



REPORT OF THE ARLIS/NA  
PRESIDENTIAL TASK FORCE ON ART  
LIBRARIES AND COVID-19

2020-2022

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## Context and background

The Presidential Task Force on Art Libraries and COVID-19 was established in May 2020, with the charge “to assess and respond to ARLIS/NA members’ need for data about the impact of the COVID-19 pandemic on art information professionals by identifying and compiling existing sources of information and conducting survey(s) of the membership to fill identified information gaps.” A survey device, data analysis, and report were the identified deliverables of the project.

Identifying issues where advocacy might be needed was a goal of the project from the beginning; the Advocacy and Public Policy Committee considered the idea of leading a survey project in April 2020 and determined it would be too ambitious a project for a single standing committee.

The Task Force as assembled included representatives from the APPC, Divisions and Chapters, with volunteers from the membership at large, as follows:

- Mark Pompelia, co-chair (Vice President 2020-21, then President ARLIS/NA 2021-22)
- Amy Furness, co-chair (Canadian Liaison 2020-22)
- Stefanie Hilles (Chapters Liaison, 2019-21)
- Vaughan Hennen (APPC -2021)
- Freyja Catton (APPC 2021-)
- Abigail Sweeney
- Caley Cannon
- Hee Jung Lee
- Paula Farrar
- Tony White
- Margot Nishimura
- Stacy Williams
- Tess Colwell
- Veronica McGurrian

The project was initially planned to take place within the calendar year 2020. At the outset of the pandemic, the general assumption was that a pandemic would be an experience of a few months at most, with a relatively clear end point. It seemed reasonable to plan for a project where the impacts of the pandemic could be looked at retrospectively.

In preparation for the survey, the task force undertook an environmental scan of related research projects and surveys concerned with the impact of the pandemic on libraries and other GLAM institutions, and on workers at these institutions. The environmental scan is included as [Appendix A](#).

A sub-group of the task force developed a rapid, ongoing survey to capture information about essential institutional operations for the purposes of sharing current information among ARLIS/NA members. It was launched in March 2021 and received 43 responses over the

course of about 4 weeks. The rapid survey was administered using Google Forms, and the automated summary of results is included as [Appendix B](#).

Questions for the longer “resources survey”, which is the main focus of this report, were then developed collaboratively by task force members, with the aim of filling identified gaps in information.

The survey was administered at a point in the ebb and flow of the successive pandemic waves when it seemed possible both to take stock of the first year of the pandemic and to look ahead to the academic year of 2021-22 with a hope for relative normalcy and a spirit of reopening. In retrospect, the timing of the survey seems somewhat arbitrary, and far too soon even to encompass the full unfolding of the impacts of COVID-19, let alone provide a meaningful perspective on them. The survey pre-dated the worst of the Delta variant wave in the United States, for example, and does not reflect a general awareness of the possible future impact of COVID variant waves. However, within the scale and the timeframes of volunteer leadership within ARLIS/NA, the project scope reflects what was possible at the time.

## Methodology

Two separate survey questionnaires were designed for this study; one for individuals and one for institutions. The purpose of having dual surveys was to capture data on the impact of the pandemic on institutional resources and programs, while also gathering information on the human impact on individual members of the ARLIS community, many of whom might not be in a position to provide an institutional response (whether because of the nature of their role at work or their current employment status). Both surveys contained demographic questions followed by questions relating to experience of the pandemic. Survey questionnaires are included in this report as [Appendix C](#) (Individual survey) and [Appendix D](#) (Institutional survey).

Individuals were asked 26 optional questions about their roles in the art library field, their employment and study experiences, expectations of change, interest in new training, effect of the pandemic on caregiving or tenure responsibilities, and mental health regarding the pandemic.

Institutions were asked 48 optional questions about their institution profile and staffing types and numbers prior to the pandemic (February 2020) and as of date of the survey (July 2021). Other questions covered hiring freezes; remote work; training of staff; impact of the pandemic on budgets, collections, services, and procedures; and attitudes toward health and safety as a result of the pandemic.

The survey questionnaires were both open for responses July 6 to July 31, 2021, approximately 16 months into the COVID-19 pandemic. They were administered via the ARLIS/NA Survey Monkey account and publicized by means of a post to ARLIS-L, with a reminder sent a week before the end of the survey.

In an effort to make things as easy as possible on respondents and to encourage survey response numbers, all of the questions were optional. The overall number of responses therefore varies from question to question. Due to the generally low response rate the survey results lack statistical significance; they are an impression of a self-selecting segment of the ARLIS membership at a specific point in time during the pandemic. Open-form answers have some validity as qualitative data, providing insights into ARLIS members' experiences, and may point to avenues for future research.

Given the lack of statistical significance and the low response rate, no attempt was made to break down the data further according to respondent profile data (e.g. geographic region, institution type, professional role, or years in the profession, etc.) to avoid the risk of personally identifying any respondent. Analysis instead focuses on percentages of responses to each question and looks at qualitative responses from respondents.

## Results

### Individual Survey

#### Profile

The individual survey received 98 responses, representing just over 10% of the ARLIS membership as of the date of the survey (950 members). 85, or approximately 87% of respondents identified as living in the United States and 13, or just over 13% as living in Canada. There were no respondents from Mexico or any other nation. The overwhelming majority of respondents (~97%) were current ARLIS/NA members. Almost every chapter of the Society was reflected in the results, with the exception of the Northern California chapter.

Respondents' roles encompassed a range of library and archive functions, most commonly research and instruction (~70%), public service (~56%), archives and special collections (~38%), management (~37%), cataloging and metadata (~29%), and access services (~28%). These were overlapping categories, i.e. respondents were able to select as many as were applicable.

A solid majority of respondents (~62%) had been involved in the art library field for 11 or more years, with about 21% in the 6-10 year range and 15% in the 1-5 year range. Of note, only one participant identified as a student/new professional.

#### Employment and studies

Only a minority of respondents experienced furlough or job loss during the first year of the pandemic. About 89% reported that they had been neither furloughed nor laid off, while 5% experienced furlough but were now back at work. Two respondents reported not having worked

in the past year, while one remained furloughed, one remained laid off, and one was laid off but had obtained a new job. Three respondents described a reduction in their hours of work through partial furlough or similar situation.

The impact of the pandemic was more visible in respondents' reported workload, with about 48% reporting an increase in workload. Layered on top of workload were responses indicating a reduction in hours (~7.5%), salary (~5%), and/or benefits (~6.5%).

The overwhelming majority of respondents (~91%) did not report having been a student during any part of 2020. For the minority who reported undertaking studies (12 in total), the pandemic tended to have repercussions, with some choosing to start or discontinue their studies and some experiencing a temporary interruption. However, this is a very small number and not a basis for generalization.

More than half of respondents (~57%) reported undertaking education in the sense of professional or skills training. The capacity to deliver classes and programs remotely was the focus of much of this education, for example using programs for video conferencing, online brainstorming and collaboration, and video production. Other topics included online information resources and public health regulations or use of personal protective equipment.

An important sphere of learning during the time period of the survey was topics related to diversity, equity, inclusion and accessibility, with nearly 80% of respondents indicating activity in this area. The question of equity, diversity, inclusion, and accessibility training was an explicit question in the survey and received a high response rate. A number of respondents described formal training programs initiated by their employers, either in-house or relying on external consultants; while others reported independent learning through webinars, staff-led discussion groups, and/or independent reading.

Modes of work changed decisively for many. Nearly 28% of respondents were working fully remotely as of the date of the survey, with a further ~54% reporting a combination of on-site and remote work. A majority (~54%) said they expected remote work and telecommuting policies would change following the pandemic, with comments reflecting the rollout of new teleworking policies and guidelines that opened the possibility of partially remote work for many librarians. At the date of the survey, a fall term "return to work" was on the horizon for many, and some saw that time frame as the likely end-date for employer flexibility around remote or hybrid work.

For ARLIS/NA members whose work requires scholarship and publishing (25 respondents), the impact of the pandemic was varied. For some, the conference opportunities to present research moved online fairly seamlessly, and hybrid work meant a decrease in other aspects of workload that allowed more time for scholarly work. For others, the increased workload entailed by the pandemic in other areas of their job meant that it was much more difficult to devote time to research and publishing activity. External factors and pressures also played a role for some, including increased family responsibilities and reduced feelings of motivation. 80% of

respondents said their universities had extended the tenure clock in recognition of the barriers faced by librarians and faculty.

An increase in caregiving responsibilities was reported by only ~26% of respondents, but the comments in response to this question reflected heavy caregiving burdens on the part of members with young children and/or vulnerable parents or spouses. Some members were working from home while caring for school-aged children learning remotely and younger children whose childcare arrangements were interrupted by the pandemic. In some cases, hybrid work made the combination of responsibilities possible, but seldom easy. Some members were caring for elder parents or other family members and bore the pressure of quarantining or otherwise restricting their activity in order to reduce risk to their loved ones.

Respondents' general outlook on the impact of the pandemic on their careers varied widely. This question was posed as "How concerned are you about the impact of the pandemic on your work history or career?", with answers given on a seven-point scale ranging from "not at all concerned" (1) to "very concerned" (7). The weighted average response was 3.52, right in the middle. In the comments field, responses referenced a range of circumstances from continuing stability in employment, to being forced into retirement, with many voicing concerns about job security, increased workload and the inability to complete projects. Respondents mentioned worries about the financial impact of the pandemic on their parent institution, including post-secondary institutions with declining enrolment and museums with lost attendance revenue, circumstances in which library and archives jobs may be vulnerable to cost-cutting. A common thread among the comments was uncertainty about the post-pandemic future, whether in terms of broader economic conditions or the specific circumstances of respondents' workplaces and work roles. The comments in response to this question were particularly strong and telling about the overall impact of the pandemic, and will be returned to under "Discussion" below.

## Health and safety

The shifting and regionally variable landscape of remote vs. onsite work; mask mandates or lack thereof; and vaccination availability, rates, and mandates (or lack thereof) made the context for answers to questions about health and safety, including mental health, particularly complex. Layered among public health dimensions during the same period of time were growing social tensions around race that affected some respondents' feelings of safety and security. This complexity in combination with the diversity of respondents' personal or family health circumstances made responses in this section extremely variable and difficult to generalize. A basic summary of responses is provided in the following paragraphs, with open-answer comments receiving more consideration in the "Discussion" section of the report.

The question "How concerned have you been about your physical health and safety related to the pandemic?" was asked on a similar seven-point scale to the earlier question about career impact. Tellingly, the weighted average response was 5.11, somewhere in between "moderately concerned" (4) and "very concerned" (7). Nearly a third of respondents (~30%) selected "very

concerned” as their answer. Descriptive comments were received from 40 respondents. The reasons given in the comments were not necessarily about respondents’ own personal risk of contracting COVID, although some (including, but not limited to those with pre-existing health conditions placing them at higher risk) did voice this concern. Respondents also mentioned concerns about friends and family under their care, including immunocompromised family members and children too young to be vaccinated; and voiced a more general stress about not wanting to transmit the virus to friends and others. A few respondents mentioned the impact of public health restrictions on general health, fitness, and physical activity levels. Others drew connections between the pandemic and growing levels of racial tension, citing the latter as a primary factor in their concerns about their physical health and safety and that of their loved ones. Not everyone felt at risk from their workplace circumstances, either because of the ability to work from home or because safety protocols and low numbers of people at work meant that the workplace was a relatively safe place to be (compared to public transit or the grocery store, to give two examples mentioned in the comments).

