruitment and Retention surveys it was requested that Recruitment Ad-Hoc Chairs or Hiring Supervisors contact the committee if they were in charge of recruitment from 2001-08. There were no responses from that email; in the meantime a request was made to Human Resources for the names of Ad-Hoc Chairs and Hiring Supervisors so that they could be contacted by the committee individually. As another way to gather the necessary information a review of the library newsletter, The Broadside, was conducted.

The Broadside was published in 1992 and then 1994 until current, and to obtain the clearest picture all of the published years were reviewed. There has been a total of 29 recruitments during this 17 year time period: 4 positions were at the administration level; 4 unit heads; 3 temporary / substitute librarians; and 17 librarians. Historically the Broadside was an excellent source of information, listing position announcements, interviews, acceptances and new employee arrivals, until around 2003 when a number of those announcements were no longer made. Eight recruitments can be considered delayed, having gone through more than one instance of interviews; at this time 2 of these 8 recruitments remain unfilled. Of the 29 recruitments listed in Appendix II, 17 of them contains all of the information necessary to gauge the length of recruitment, primarily the position announcement and acceptance. Lengths of recruitments averaged from 4 months up to 14 months depending on circumstances, recruitments statistically averaged approximately 8 months.

2007-2008 Recommendations on Retention

- Administration should take action to relieve the workload stress and overload many librarians are experiencing by:
  1. Evaluating workloads
  2. Reviewing the impact of positions left vacant, for both librarians and support staff.
  3. Asking supervisors to hold annual meetings with supervisees to create and discuss a one-page list of goals. Having a defined list of tasks and projects agreed on would help librarians stay focused and succeed.
  4. When librarians take on extra duties, library administrations should offer increased support:
     - Training
     - Financial support for conferences that support the new task

- Encourage supervisors to acknowledge librarians’ accomplishments in the Broadside, a visible way to acknowledge the hard work of both staff and librarians.

- Library administration with input from LAUC-SC should develop an exit survey to gather information and statistics on reasons why librarians leave, and where they go after leaving the UCSC library.

- Eldercare / care of elderly parents was raised as a concern in our second survey. LAUC-SC could sponsor a meeting in cooperation with Academic HR, or another department, to discuss this topic.

- Review the level of support for professional development librarians receive. LAUC-SC could take a survey in late summer to assess the impact of the recent change in policy allowing use of R&PD funds for memberships.

- Library administration should research the cost of recruitments, and/or of losing seasoned librarians, as a way to justify using counter-offers to retain librarians.
Final Recommendations on Recruitment

We recommend that library administration review and modify the recruitment process to ensure a higher success rate in recruitments. In the increasing fight for excellent employees we need to do more to sell ourselves, the university and the location. Library administration would be advised to:

- Update statistics on the length of recruitment for 2003 – current. Statistics should be shared annually with LAUC-SC, see Appendix 3.
- Shorten the recruitment timeline by scheduling all follow-up meetings (ad hoc committee, hiring unit, and CAPA) when the interview day is selected.
- Develop a post-recruitment tool to assess the recruitment process, focusing on:
  - Reasons why positions are not accepted
  - Candidates’ perception of our recruitment process
- LAUC-SC should be included as a larger partner in the recruitment process and can provide assistance by:
  - Picking candidates up at the airport or hotel when needed.
  - Going out to eat with candidates before or after the interview, and generally helping make the recruitment process friendlier, and providing a positive view of life in Santa Cruz.
- Recruitments should be advertised in spring, with jobs available July or August 1. Others are beating us to the best candidates because our recruitments have been advertised in late summer.
- Investigate how recruitment ad-hoc committees are formulated; the home department for open positions should be given a broader voice in such a decision, increasing their representation from 1 to 2 members.
- Designate a backup person to the AUL - Administrative Services so that there is always someone available who can answer questions and assist with recruitments.
- The LAUC Guide Program also continues to provide new librarians a contact with a librarian outside their section. Appoint the LAUC Guide as soon as a new hire is official, so that the person could answer questions to help the person move here (when needed).

Suggestions to be made to LAUC Systemwide Diversity Committee

- Recommend to the AFT that tuition remission – including non-UC & extended to family – be included in contract negotiations.
- Investigate systemwide the rank and step at which librarians at the beginning of their career are hired.
- Gather data on counter-offer process on all campuses.

Final Recommendations Annual Charge-Recommendation-Review-Process
As part of the need to establish a formal annual check-in process for future LAUC-SC Executive Boards we recommend that the LAUC-SC do the following as a mechanism to stay up-to-date on recruitment and retention:

- Hold a LAUC-SC membership meeting in February to review recruitment and retention, and make recommendations for the upcoming recruitment cycle that spring.

- That the LAUC-SC Chair annually check in with the membership and library administration on the progress of these recommendations. At their discretion, the chair can call an ad-hoc committee to revise the report, for example every 3 years or:
  - Review report every odd year to update issues
  - Every even year follow up with administration on progress made

- It is further recommended that library administration work on communication with the LAUC-SC membership of the ongoing work being done on these recommendations.