Respondents’ level of concern about mental health and well-being was numerically similar to the previous question, with the weighted average response coming in at 5.15 on the 7 point scale, a little closer to the “very concerned” end. The descriptive comments (34 responses) described a variety of situations, with common threads including increased feelings of anxiety and depression arising from isolation and disconnection from colleagues; stress related to the effort to keep oneself (as well as work teams and loved ones) safe from infection; overwork and burnout; worry about encounters with anti-vaccine or anti-mask element of the public; and feelings that management and administration did not care about the mental health of workers. A few respondents mentioned having benefited from mental health supports such as therapists and counselors.

Most respondents (~68%) felt the nature of their work had some bearing on the degree to which they felt at risk from COVID, but those were fairly evenly split between those who felt that work increased their risk (~32%) or decreased it (~25%), or had a more complicated effect (~10%). The main variable mentioned in the comments was the respondent’s degree of exposure to the library public, particularly the student population.

## Institutional Survey

### Profile

The institutional survey received only 38 responses. The response rate is impossible to calculate given that ARLIS/NA does not have institutional memberships. There is also built-in imprecision: the survey instructions requested that respondents to the institutional survey be in a position to speak on behalf of the institution’s situation, but given anonymity this was an unverifiable criterion. Of the 38 institutions represented in the responses, 28 were based in the United States and 7 in Canada. Given the low number of respondents, a breakdown of institutions by ARLIS/NA chapter is probably not meaningful or appropriate beyond the general



statement that 13 chapters are represented among the responses, and the maximum number of responses from a single chapter is 7.

Academic institutions were the largest group among the respondents, at 17 or ~46%, of which 13 or ~75% were in the category of doctoral university. Museum libraries and archives (11, or ~30%) came in second, perhaps disproportionately well represented relative to ARLIS/NA membership as a whole; and the number of art and design school libraries was 9 (~24%). The size of responding institutions, in terms of numbers of volumes in their holdings, was predominantly in the small (>100,000 vols) range (18, or ~51%), with 10 (~28%) in a “medium” range (100,000 - 1,000,000 vols) and 7 (20%) with over 1,000,000 volumes.

Reporting libraries’ major user groups included graduate and undergraduate students, faculty, researchers, museum curators, artists, and the general public.

## Staffing

Given the low response rate of the survey, numerical data about changes in staffing during the time period of study is of limited reliability and therefore use. Overall, reporting institutions experienced very little average net loss of full-time professional or paraprofessional staff positions. There was a more perceptible average net loss of student positions, with a ~43% reduction of student FTEs among those institutions which reported having student positions prior to the pandemic. The number of reported grant-funded jobs was too small to support any kind of generalization. The impact on volunteers was more dramatic; of the 8 institutions which reported having volunteers before the pandemic, the average net loss of these positions was ~81%, with several institutions losing all their volunteer positions. Although these numbers are unreliable, they suggest a situation with volunteers that may warrant future investigation.

Approximately  $\frac{2}{3}$  of reporting libraries expected to return to normal (~62%) or even increased (~3.5%) staffing levels following the pandemic, while the remainder (~34.5%) anticipated a longer-term reduction in staff. About 43% of respondents reported a temporary hiring freeze, and a further ~18% said a freeze remained in place as of the date of response.

Consistent with the results from the individual survey, the mode of work at most institutions changed as a result of the pandemic. Nearly 77% of responding institutions reported such a change, with comments on this question indicating that this change had taken the form of an increase in remote work. This took various forms: complete requirements for all staff to work from home during the height of restrictions, or discretionary allowances for some staff to work at home; comments indicated that these latter kinds of arrangements were sometimes temporary. In a related vein, nearly  $\frac{2}{3}$  of respondents (~63%) thought there would be a permanent change to teleworking policies at their institutions, with a further ~27% indicating uncertainty or a more complicated situation. The remaining 10% answered that they had no expectation of longer-term change.

The effect of this somewhat variable situation seemed to be complex, and still unresolved for many institutions. Comments indicated that institutions had to find markedly different modes of providing services during the height of pandemic restrictions, including the establishment of book quarantining and adaptation of work spaces (including front-facing service areas) in line with public health measures. For some institutions, the need to adapt to having a component of the staff off-site at least some of the time has meant an adjustment to existing workflows.

Consistent with findings from the individual survey, a large majority (~93%) of institutions' staff engaged in learning or training related to equity, diversity, inclusion and access during the pandemic. Comments indicated that in many cases this was a mandated institution-wide learning program, while in others there was a more self-directed approach. In some instances this learning, or the organizational initiatives behind it, was expected to be an on-going process.

### Acquisitions and collections

The pandemic had a marked effect on some institutions' acquisitions budgets. Response rates were moderate and comments indicated some complexity to the questions. Data in this section is not strong enough to be generalized accurately.

Responses indicated budgets for print and other analog format materials, with half of respondents indicating a reduction in spending (nearly half reported no change, and one experienced an increase). For electronic materials, about half of the respondents indicated no change, while a quarter reported an increase, and a quarter reported a decrease. For special collections, only 7 (~26%) respondents indicated a clear budget reduction. One commenter mentioned that a number of titles had to be purchased in both print and electronic format to meet immediate research needs, with a resulting strain on the library acquisitions budget overall.

The outlook for future acquisition budget levels among responding institutions was mixed. Half expected their budgets to return to pre-pandemic levels following the crisis, while about 21% predicted they would not. A substantial minority (8 institutions, or ~29%) reported uncertainty or a more complex situation. In comments, a few respondents referenced greater uncertainty or financial precarity in their parent institutions as a component of this lack of certainty.

In terms of collection development, the pandemic had some effect on a sizable minority of institutions in terms of their relationships with collections-related vendors. A fairly decisive number of institutions (21) reported a reduced capacity or willingness to accept books or archives by donation during the pandemic as a result of fewer staff being onsite or able to devote time to collection processing tasks. One Canadian institution noted the depressing impact of the pandemic on museum publication programs, with a resulting effect on the scope of publication exchange programs for libraries.

## Operations

The survey looked at pandemic-related changes to library operations in the area of cataloging and technical services, collections care and conservation, reference and instructional services, and lending, including interlibrary loan.

In terms of cataloging, institutions reported changes to usual workflows entailed by working remotely, with a number of institutions finding ways to carry on cataloging without having books in hand. The ability to perform usual quantities of cataloging and technical work varied, with some institutions finding the pandemic an unusually productive time (if they were able to reassign staff to retrospective conversion or other metadata projects, for example), and some finding it interrupted or slowed their workflow because of lack of access to their collections and facility.

Conservation and collections care raised concerns for about one-third of reporting institutions, with respondents citing a variety of concerns related to changes in levels of onsite activity and lending policies. These included wear and tear on collections resulting from mailing out loans or otherwise relaxing loan policies; a lack of ability to monitor collection storage climate and dust levels during remote work; and uncertainty about the long-term effect of infection control measures on collections.

There were diverse operational budgetary impacts of the pandemic for many institutions. Those who responded to a question about other financial impacts reported cuts to budgets for travel and professional development, library technology, and technical services costs such as binding and book finishing. One institution reported an increase in spending on shipping costs due to the provision of a new service to mail books to borrowers.

The most common reported change to collections handling procedures during the pandemic was a requirement to quarantine books after use, which was reported by 27 respondents. A substantial number reported changes to their lending policies, most commonly the extension of lending periods, but also including provision for contactless pickup of loans and allowance for use of reference collections at home, or special arrangements for collections use in the case of non-circulating libraries.

Some institutions reported being compelled by the policies or situation of their parent institution to resume services sooner than they might have preferred (~40% of responding institutions), or conversely being restricted in opening by the policies of their parent institution (~18% of respondents). However, another ~18% reported no effect in either way with 25% reporting that the situation was more complicated.

## Services

Among reporting institutions, the impact on library services was largely characterized by adaptation of reference, instructional, and lending services to remote or semi-remote modes of work. Almost 74% of institutions reported developing a scanning service for remote delivery of

library materials, while over a quarter modified their loans practices to include services such as curbside pickup or delivery to reduce the need for borrowers to come onsite.

Many respondents also described the development of remote instructional services and reference consultations (whether by chat or email) as an adaptation of services during the pandemic. There was a decisive trend among institutions towards increased provision and usage of remote reference services, and decreased provision and usage of in-person reference services.

The question in the survey on library usage did not make it clear whether to count virtual interactions as well as in-person, and in the comments some respondents indicated they were basing their responses on informal observation as their usual modes of usage measurement had been disrupted by the pandemic. Overall, a concerning number of responding institutions (22, or ~81%) noted a substantial decrease (>10%) in the number of library patrons during the pandemic. Similarly, over half (~52%) of responding institutions indicated an overall decrease in the volume of reference questions received during the pandemic. One institution mentioned a general reduction in library use, and there is a possible trend of an overall reduction in activity, but the data is inconclusive.

Institutions reported adaptations to the delivery of instructional services during the pandemic, with nearly 79% reporting the adoption of new technologies to support the delivery of classes (whether by Zoom or other online meeting platforms). A further ~54% reported adapting the scheduling of instructional offerings. About 43% of responding institutions noted a decrease in participation in instructional offerings, a question that may bear future investigation.

Responding institutions reported a variety of trends in interlibrary lending during the pandemic, fairly evenly split between increasing and decreasing levels of use of the service, and far from conclusive. In the comments, respondents indicated that some institutions had suspended ILL operations or pivoted towards using their ILL capacity for delivery of scans and materials to regular patrons.

The question about overall levels of concern about the long-term impacts on respondents' libraries or information centers received similarly inconclusive responses, spread fairly evenly across the seven-point scale. Comments included worries about the perennial vulnerability of libraries when overall institutional budgets are reduced; the fact that a new cohort of students who started in the fall of 2020 had no experience of 'normal' library service; and concerns about falling levels of student enrollment with repercussions on the library. A few respondents expressed concern about an overall reduction in library use, perhaps as a result of patrons adapting their work to rely less on library access.

### Outreach and public programming

Responding institutions mentioned a variety of impacts on the outreach and public programming work of their libraries. In general, more institutions (~58%) reported a decrease in the number of

events than an increase (~21%), with impacts on the number of participants fairly evenly split between growth and reduction. One respondent mentioned moving programs fairly seamlessly to Zoom, while others reported having no staffing or other resource capacity to offer public programs regardless of the pandemic.

Reporting institutions used a variety of communication modes to reach their patrons and convey messages about changes in service. Websites, email newsletters, social media, and outgoing voicemail messages were commonly used for this purpose, with one institution mentioning signage on the museum library doors as a component of their communications. In general, institutions reported that their patrons had been accepting or understanding of changes in library service, with some instances of complaints or expressed disappointment. A few mentioned gratitude expressed by patrons, while one institution mentioned impatience on the part of staff of their parent institution with an expectation that regular levels of service should be maintained despite reductions in onsite staffing.

## Health and safety

During the pandemic, workplace settings carried new risks related to workers' health and wellbeing. The question on concerns about the health and safety of respondents' teams relied on the same 7-point scale used in the individual survey, with options ranging from 1 - "not at all concerned" to 7 - "very concerned." Responses varied somewhat, partly depending on whether people were able to work from home. However, the most frequent answer to this question was 7 (i.e. "very concerned"), selected by nearly 36% of respondents, with a further ~32% selecting values in the range of 4 ("moderately concerned") to 6. These results mirror the levels of concern seen in the individual survey, suggesting that managers and leaders carried a substantial weight of care about the health and safety of their staff.

Comments in response to this question reflected the complex landscape of public health measures during the pandemic, with respondents citing influencing factors such as the degree to which they or their teams were able to work from home; the concentration of patrons or workers on-site at their institutions; or the degree to which protective measures such as barriers, capacity limits, PPE and worksite reconfigurations had been possible at their workplaces.

A parallel question about the level of concern about the mental health and wellbeing of respondents' teams had similarly varied responses, but more decisively indicated an elevated level of concern. Again, the most common response, at ~32%, was 7 or "very concerned", with a further ~57% selecting answers in the range of 4 ("moderately concerned") to 6. Factors cited in the comments included anxiety about keeping oneself safe; the personal isolation experienced during stay-at-home orders; the effort to balance work and caregiving; the loss of the informal social support of interacting with colleagues and patrons; or the stress on managers of having to interpret public health orders to keep their teams safe while operating a library under considerable operational constraints.

Most responding institutions had considered the eventuality of COVID cases among staff or patrons, whether this took the form of an institutional plan for quarantine and return-to-work or a reliance on the protocols established by public health authorities. In the comments, a few respondents mentioned instances of cases on staff requiring the temporary reassignment of duties for other members of the team.

## Discussion

Despite the inconclusivity of the data, there are some identifiable themes that emerge from respondents' comments. Had the project moved to a second phase of research, these areas might have formed the basis of interviews or focus group conversations. As it is, these are topics that ARLIS/NA groups may look at for further consideration or action.

Looking at the institutional responses, it is evident that work changed in significant ways, and that art libraries and information centers may be at risk. Several themes of interest emerged between the results of the institutional and individual surveys.

Theme: For many, the pandemic caused changes in modes of work that may (or may not) have long-term repercussions.

Working remotely was a new possibility for many art library workers, sometimes an involuntary restriction during stay-at-home orders, sometimes a welcome safety measure. The extent to which individuals or units were able to determine their own balance of remote or on-site work was probably a factor in how they felt about these circumstances. As of the date of the survey, many respondents seemed hopeful that some measure of remote work might be permissible at their institutions in the longer term but few seemed to have found a new equilibrium. Additionally, the benefits of remote working were not experienced equally by all.

In some institutions, the experience of the pandemic led to a revision of policies around remote work, much as this respondent described: "Our institution has developed teleworking guidelines which will enable continued WFH. Library staff will each get one day of WFH per week." Other institutions treated remote work as a temporary solution to a public health emergency, and showed no signs of retaining the practice. In the words of one respondent:

Almost all of us worked a hybrid / remote schedule from March 2020 until July 1, 2021. On July 1 the museum required all staff to return to their office full-time. To my knowledge no one has successfully negotiated a continued hybrid work arrangement despite the fact that there is an office shortage on campus and many folks have young children at home that cannot be vaccinated.

One respondent described the complexities of a partially remote workplace in terms of differences in treatment between faculty / professional staff and technical staff, with implications for equity:

My institution's culture around remote work culture for faculty librarians is already changing. Prior to the pandemic it was allowed, but generally discouraged as it wasn't a part of our library's culture. I think those attitudes have shifted and there will be more of a hybrid model going forward. Unfortunately, that flexibility is not afforded to non-faculty professional and hourly staff and they are much more bound to working on-site. I worry that this will exacerbate divides between those with faculty and non-faculty status and wish there was more equity among policies.

In light of subsequent waves of the pandemic and the complex dynamics accompanying vaccine mandates and lifting of public health measures, the topic of remote work may deserve future study.

Theme: New workflows emerged from of the changing needs of patrons during the pandemic

Library workers were not the only ones carrying on their roles at a distance during the pandemic, and some institutions were able to adjust the mode in which they delivered certain services and programs. These adaptations may lead to more longer-lasting changes in the way some libraries serve student or researcher populations at a distance.

One respondent described how these circumstances played out at their university:

We had to adjust how we provided access to collections of all types: changing from in person browsing to providing access to online materials only; we later launch[ed] in-person pick up of materials that were paged in advance. We began mailing books to [university] patrons so they could get access to print materials. We began allowing a limited number of staff on-site so they could process archival materials, both print and born digital. We will likely continue to provide some research consultations and some classes virtually, depending on the needs of the researcher or class.

However, another respondent expressed concerns about the way students might perceive the relevance of the library as a site for research and support, as a result of pandemic-related changes to service delivery:

I am very concerned that 25% of our student body has no experience with the "normal" library and 75% have experienced 1.25 academic years outside of the "normal" library operations. It's an all hands on deck frame of mind for all library staff members in terms of welcoming students back to the library. Every staff member has a goal that focuses on this.

As of the date of the research, it was too soon to know how changes to workflows and services would work out in the longer run. The sustainability of remote service delivery and the extent to which art libraries and information centers may have lost visibility and relevance among their user groups remain to be seen. At the same time, the expectations of patrons around the provision of remote services may have changed as a result of the pandemic. Longer-term changes to services may be a topic to return to.

Theme: Broader economic strain is a backdrop to the challenges faced by art libraries and information centers

Art libraries usually exist in the context of a parent institution, whether a university, art and design college, or museum, and these parent institutions all experienced their own struggles during the pandemic. The challenges of museums to make ends meet during periods of closure, and post-secondary institutions faced with a general downturn in student enrolment, often framed the situation described by respondents.

In the words of one respondent at a university, “We are most certainly facing budgetary restrictions going forward - I don't know anything for certain (even at the Dean level there has been no response to budget submissions) but the writing [is] on the wall across the institution.” A parallel situation was described by another respondent who feared that their library was not seen as an essential service at their institution: “I am very concerned. When asked about returning the staff to their pre-pandemic levels and re-opening the libraries to the public, I was told that leadership ‘balked’ at this question and said something about the libraries being a luxury.”

These institution-focused themes are an important context for the human impact of the pandemic described by respondents to the individual survey. The questions addressing levels of concern about pandemic impacts on physical and mental health prompted some of the most troubling responses to the survey, a strong indication that the ARLIS/NA community has experienced tremendous strain over the first several months of the pandemic.

Theme: The workplace impact of the pandemic made it hard for many to do their best work, although some professionals found opportunities for growth

The pressure on institutions during the pandemic manifested in many ways, both cultural and financial. In a very direct financial sense, lost revenues resulted in a loss of opportunities for professional growth for some respondents, with a threat of job loss:

I was in line for a salary increase just before the pandemic hit and this will be off the table indefinitely. Since the pandemic has affected the parent institution (art gallery) in terms of revenue (or lack thereof), there is a growing deficit and cutbacks are a real danger, especially in the form of layoffs.

Another respondent commented that the threat of budget cuts had pushed them to develop their professional skill set in stressful circumstances:

At the beginning of the pandemic, I was worried about layoffs and still do worry about advocating for the value of the Library and maintaining staff as budgets are reviewed within the institution in the upcoming years. I did work harder this past year and the disruption triggered me to step up my librarianship game immensely so I gained some helpful skills despite the pressure.



Both of these respondents referenced the budgetary strain as an ongoing concern, which suggests that the situation may well persist at many institutions, with ongoing repercussions. A contrasting comment from a respondent at an institution with more robust funding provides a different perspective:

I have been fortunate to work at a well-funded university library that did not have to furlough or lay off employees during the pandemic. Due to new skills I acquired while working on remote projects, I was also promoted from a term position to a permanent position within my library.

Even if not universal, the overall levels of concern expressed by respondents suggests a widespread phenomenon that a future ARLIS/NA project may want to examine again.

Theme: Levels of concern about physical health and safety varied according to circumstances

For respondents whose work and personal situations allowed them to isolate themselves through the early months of the pandemic, physical health and safety was not necessarily a major concern. One respondent commented, "I have been able to stay isolated and safe throughout. I was not required to work on-site extensively, thus no commuting on buses, my community has had relatively low infection rates and I had easy access to vaccination." However, not every workplace circumstance allowed for isolation, particularly after the first periods of closure. A respondent described the risks of exposure in their daily work routine: "I have to work on site and take public transit to work. Before being vaccinated, this was very stressful. Even now I am being cautious and wearing a mask in public places." The availability of the vaccine and regional vaccination mandates (or absence thereof) are variables that may continue to affect health and safety over time.

Based on comments, health and safety seemed to be a much greater concern for those with pre-existing health factors, or who lived with or cared for vulnerable family members. The risk of unwitting virus transmission could be a constant worry, as one respondent described:

With an elderly parent, I was obsessed with staying safe and not being exposed to any COVID risk which might prevent me from seeing him in his retirement home or the hospital. That meant no trips to stores, doctors, etc., and absolutely the minimum of trips into work and only when no one else would be working.

The landscape of shifting public health measures and their eventual lifting (a consideration at the time of writing this report in late winter 2022) may only make this situation more complex and variable.

Theme: The pandemic was very hard on mental health

Many respondents provided clear and candid comments in describing the mental health impacts of the pandemic and their efforts to cope with depression, anxiety, and heightened levels of stress (a dimension of stress is evident in responses to concerns about physical health and safety as well). Elevated levels of concern about mental health were evident both in individual responses and on the part of managers answering related questions with regard to their team.

The comments in response to this question reflected individual experiences of considerable hardship and even distress. They are difficult to generalize from, particularly from the point of view of conducting research while the pandemic is still going on. One respondent said, "I'm sure you'll hear this from many. Family needs, housing situation, job hours lost, and more all led to feelings of uncertainty, tons of anxiety, many sleepless nights, and an uptick in depression." Another described their experience in even more stark terms: "My mental health has been decimated over the last year. I feel like I'm drowning."

Writing this analysis in late winter 2022, as restrictions are easing in a majority of jurisdictions in the US and Canada, one might imagine that the circumstances contributing to mental health strain have lessened somewhat, but the comments of one respondent are a reminder that the experience of 'opening up' is not a universal relief:

As we're 'rounding a corner' in the United States, I believe my mental health is slightly more of a concern now rather than before/during the major points of the pandemic. I found myself becoming more unwilling to go to places I would have had no issue going to before the pandemic, even as a vaccinated individual.

The mental health of ARLIS/NA members is a concern that the society may want to monitor and find ways to support in the months and years ahead.

Theme: Caregiving responsibilities were a heavy burden for many

The pandemic strained the operations of social infrastructure, including childcare and schools, and added a layer of risk and constraint to the work of caring for adult dependents. These circumstances strained the work-life balance of many respondents to the survey, sometimes resulting in lasting changes to their employment.

One participant described the experience of having a child in virtual school while the demands of work and studies continued for two parents with limited social supports in place:

My son participated in virtual learning for the entirety of the 20-21 school year while I also worked full time and my partner completed his PhD. We do not have local family, did not have access to a learning pod, tutor, or any childcare. It was brutal.

Another found themselves rushed towards a major life transition, due to the unsustainable demands of caregiving combined with working remotely:

I decided to retire since I found trying to work more and more difficult while caring for my elder spouse with medical issues impossible; we had to let our part-time home health aide go during the pandemic due to lack of access to vaccine and once vaccinated I was still under remote work orders so this situation was intolerable. Some home environments are just not conducive to work.

ARLIS/NA Special Interest Groups - specifically ALPACA and the Retirement SIG - may be a source of insight into the experiences of members who have faced similar situations, and a source of support for those impacted.

Theme: Leadership can make a difference

In describing the challenges and anxieties of the pandemic at their workplace, respondents often mentioned the degree to which their institutional leadership had put policies in place to support their staff and keep them safe. Beyond the physical protection that these measures provided, their implementation may represent a degree of intangible support and care for workers on the part of institutional leaders. This kind of support was sometimes referenced by respondents in terms of its absence:

On the one hand, I established myself as a leader among my peers as we reacted to sudden closure, then later adjusted to the pandemic, but upper administration failed to notice (par for the course) What they are noticing is how complicated and messy reopening is; rather than acknowledge all my staff, peers, and I have successfully done for over a year now, they are criticizing what they think is slow progress now.

However, some workplaces had the benefit of leadership that was more attuned to the personal challenges of their staff: "Our work place was very understanding and accommodating during the pandemic. Every attempt was made to assist staff who were experiencing health, childcare, or other issues during the pandemic."

The survey did not include any questions about sources of emotional or professional support during the pandemic, which seems now like a glaring omission. There could well be a need among members for greater professional association support that ARLIS/NA could fill.

## Limitations

The study was limited to a one-time survey format and is therefore limited by its low response rate and its arbitrary timing. The research team was also involuntarily embedded in the topic of study, inevitably shaping the research design and interpretation of the results.

Individual responses skew strongly towards more established, full-time professionals who were able to retain their jobs, whether or not they experienced a period of furlough or layoff during the pandemic's first 1.5 years; similarly the institutional survey was answered by people in managerial or solo roles, most of whom remained employed. There was an especially low

representation of students and new professionals in the survey, meaning that the very vulnerable members in the profession were not well accounted for.

There is loosely qualitative research value in the words of survey respondents, which is why they have been quoted directly in the discussion portion of the report, but the study's limitations need to be kept in mind as important context for these quotations.

## Conclusions

The human impact of the pandemic as voiced by individual respondents is probably the most compelling aspect of the survey results, certainly the thing that made it imperative to report on the survey even if the data is flawed. Overall, the scope of the research topic was far greater than anticipated, both in terms of the time frame and the impact on the profession. Despite the surveys' low response rate, the resulting data can still be useful as an impression of the effects of the pandemic's first year on a specific professional population.

A common thread among the comments of the survey was uncertainty about the post-pandemic future, whether in terms of broader economic conditions or the specific circumstances of respondents' workplaces and work roles. This uncertainty has continued much longer than expected at the beginning of this study and as a result answers have been inconclusive, but members' need for information about the situation is unlikely to diminish. One intriguing finding suggested by survey results is that strong leadership could make a difference to individuals' experience of stress during the pandemic.

Despite the limitations of the research, the members of the task force hope that this report will suggest future areas of investigation and may serve to launch further research or advocacy within ARLIS/NA.

# Appendices

## Appendix A: Environmental Scan

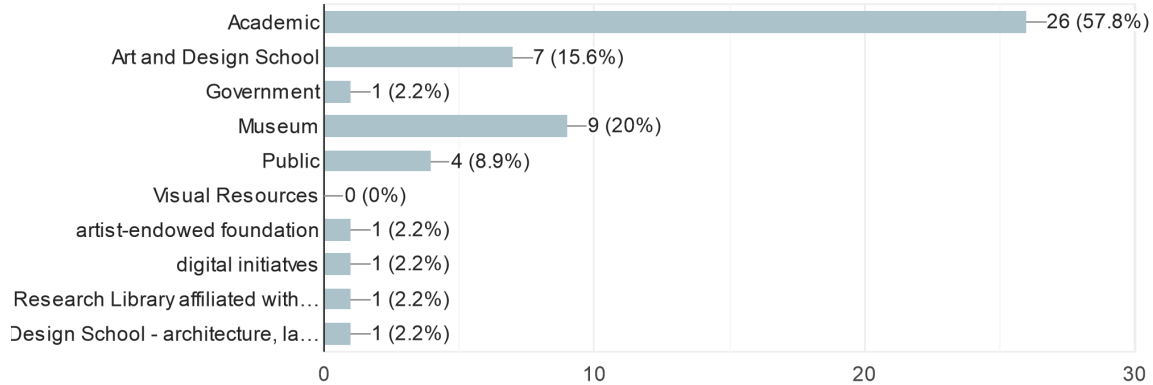
Author	Title	Date	Survey URL	Results URL	ARLIS Division(s)	Library functions addressed	Geography	Other notes
Ithaka S+R	Academic Library Response to COVID19	March-present (ongoing)	<a href="https://surveys.ithaka.org/jfe/form/SV_8qN8F2274hM BBBz">https://surveys.ithaka.org/jfe/form/SV_8qN8F2274hM BBBz</a>	<a href="https://sr.ithaka.org/our-work/covid-19/">https://sr.ithaka.org/our-work/covid-19/</a>	Academic	comprehensive	USA only (national)	
American Alliance of Museums	National Survey of COVID-19 Impact on United States Museums	Jun-20	<a href="https://www.aam-us.org/wp-content/uploads/2020/07/2020_National-Survey-of-COVID19-Impact-on-US-Museums.pdf">https://www.aam-us.org/wp-content/uploads/2020/07/2020_National-Survey-of-COVID19-Impact-on-US-Museums.pdf</a>	<a href="https://www.aam-us.org/wp-content/uploads/2020/07/2020_National-Survey-of-COVID19-Impact-on-US-Museums.pdf">https://www.aam-us.org/wp-content/uploads/2020/07/2020_National-Survey-of-COVID19-Impact-on-US-Museums.pdf</a>	Museums	None	USA only (national)	Addresses reopening plans, staffing and funding. Not specific to museum libraries, but fundamental for context
ALA	Libraries Respond: COVID-19 Survey	May-20	<a href="http://www.ala.org/pla/issues/covid-19/surveyoverview">http://www.ala.org/pla/issues/covid-19/surveyoverview</a>	<a href="https://www.ala.org/pla/issues/covid-19/surveyoverview">https://www.ala.org/pla/issues/covid-19/surveyoverview</a>	All types of libraries	comprehensive	USA only (national)	
OCLC, IMLS, Battelle	REopening Archives, Libraries, and Museums (REALM)	May-present (ongoing)	<a href="https://www.webjunction.org/explore-topics/COVID-19-research-project.html">https://www.webjunction.org/explore-topics/COVID-19-research-project.html</a>	<a href="https://www.oclc.org/realm/research.html">https://www.oclc.org/realm/research.html</a>	All types of libraries	Collections	USA only (national)	The project address the the handling of core museum, library, and archival materials to mitigate exposure to staff and visitors.
Library Journal	Academic Library COVID-19 Response Survey Report	Summer 2020	<a href="https://s3.amazonaws.com/ImageCloud/Research/LJ%20COVID%20Report-Non-Gale-FINAL.pdf">https://s3.amazonaws.com/ImageCloud/Research/LJ%20COVID%20Report-Non-Gale-FINAL.pdf</a>	<a href="https://www.libraryjournal.com/story/research">https://www.libraryjournal.com/story/research</a>	Academic	Online resources and learning	USA only (national)	
OCLC, IMLS, Battelle	Latest Webinar PPT	04-Aug-20	<a href="https://www.webjunction.org/content/dam/WebJunction/Documents/webJunction/2020-08/slides-realm-testing-with-polls.pdf">https://www.webjunction.org/content/dam/WebJunction/Documents/webJunction/2020-08/slides-realm-testing-with-polls.pdf</a>	<a href="https://www.libraryjournal.com/story/research">https://www.libraryjournal.com/story/research</a>	All types of libraries	Collections	USA only (national)	The project address the the handling of core museum, library, and archival materials to mitigate exposure to staff and visitors.
Maya Gervits, Lucy Campbell, Kathy Edwards, Barbara	Architecture Libraries and COVID	Aug-20	Published in Art Documentation vol. 40, no. 1 (Spring 2021)	<a href="https://www.journals.uchicago.edu/doi/10.1086/714593">https://www.journals.uchicago.edu/doi/10.1086/714593</a>	Architecture schools	Work life challenges	USA?	Part of a study looking at teaching faculty as well

Opar and Rose Orcutt								
[anonymous]	Tracking Library Layoffs	April 2020 - present	<a href="https://tinyurl.com/librarylayoffs">https://tinyurl.com/librarylayoffs</a>	<a href="https://tinyurl.com/librarylayoffs">https://tinyurl.com/librarylayoffs</a>	All types of libraries	Work life challenges	USA/Canada	This document tracks layoffs/furloughs of library workers.
Alec Millman, Stevie Gunter, and Lindsay Gypin	How R(Studio) We Doing: Library Employment During COVID-19	2020 (nd)	<a href="https://rstudio-pubs-static.s3.amazonaws.com/624363_5b5d2d4dead84259b56e48e0eda9f6c6.html">https://rstudio-pubs-static.s3.amazonaws.com/624363_5b5d2d4dead84259b56e48e0eda9f6c6.html</a>	<a href="https://rstudio-pubs-static.s3.amazonaws.com/624363_5b5d2d4dead84259b56e48e0eda9f6c6.html">https://rstudio-pubs-static.s3.amazonaws.com/624363_5b5d2d4dead84259b56e48e0eda9f6c6.html</a>	All types of libraries	Work life challenges	USA	Useful analysis and visualization of data from "Tracking Library Layoffs" doc. No time/date vector.
[anonymous]	Heat Map of Library Layoffs By Region	Jun 24 - Jul 13, 2020	<a href="https://www.arcgis.com/home/item.html?id=6bd5527c259d43ec95cbf22eec282f30">https://www.arcgis.com/home/item.html?id=6bd5527c259d43ec95cbf22eec282f30</a>	<a href="https://www.arcgis.com/home/item.html?id=6bd5527c259d43ec95cbf22eec282f30">https://www.arcgis.com/home/item.html?id=6bd5527c259d43ec95cbf22eec282f30</a>	All types of libraries	Work life challenges	USA	Heat map analysis of data from "Tracking Library Layoffs"
librarianship.ca	COVID-19 and Temporary Public Library Lay-offs	22-Apr-20	<a href="https://librarianship.ca/blog/covid-19-library-employment/">https://librarianship.ca/blog/covid-19-library-employment/</a>	<a href="https://librarianship.ca/blog/covid-19-library-employment/">https://librarianship.ca/blog/covid-19-library-employment/</a>	Public libraries	Work life challenges	Canada	
Maggie Murphy (UNC-Greensboro)	[study of usage of visual resources in studio art/design education during fall term 2020]	Fall 2020 (ongoing)	<a href="https://uncg.qualtrics.com/jfe/form/SV_56BiyL0ciAMLs45">https://uncg.qualtrics.com/jfe/form/SV_56BiyL0ciAMLs45</a>	<a href="https://online.vrweb.org/index.php/vrab/article/view/195">https://online.vrweb.org/index.php/vrab/article/view/195</a>	Art and design schools, academic	Visual resources	USA?	Contact: mmurphy@uncg.edu
Kathleen Alleman (ARLIS/NA Museum div)	Museum Library pandemic environmental scan	Summer-Fall 2020 (ongoing)	<a href="https://docs.google.com/spreadsheets/d/1x9J6gslAE_MgppzazoN0hiAmWGq_nGbFESA_JuRVj-8/edit#gid=0">https://docs.google.com/spreadsheets/d/1x9J6gslAE_MgppzazoN0hiAmWGq_nGbFESA_JuRVj-8/edit#gid=0</a>	<a href="https://docs.google.com/spreadsheets/d/1x9J6gslAE_MgppzazoN0hiAmWGq_nGbFESA_JuRVj-8/edit#gid=0">https://docs.google.com/spreadsheets/d/1x9J6gslAE_MgppzazoN0hiAmWGq_nGbFESA_JuRVj-8/edit#gid=0</a>	Museum libraries	Public service	USA/Canada	
American Alliance of Museums	Measuring the Impact of COVID-19 on People in the Museum Field	Mar-21	<a href="https://survey.alchemer.com/s3/6198527/Individual-COVID-Impact-Survey">https://survey.alchemer.com/s3/6198527/Individual-COVID-Impact-Survey</a>	<a href="https://www.aam-us.org/2022/02/17/the-future-of-museum-labor-exploring-the-latest-covid-impact-data/">https://www.aam-us.org/2022/02/17/the-future-of-museum-labor-exploring-the-latest-covid-impact-data/</a>	Museums		USA only (national)	

## Appendix B: Rapid survey results

### Library type

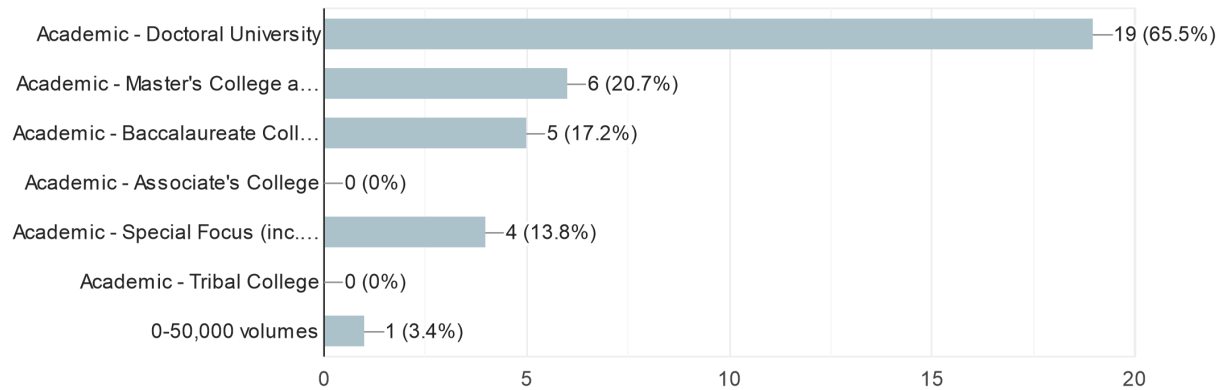
45 responses



### If Academic, Institution Profile (see

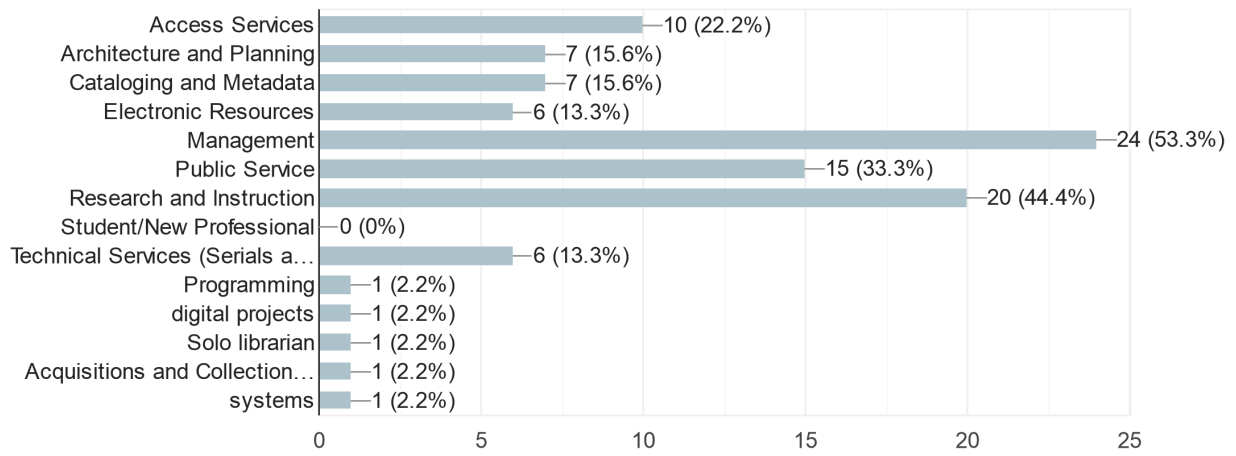
[https://carnegieclassifications.iu.edu/classification\\_descriptions/basic.php](https://carnegieclassifications.iu.edu/classification_descriptions/basic.php))

29 responses



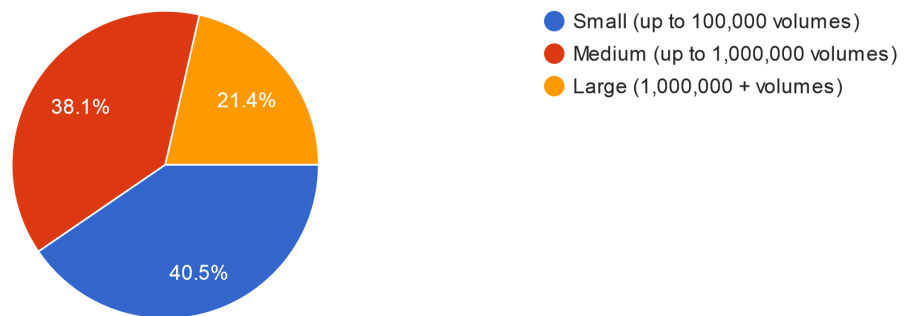
### Job area

45 responses



### Library size

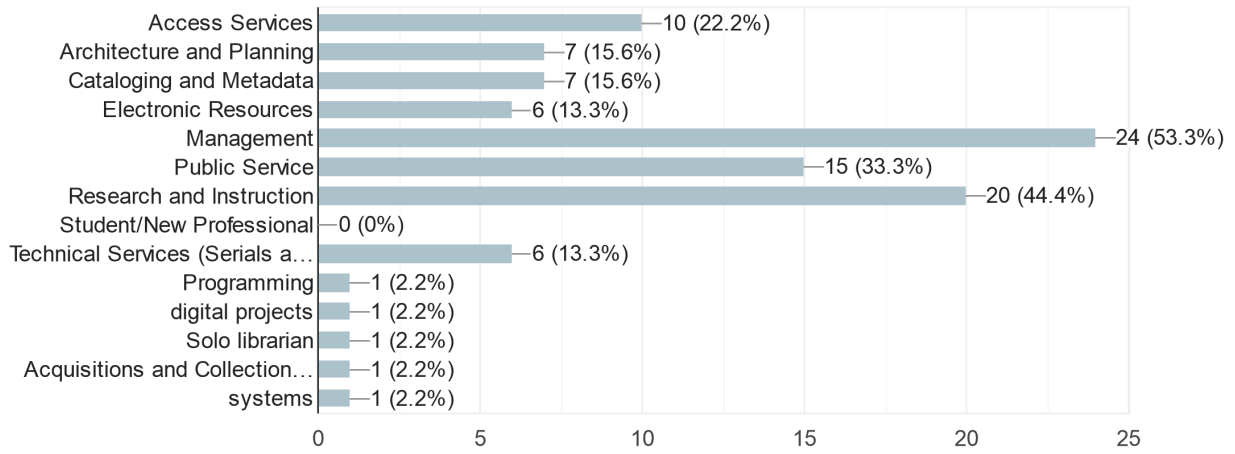
42 responses





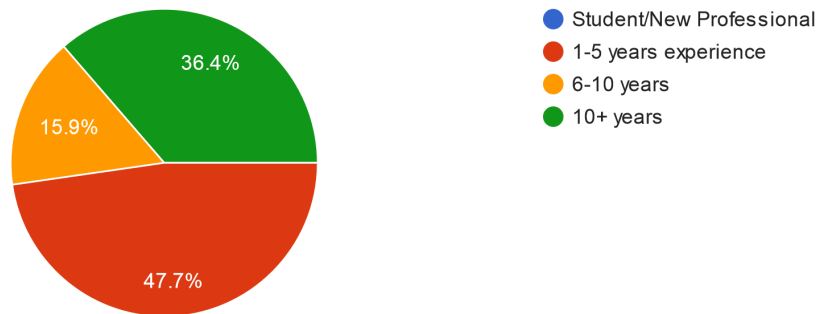
### Job area

45 responses



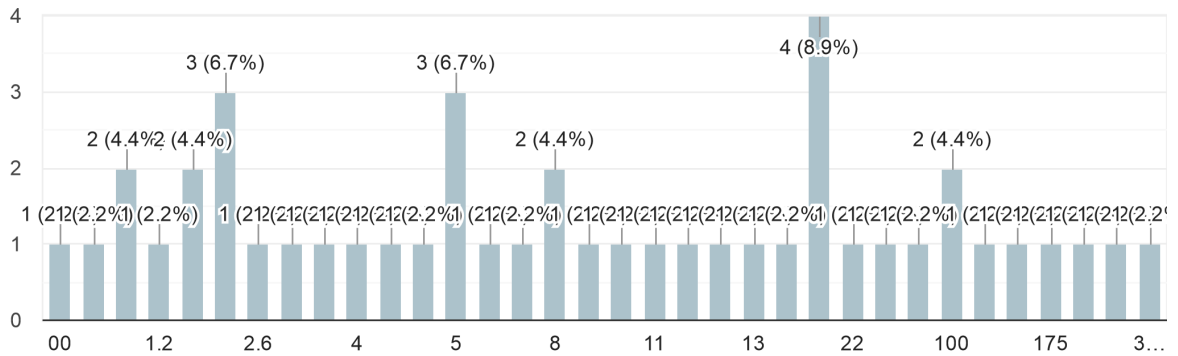
### Year in position

44 responses



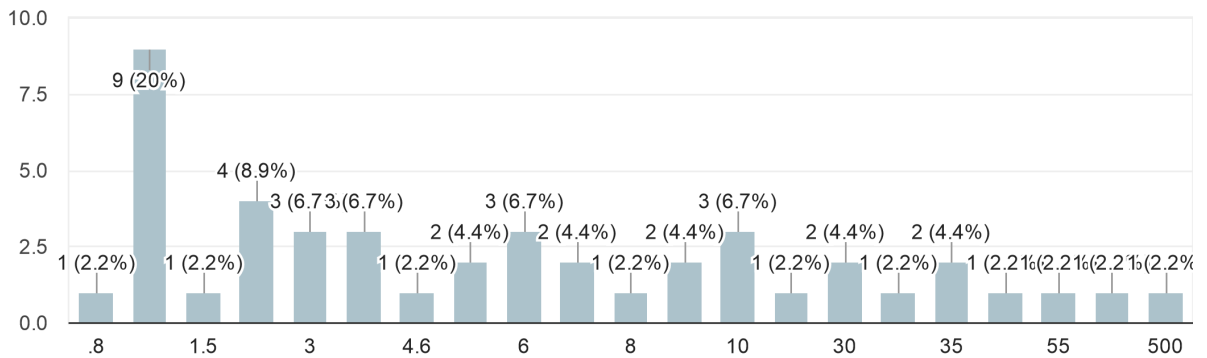
### Number of library staff (total FTE)

45 responses



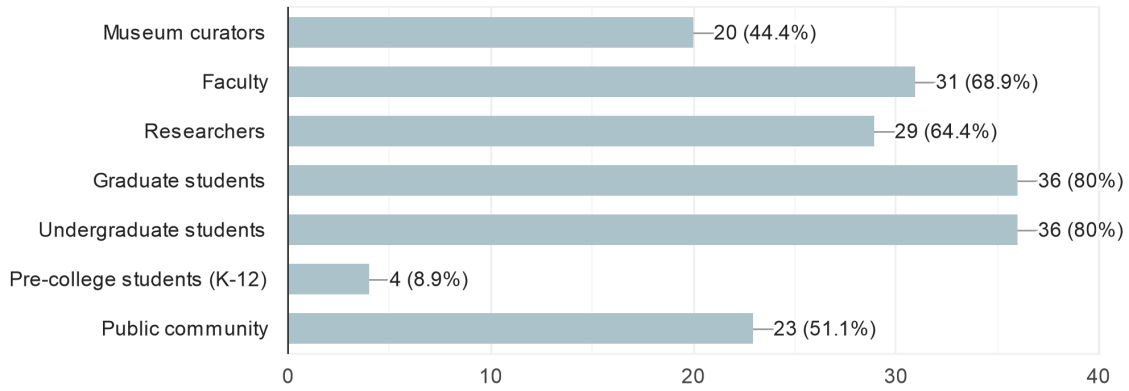
### Number of librarians

45 responses



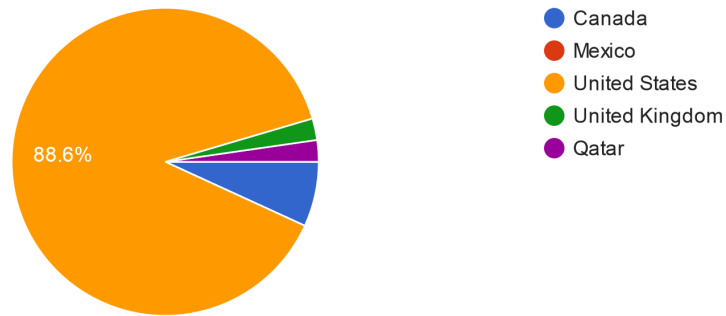
### Library primary patron groups (choose all that apply)

45 responses



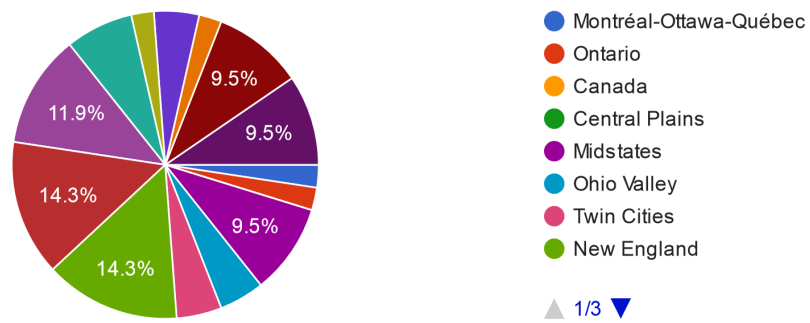
### Country

44 responses

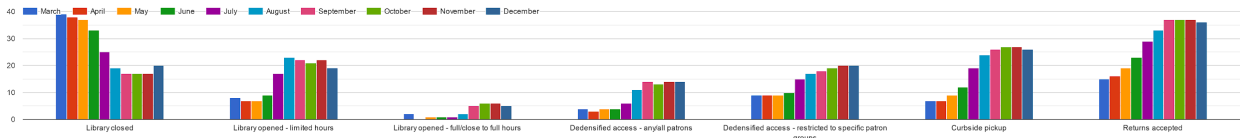


### ARLIS/NA Chapter Affiliation

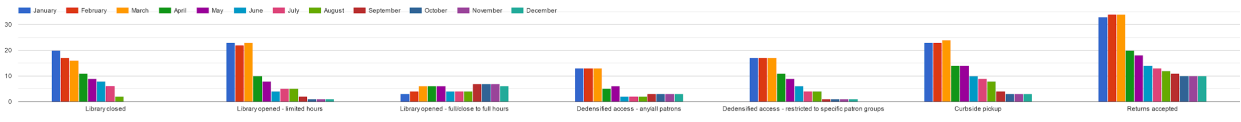
42 responses



2020

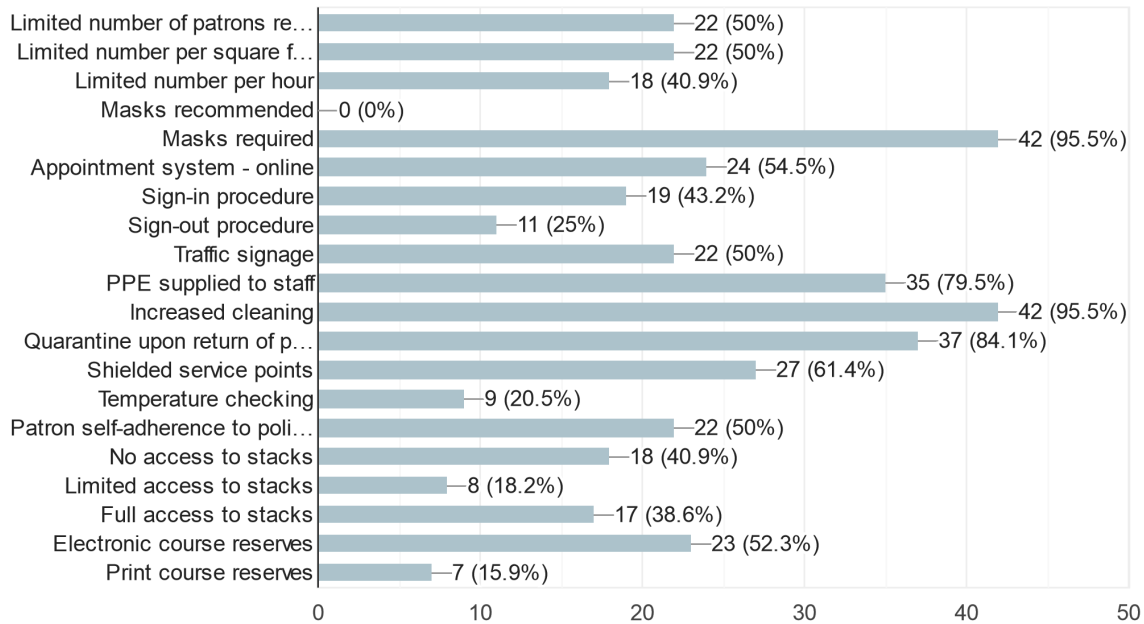


2021



### Access

44 responses



Per the above selections, please describe any enactment or enforcement measures.

35 responses

- Mask requirements had staff policing masking. When they couldn't, along with increasing virus load, we closed
- No drop-ins allowed. Library doors are locked. Campus access is already limited by security
- Details are still TBD but we plan a scaled back reopening in July 2021. There will be social distancing measures and masks will be required on campus.
- quarantine if any positive cases
- Entrance to libraries is restricted to NYU cardholders with an appropriate face covering and a valid daily COVID-19 screener. No visitors will be granted access to library buildings. To be approved for a valid daily COVID-19 screener users have to take a COVID-19 test every two weeks.

- Library is completely closed to anyone outside of library staff, so we don't have to enforce any rules with patrons. Everyone on staff wears a mask and gets tested regularly on campus. We have not had any issues enforcing mask wearing, social distancing, etc., amongst staff.
- We work with the university's department of security - they will handle any escalation. The library staff works on handling issues first and then if it escalates, notify security.
- Aside from a very small group of NYPL fellows/scholars, we were only open to the public for about five days in November. Staff were in charge of reminding patrons to adhere to proper mask usage, and call security at our discretion.
- Signage with code of conduct, staff greeter at door, staff roaming building to enforce measures.
- No enforcement has been necessary. The library follows the campus-wide policies that students adhere too and we haven't had any incident involving intervention.
- My library is within the main library. Initially, enforcement was limited, but now there are student monitors at access points.
- The above are just my anticipated minimum requirements, but we have not had any institutional conversations about re-opening yet. Since our entire staff continues to work remotely and there's a policy under discussion about not allowing non-vaccinated staff to work on-site, I don't expect we will allow researchers to visit until fall 2021 at the earliest.
- our campus has a screening mechanism that requires everyone to declare COVID-19 symptoms, and if they do, they are routed to a testing center. If not, they have to declare what building they are coming to -- so this really presented a barrier to access. We also set up entries and exits, much like retail outlets, and patrons were restricted to university card-holders only (so no community members at all), and IDs are checked at the entry. Security guards check IDs and masks, and folks are escorted out if they do not comply. Our special collections/archives are/have been by appointment only. No study rooms or classrooms available this whole time, and much of the furniture has been removed to discourage loitering in the library. Campus set up a couple of buildings for computer labs for those students needing IT/WiFi access/infrastructure.
- only 2 users at a time; no browsing; no tours or classes in the Library
- We will be opening Fall 21, so the above is not yet enacted.
- arriving patrons required to wash hands before entering reading room
- Since July, we have been open to staff only on a limited basis: no more than two patrons in the library at the same time, must wear a mask, returns are put in bins marking day of the week (so that I know when I can remove them).
- Our mask mandate is enforced by HR for all staff. Violations of mask mandate in any staff or public areas by staff (such as the library) are subject to termination. It's never been an issue with anyone that I've seen. We still are not open to public researchers and likely will not open to the public until late 2021 at the earliest.
- Regular patrols by library staff. Online recording system for non-compliance.
- Librarians and staff can recommend following Covid protocol to patron who do not comply. Can call Public Safety to enforce rules.
- Everything checked above
- Removed seating, spaced out existing public spaces
- Librarian may deny access to patrons not abiding by safety protocols; public hours will be staggered to accommodate volunteer and staff numbers in the office
- We are on a very small scale. Enactment happened through appointment requests from individual museum staff, granted only for consultation of non-circulating collections. Only one researcher and one staff member were onsite at any given time.
- Public Health Ambassadors that are hired by NYU to monitor compliance in campus buildings
- We are reopening in stages; museum staff will be permitted back in the reading room space on an appointment-only basis next month, and we also are resuming our click and collect services for this audience in mid-April. Remote reference and instruction will resume in late April, and we hope to restore public access to our reading room with the new academic year in August/September. Since we are not yet opening the reading room and stacks fully to our museum staff or to the public, enforcement is currently based upon our museum staff access policy as determined by the museum's executive committee.
- We don't have a formal sign in procedure, but there is a sign at the front that asks patrons to check in at the desk. This is informal, we just need to know they came in. We've never had close to the max capacity we

created for the space, so it isn't heavily enforced. No one has entered without a mask, but we would require it. We have had to ask patrons to pull their masks up over their nose a few times, patrons have complied.

- Our School does not have a re-opening plan at this time. It is in process and our library will develop a plan once we know what the School is doing. At this time, we have a limited number of staff (up to 7) who come on site to do specific types of work - Access Services, stacks maintenance, conservation, digital archiving work, and pulling special collections materials for scanning for faculty and students.
- The library space is inside the larger building space and building security and facilities staff are responsible for enforcement.
- We have been closed to the public since March 2020, across all of our libraries. Admin has said will be opening one portion of our main libraries to provide open study space by appointment, probably by April, with volunteer staff, but we will see. Branches such as the Art Library will remain open through at least Fall 2021.
- The university has a voluntary "Ambassadors" program where staff members walk through the library and gently remind people to wear masks, stay in their assigned seats, etc. Security is there to check students in and make sure they've made an appointment.
- Library remains closed. All library staff have the option and have taken the opportunity to rotate into library and archive on separate days of the week supporting remote research requests, curbside pickup and returns, and limited collection-based activities such as cataloging and processing. Procedures are documented as is a phased approach to reopening with services/activities identified. As changes in service are put into action, procedures are shared online with patrons. Reentry procedures as they relate to staff are developed by institution's leadership team and COVID-19 Taskforce. Collections/library staff serve on the taskforce and assist in advocating for library services, collections, and staff and in developing policies and procedures for changes during COVID-19 closure and response.
- Face coverings are strictly enforced; No eating inside building policy enacted
- LC provided a small room w access to databases for Oct, Nov, Dec 2020. Now closed.
- There are student representatives that enforce the space, mask wearing, and cleaning after people leave.

Please describe any further aspects of facilities management.

26 responses

- Removing all chairs, limiting tables or otherwise removing furnishings, adding sanitizing stations, restricting access to meeting room, additional cleaning scheduled--asking staff to do more cleaning, adding additional devices, locks, doorstops, package lockers, hands free bottle fillers, ect.
- Plexiglass dividers on tables and at Circ Desk
- Temperature checks at doors, reduced capacity in classrooms, sanitizing sprays at entrances.
- routine air and surface testing,
- Far as I know, the library is regularly cleaned and sterilized. Not sure how often. Facilities did a deep clean last year, but not sure they have done any more since. There is little communication about how often surfaces are cleaned.
- We created a plan to reopen to the public beginning last October, but due to increasing case numbers, never put the plan into action.
- hourly cleaning of high-touch areas, install temperature self-check at entrance, install hand sanitizing stations in building
- For a while we removed browsing materials, but due to fairly low library visitors we have reopened them with signage for safe handling. Otherwise I think the other changes were covered by the multiple choice options.
- Art librarian and staff member page books for pick-up at main library circulation desk. Not much else is required due to art library closure.
- Plexiglass shields installed at each service point, decals placed on floors to reinforce 6ft distancing, tubs of hand sanitizer and PPE provided to all staff and student workers, and at service points. Huge effort went into furniture removal and routing traffic through buildings. Also a lot of coordinated effort was required to transition between curbside pick-up of items and closed buildings and then re-opening buildings to staff and then finally, re-opening buildings to the campus community.

- anti-COVID wipes, disposable gloves provided and used to clean after each appointment; books delivered to curators' offices; materials isolated for 72 hours before reshelving.
- occupied/vacant signs on restroom door, occupancy limit in restroom
- I cannot say what will happen past June right now. The libraries' futures are completely in the hands of our re-opening task force who make all decisions. When in the office I spend a good deal of my time scanning materials for both staff and public patrons. I also bring things to our staff entrance for staff and docent pickup.
- Our museum upgraded all of our HVAC systems and increased airflow. All library staff have private offices with doors. The library developed procedures based on the museum's overall reopening and operating guidelines which have been conservative and based on CDC guidelines and local hospitalization rates.
- Strong partnership with college facilities and security teams to enable library COVID protocols.
- Cleaning and disinfecting daily? Professional disinfecting of common areas (not offices) periodically (every 30-60 days?)
- We started our own cleaning team. Most facilities people don't do any cleaning like they should
- Our reopening will be planned in conjunction with reopening policy of architecture firm from whom we lease space
- all non-essential staff are required to work from home and not permitted to come to work
- Staff are required to socially distance whenever possible. IN person meetings are discouraged, and remote meetings are encouraged.
- Now or in re-opening??
- The library space is inside the larger building space and access is controlled via the building entrance. This requires sign in or ID scan, temperature check and "green" status on Qatar's covid mobile app.
- All students who make an appointment for an assigned seat are asked to wipe down their areas when they arrive and when they leave. Staff are onsite in the morning to pull books for pickup and do scanning. Libraries open to students by appointment in afternoon and evening. We don't exactly do curbside pickup. For the first few months, patrons had to request books through the catalog and pick them up at the front door of one library by appointment. Now the books are checked out to them ahead of time and left in a bag with their name on it, so they can pick up whenever the library is open to them (no appointment needed for this).
- Facilities management, policies and procedures are largely handled by the institution's operations team with input of collections/library staff. Museum prioritizes opening galleries to public and income generating services so opening library and archive will be delayed.
- Additional sanitizing wipes and hand sanitizer stations deployed around building; Furniture separated and removed.; Study rooms closed.
- The university furloughed many folks for several months last year and the facilities department took a big hit of furloughs, so I understand that there were issues with cleaning the library because of this. For what it's worth, those off campus (all the librarians for most of this year), were not told what was actually happening \*on\* campus in the library in any official capacity.

Please describe any accommodations to staff (ie, remote work, relocating technology, etc.)

43 responses

- Staff worked remotely for several months and full time management still has the option to do so. More staff were given additional equipment (laptops, cameras, mics, headsets and the like) for programs, interviews and virtual meetings. Additionally, the aging phone system could not handle the volume of calls and the library will need to upgrade--but IT got it patched together for now. Finally, workstations were moved and changed to promote distancing in the offices, and check out desk. Two public service stations--the remote check out and a public computer were brought on line to allow for ILS functions for checking in returned materials or checking out when the front desk was busy. Also the public copier was moved into a distance-friendly area. There is more moving to be done, and now holds are soon to go completely self-pick-up so that they may be entirely self check out if that is what the patron wishes in addition to curbside availability

- Most staff working from home. If there are no appointments scheduled, Circ staff may opt to work from home instead of coming to campus. All reference is done virtually.
- remote work
- at first all-remote work, later remote work a few days a week
- All library staff who can telework will remain offsite. Other library staff will return to onsite work in a staggered configuration.
- Most library staff are remote. We have a rotating schedule of two library staff per day M-F, some days with a student worker as well, to accommodate Curbside pickup. One person is at the Curbside remote desk at the bottom of the building, and the other person is working on projects in the library, with the student worker. Each staff member comes in at least once a week, and some come in twice a week, depending on the need. Two library staff members are completely remote, as they live too far from campus to come in regularly. Most staff are using their personal computers to work remotely. At least one brought their work desktop home and uses that. A new scanner was bought and shipped to the house of the Reserves manager to handle the influx of e-reserve requests.
- Remote work allowed. Technology was provided.
- Staff have been on-site in staggered shifts, most of us three days on-site and two at home. This varies widely from department to department.
- All staff working remotely; presently some library staff in 1-2 days per week.
- limited number of staff onsite, no more than 25% of maximum building occupancy in the building at once, spacing out workstations and study spaces, removing furniture that might encourage long-term use of reading areas, such as couches.
- Librarian WFH since March 2020; staff with reduced hours and partial hours WFH at the beginning (March - May 2020)
- For the bulk of summer staff were entirely remote. Since fall we have a rotation where staff are on campus on a known as much as is comfortable / necessary to support the library being open and necessary onsite tasks. Ranges typically are one to three days total on campus per week per professional staff member.
- Art librarian and staff member worked remotely until summer 2020, then alternated days in library, working remotely on the other days.
- Our full staff has worked remotely for a year now. I need access to materials, so I go into the office one or two days per week, but I'm always the only person there. Our leadership has focused on keeping the staff safe, and we're the only department that has outside researchers/visitors, so this is a lower priority for our "Covid Response Team."
- Remote working, remote working equipment, reimbursement of internet service at home, extra pay for essential staff who work onsite, paid hours for COVID vaccinations and caregiving/childcare, quarantine, free required COVID-19 testing for all staff who work onsite, some free vaccinations for staff working onsite by Stanford Health Care.
- Remote work and flex schedules were coordinated through every level of administration, from the Provost and Academic Affairs on down to supervisors -- in recognition of child care, elder care, health care, etc. Laptops from the checkout pool were made available, as well as remote desktop. Zoom was made available for everyone on campus, and we are an Adobe Creative Campus, so this also helped. Our Center for Teaching Excellence rolled out a lot of trainings which also helped.
- Most staff are on remote work, only staff and students in the "on campus" cohort (weekly COVID tests) are allowed in the library
- remote working for at-risk and non-frontline staff; all staff meetings on Zoom or MS Teams, lower staffing to limit capacity (e.g. only 50% of staff on site at one time)
- Fall 2020 to now: Remote work, pod scheduling, shifting offices for people of those who need to be on campus less to those who need them more.
- remote work; books may be taken home
- remote work for most staff, some staff working onsite starting in May 2020 with staggered working windows
- I work remote some of my hours and onsite others. We have VPN/Remote Desktop.
- Staff has flexible hours and remote work is allowed. Over the spring and summer when the library was closed we were permitted to come in and take unprocessed materials offsite for cataloging. All staff in shared offices are working staggered schedules.
- Staff worked from home during full library closure. Currently working on a rotating in-person/WFH schedule.



- Remote working encouraged/required those whose work enables them to work from home.
- Librarians and staff can remotely work from offices whenever possible but must report to the Library daily. Zoom is used for Library Instruction. Permission not to enter classrooms given on an individual basis. .
- remote work for librarians; laptop loans. That's about it.
- Remote work for most, technology provided
- Remote/hybrid work for those not required to be on campus
- All staff except for librarian are working from home; staff have been provided laptops
- All staff working remotely the majority of the time, with one instance of a laptop loan and the rest using remote desktop technology.
- remote work, some relocating of technology, laptops provided for those needed etc.
- For the April-June period we are continuing to offer a hybrid onsite model, expecting that staff will be onsite two days per week and working remotely for three. Our hope is that all staff will have received a full course of vaccination by July, at which time we can all be onsite together.
- When the library was closed to the public staff were allowed to work from home. Now that we are open, all staff are in the office, but we offered the option of working out partial remote work if wanted. All staff have their own offices except when they are the reference desk so it is easy to distance.
- Remote working, staff come in 1x/week on separate days
- Everyone worked remotely using their laptops and Zoom, and all continue to do so at this time. Those who come to the library are only on site for 2 -4 hours per week. One person is on-site one day per week for 8 hours. The rest of the time they work remotely,. Again, what that will look like come August is not determined.
- Staff have been rotating in shifts of skeleton crews to staff the library and remote work otherwise. The goal is to have the least amount of staff in the library as necessary.
- Vast majority of staff and librarians are working from home. Currently, we have a skeleton crew of a handful of volunteer staff that clear book drops, staff curbside service for a couple hours a day twice a week, and one or two folks that process mail and new acquisitions one day a week or so (we are over a year behind on processing new physical book orders, I believe we have 800 unopened boxes of books at this point and counting).

All staff who can do their work from home are expected to do so. In the beginning, staff who couldn't do their normal jobs from home were given alternate assignments. Now, many of them are onsite at least part of the time. Those who needed technology to work from home were lent it. Some staff have taken on new permanent tasks growing out of working from home.

All staff supported to work remotely with equipment, likely offering a hybrid return to office more permanently.

Remote working; deployment of staff in shared office spaces to study rooms

Remote work

Everyone could work remotely until June-ish except the interim dean who was keeping the library open, then certain folks (paraprofessional staff) whose jobs were deemed necessary to be on campus were called back (after they were furloughed for weeks/months). Librarians have continued to be remote for the full year with certain folks coming in tech services and archives as they need (aside from an issue that needed to involve HR and the union related to certain librarians being asked to return permanently despite the university saying everyone possible should be remote - long story but just wanted to note there was an issue with this). The librarian in charge of access services has had to return in-person full time due to staffing issues in circulation. I believe some people brought home keyboards, mouses, and monitors to accompany their laptops but this was note widely discussed as "hey everyone can do this!"

## Appendix C: Individual survey questionnaire

### Survey purpose and overview

The purpose of this survey is to help ARLIS/NA understand the impact of the COVID-19 pandemic on our members. Your answers will contribute to that understanding, and will be used in the development of a research report. Due to the nature of the topic, questions may be sensitive or difficult. You are welcome to leave any question blank, as even a partially-answered survey will be helpful. The survey is anonymous by design, but you will have the opportunity at the end to provide your email if you are willing to be contacted to participate in possible future stages of this research such as interviews.

Please contact [amy.furness@ago.ca](mailto:amy.furness@ago.ca) with any questions, concerns or other followup.

## Profile

1. Which of the following role(s) do you hold (check all that apply)?

- Access services
- Architecture and planning
- Cataloging and metadata
- Electronic resources
- Management
- Public service
- Research and instruction
- Student / new professional
- Technical services (serials and acquisitions)
- Visual resources
- Archives and special collections

Other (please specify)

2. How many years have you been involved in the art library field, including studies and periods of unemployment?

- Student/New Professional
- 1-5 years' experience
- 6-10 years
- 11+ years

3. Country

- U.S.A.
- Canada
- Mexico
- None of the above

4. Are you a current ARLIS/NA member?

- Yes
- No

5. ARLIS/NA Chapter affiliation (choose all that apply)

- Montréal-Ottawa-Québec
- Ontario
- Canada
- Central Plains
- Midstates
- Ohio Valley
- Twin Cities
- New England
- New York
- Upstate New York
- Mid-Atlantic
- Southeast
- Texas-Mexico
- Mountain West
- Northern California
- Northwest
- Southern California
- None of the above

## Employment and studies

6. What is/was your primary art information employment status (before pandemic furloughs or layoffs)? Please choose one:

- Part time
- Full time
- Student
- Retired

Other (please specify)

7. Which of the following best describes your employment experience in the past year? (check all that apply):

- Currently furloughed
- Furloughed and now back at work
- Laid off and currently unemployed
- Laid off and have found a new job
- Neither furloughed or laid off
- Have not worked during the past year

Other (please specify)

8. Are you currently experiencing (check all that apply):

- Reduced hours
- Reduced base/hourly salary
- Reduced benefits
- Increased workload
- None of the above

Other (please explain)

9. Have you been a student during any part of 2020?

- Yes, full-time
- Yes, part-time
- No

10. If you are a student, has your enrollment status changed at any point during this time?

- Yes, I started studies during this time
- Yes, I discontinued studies during this time
- Yes, I had a temporary interruption to my studies during this time
- No, no change
- Uncertain / more complicated

Please explain.

11. If you are a student, has there been any change to your student financial aid during 2020?

- Yes, it has increased
- Yes, it has decreased
- No, no change
- Uncertain / more complicated

Please explain

12. If you are working, is that work:

- Remote
- Onsite
- Combination of remote and onsite

13. Do you expect remote work or telecommuting policies affecting your role to change following the pandemic?

- Yes
- No
- Unsure

Please explain.

14. Have you undertaken new training related to the pandemic (e.g. technology, remote working strategies... )

Yes

No

Please explain

15. Have you undertaken any new training in relation to equity, diversity, inclusion and accessibility during the pandemic?

Yes

No

Please explain or describe.

16. If you are in a position that requires scholarship and publishing, how has the pandemic affected your work in this area?

Increased opportunity to conduct research and writing

Decreased opportunity to conduct research and writing

Logistical obstacles to conducting research (e.g. library closures, travel restrictions)

Increase in publication opportunities

Decrease in publication opportunities

Other (please explain)

17. If you are tenure-track, has your university extended tenure clocks as a result of COVID-19?

Yes

No

Have any other accommodations been made?

18. Have caregiving responsibilities affected your employment or studies during the pandemic?

- Yes
- No
- Other / more complicated

Please explain.

19. Since March 2020, have you relocated as a result of a change in your employment or studies?

- Yes
- No
- Other / more complicated (please explain)

20. How concerned are you about the impact of the pandemic on your work history or career?

Not at all  
concerned

Moderately  
concerned

Very concerned

Please explain.

21. Please add any comments related to employment and studies that have not been captured elsewhere in this section.



## Health and safety

22. How concerned have you been about your physical health and safety related to the pandemic?

Not at all  
concerned

Moderately  
concerned

Very concerned

Please explain.

23. How concerned have you been about your mental health and well-being related to the pandemic?

Not at all  
concerned

Moderately  
concerned

Very concerned

Please explain.

24. Do you feel your employment status has affected your personal risk level related to COVID-19?

- Yes, my work situation has increased my exposure risk
- Yes, my work situation has lessened my exposure risk
- No, my work situation has made no difference to my exposure risk
- Uncertain / more complicated

Please explain.

25. Please add any additional comments related to health and safety.

Thank you. Your answers will help ARLIS/NA better understand the impact of the COVID-19 pandemic on our membership. If you are willing to be contacted by a member of the task force for follow-up, which may include the opportunity to participate in an interview, please provide your email address below.

26. Your email address (optional):

## Appendix D: Institutional survey questionnaire

### Survey purpose and overview

The purpose of this survey is to help ARLIS/NA understand the impact of the COVID-19 pandemic on our members. Your answers will contribute to that understanding, and will be used in the development of a research report. Due to the nature of the topic, questions may be sensitive or difficult. You are welcome to leave any question blank, as even a partially-answered survey will be helpful. The survey is anonymous by design, but you will have the opportunity at the end to provide your email if you are willing to be contacted to participate in possible future stages of this research such as interviews.

Please contact [amy.furness@ago.ca](mailto:amy.furness@ago.ca) with any questions, concerns or other followup.

## Institutional profile

1. What is your institution type?

- Academic
- Art and Design School
- Government
- Museum
- Public Library
- Visual Resources

Other (please specify)

## Academic library profile

### 2. Academic institution category (based on the [Carnegie Classifications](#))

- Doctoral university
- Master's college or university
- Baccalaureate college
- Associate's college
- Special focus (including art & design)
- Tribal college

## Institutional profile continued

### 3. Library size

- Small (up to 100,000 volumes)
- Medium (up to 1,000,000 volumes)
- Large (1,000,000 volumes +)

### 4. Library primary patron groups (choose all that apply)

- Museum curators
- Faculty
- Researchers
- Graduate students
- Undergraduate students
- Pre-college students (K-12)
- Artists
- Public community

Other (please specify)

### 5. Country

- U.S.A.
- Canada
- Mexico
- None of the above

6. ARLIS/NA Chapter affiliation (choose all that apply)

- Montréal-Ottawa-Québec
- Ontario
- Canada
- Central Plains
- Midstates
- Ohio Valley
- Twin Cities
- New England
- New York
- Upstate New York
- Mid-Atlantic
- Southeast
- Texas-Mexico
- Mountain West
- Northern California
- Northwest
- Southern California
- None of the above

## Staffing

7. Total number of regular/permanent positions in your department or unit as of February 2020 (FTE):

Professional

Paraprofessional

Student

8. Total number of regular/permanent positions in your department or unit as of date of survey (FTE):

Professional

Paraprofessional

Student

9. Total number of temporary/grant-funded positions in your department or unit as of February 2020 (FTE):

Professional

Paraprofessional

Student

10. Total number of temporary/grant-funded positions in your department or unit as of date of survey (FTE):

Professional

Paraprofessional

Student

11. Total number of active volunteers in your department or unit as of February 2020:

12. Total number of active volunteers in your department or unit as of date of survey:



13. Do you anticipate being able to return to normal (or increased) staffing levels following the pandemic?

- Yes, normal levels
- Yes, increased levels
- No

Please explain.

14. Has your institution imposed a hiring freeze?

- Yes, temporarily
- Yes, and it remains in place
- No

Other (please explain)

15. Have remote work or telecommuting policies and practices changed at your institution during the pandemic?

- Yes
- No
- Uncertain / more complicated

Please explain.

16. Do you expect remote work or telecommuting policies to change at your institution following the pandemic?

- Yes
- No
- Uncertain / more complicated

Please explain.

17. How have staff workflows changed in relation to the pandemic? Please explain.

18. Has your staff undertaken any new training in relation to equity, diversity, inclusion and accessibility during the pandemic?

Yes

No

Please describe.

19. Please add any comments related to staffing that have not been captured elsewhere in this section.

## Acquisitions and collections

20. What has been the impact of the pandemic on your budget for print/analog materials?

- Reduced budget
- No change
- Increased budget

Please explain.

21. What has been the impact of the pandemic on your budget for electronic materials?

- Reduced budget
- No change
- Increased budget

Please explain.

22. What has been the impact of the pandemic on your budget for rare or special collections materials?

- Reduced budget
- No change
- Increased budget
- Uncertain / more complicated

If there are non-budgetary impacts on your ability to collect in this area, please explain.

23. Do you expect your acquisitions budget(s) to return to previous levels following the pandemic?

- Yes
- No
- Uncertain / more complicated

Please explain.

24. Have your relationships with collections-related vendors (e.g. book dealers, periodical vendors) changed as a result of the pandemic?

- Yes
- No
- Uncertain / more complicated

Please explain.

25. Has your capacity or willingness to accept donations to your collections changed during the pandemic?

Please explain.

- Yes, more willing / more capacity
- Yes, less willing / less capacity
- No change
- Uncertain / more complicated

Please explain.

26. How have your cataloguing and technical services practices changed during the pandemic?

27. Do you have concerns related to the care and conservation of your collections related to the pandemic?

- Yes
- No
- Uncertain / more complicated

Please explain.

28. Please add any comments related to acquisitions and collections that have not been captured elsewhere in this section.

## Operations

29. Besides staffing and acquisitions, what other aspects of your institution's budget have been affected?

- Technology
- Professional development
- Travel
- Technical services (e.g. preservation binding, book finishing)
- Other (please specify)

30. How have collection handling procedures changed during the pandemic?

- Extended loan periods
- Change to lending rules
- Quarantining of collection materials
- Use of gloves in handling collection materials
- Other (please describe)

31. Have the operations of your library/information center been affected by the opening status of your parent institution?

- Yes, we reopened sooner because of the parent institution's policies or situation
- Yes, we were unable to reopen as soon as we could have because of the parent institution's policies or situation
- No, no effect
- Uncertain / more complicated

Please explain.

32. Is your library/information center offering any new services in relation to the pandemic?

- Provision of wifi
- Scanning of collection materials
- Collection lending
- Other (please specify)

33. How has your institution's provision of public service changed during the pandemic (e.g. remote vs in-person research consultation, number of open hours)?

- Increase in hours for remote research consultation
- Decrease in hours for remote research consultation
- Increase in usage of remote research consultation
- Decrease in usage of remote research consultation
- Increase in hours for in-person research consultation
- Decrease in hours for in-person research consultation
- Increase in usage of in-person research consultation
- Decrease in usage of in-person research consultation

Please comment or explain.

34. Has there been a change in the number of patrons (library users; exclusive of outreach and public programming participants) during the pandemic? Please describe.

- Substantial increase (>10%)
- Minor increase (<10%)
- No change
- Minor decrease (<10%)
- Substantial decrease (>10%)

Please explain.

35. How has your library/information center's provision of reference services changed during the pandemic (please check all that apply)?

- Overall decrease in volume of reference questions
- Overall increase in volume of reference questions
- Increased provision of scans to researchers
- Initiated or increased provision of email reference service
- Initiated or increased provision of live chat reference service
- Other (please explain)

36. How has your library/information center's provision of instructional services changed during the pandemic?

- Changes to scheduling of instructional offerings
- Increase in participation
- Decrease in participation
- Adoption of new technology for delivery of instruction
- Not applicable
- Other (please explain)

37. How has your library/information center's provision of interlibrary loan services changed during the pandemic, e.g. due to the closure or reduced operations of other institutions?

- Increase in ILL borrowing
- Decrease in ILL borrowing
- Increase in ILL lending
- Decrease in ILL lending
- Other (e.g. change in policy; please explain)

38. How have you communicated changes in service to your public(s) (check all that apply)?

- Website
- Blog or newsletter
- Targeted email message
- Email autoreply
- Outgoing voicemail message
- Other (please specify)

39. How have patrons reacted to changes in service? Have you had to adapt your services in response?  
Please explain.



40. How concerned are you about the long-term impact of the pandemic on the success or survival of your library/information center?

Not at all  
concerned

Moderately  
concerned

Very concerned

Please explain.

41. Please add any comments related to operations that have not been captured elsewhere in this section.

### Outreach and public programming

42. How has your library/information center's outreach and public programming work changed during the pandemic?

- Increase in number of programming events
- Decrease in number of programming events
- Increase in overall number of programming participants
- Decrease in overall number of programming participants
- Thematic or other change (please describe)

43. Please add any comments related to outreach and public programming that have not been captured elsewhere in this section.

## Health and safety

44. How concerned have you been about the physical health and safety of members of your team related to the pandemic?

Not at all  
concerned

Moderately  
concerned

Very concerned

Please comment / explain.

45. How concerned have you been about the mental health and well-being of members of your team related to the pandemic?

Not at all  
concerned

Moderately  
concerned

Very concerned

Please explain.

46. Do you have a plan in place for closing your institution in the event of a COVID case among staff or patrons?

Yes

No

Uncertain / more complicated

Please explain.

47. Please add any comments related to health and safety that have not been captured elsewhere in this section.

Thank you. Your answers will help ARLIS/NA better understand the impact of the COVID-19 pandemic on our membership. If you are willing to be contacted by a member of the task force for follow-up, which may include the opportunity to participate in an interview, please provide your email address below.

48. Your email address (optional):