

APPENDIXES

The Board Evaluates Itself

Successful boards pay attention to the process of how they operate. Just as they evaluate the progress of their library, they must assess the operation of the board and determine how they can do the job better. Here is a sample self-evaluation checklist:

Our board prepares to do its job by...

- YES/NO Conducting a thorough orientation for all new board members.
- YES/NO Integrating new members into the team as quickly as possible.
- YES/NO Attending board development conferences.
- YES/NO Providing monthly board development activities for all board members.
- YES/NO Performing an annual self-evaluation of board operations.
- YES/NO Providing all board members with copies of the mission statement, bylaws, constitution, long-range plan, and all other important documents of the library.
- YES/NO Touring all facilities at least once a year.

Our board ensures good meetings by...

- YES/NO Limiting most meetings to two hours or less.
- YES/NO Providing a comfortable meeting room conducive to business.
- YES/NO Convening and adjourning on time.
- YES/NO Sticking to the prepared agenda.
- YES/NO Working for consensus rather than fighting for a majority.
- YES/NO Following a businesslike system of parliamentary rules.
- YES/ NO Including the director as a resource for all deliberations.
- YES/NO Confining all discussion to policy issues and avoiding management issues.

YES/NO Allowing/encouraging all board members to participate in discussion.

Individual board members...

YES/NO Attend at least 90% of all board meetings and committee meetings to which they are assigned.

YES/NO Come to meetings prepared to discuss agenda issues.

YES/NO Come to meetings on time.

YES/NO See themselves as part of a team effort.

YES/NO Act as advocates for the library.

YES/NO Know their responsibility as board members of the library.

YES/NO Attempt to exercise authority only during official meetings of the board.

YES/NO Represent the broad interest of the library and all constituents, not special interests.

YES/NO Understand that the most efficient way to govern is to delegate management to the director.

Our board plans for the future of the library by...

YES/NO Annually reviewing and approving the mission statement.

YES/NO Annually reviewing progress toward the long-range plan and modifying the long-range plan.

YES/NO Operating from opportunity to opportunity rather than crisis to crisis.

Reinforcements and solutions:

In which of the major categories above does our board show real strength?

In which of the major categories above does our board need improvement?

Sample Bylaws*

Article I: Name

This organization shall be called "The Board of Trustees of the _____ Library" existing by virtue of the provisions of Chapter _____ of the Laws of the State of _____ and exercising the powers and authority and assuming the responsibilities delegated to it under the said statute.

Article II: Officers

Section 1. The officers shall be a president, a vice president, a secretary, and a treasurer, elected from among the appointed trustees at the annual meeting of the board.

Section 2. A nominating committee shall be appointed by the president three months prior to the annual meeting who will present a slate of officers at the annual meeting. Additional nominations may be made from the floor.

Section 3. Officers shall serve a term of one year from the annual meeting at which they are elected and until their successors are duly elected.

Section 4. The president shall preside at all meetings of the board, authorize calls for any special meetings, appoint all committees, execute all documents authorized by the board, serve as an ex-officio voting member of all committees, and generally perform all duties associated with that office.

Section 5. The vice president, in the event of the absence or disability of the president, or of a vacancy in that office, shall assume and perform the duties and functions of the president.

Section 6. The secretary shall keep a true and accurate record of all meetings of the board, shall issue notice of all regular and special meetings, and shall perform such other duties as are generally associated with that office.

Section 7. The treasurer shall be the disbursing officer of the board, co-sign all checks, and shall perform such duties as generally devolve upon the office. He shall be bonded in an amount as may be required by a resolution of the board. In the absence or inability of the treasurer, his duties shall be performed by such other members of the board as the board may designate.

Article III: Meetings

Section 1. The regular meetings shall be held each month, the date and hour to be set by the board at its annual meeting.

Section 2. The annual meeting, which shall be for the purpose of election of officers and the adoption of an annual report, shall be held at the time of the regular meeting in _ of each year.

Section 3. The order of business for regular meetings shall include, but not be limited to, the following items which shall be covered in the sequence shown so far as

circumstances will permit:

- (a) Roll call of members
- (b) Disposition of minutes of previous regular meeting and any intervening special meeting
- (c) Director's financial report of the library
- (d) Action on bills
- (e) Progress and service report of director
- (f) Committee reports
- (g) Communications
- (h) Unfinished business
- (i) New business
- (j) Public presentation to, or discussion with, the board
- (k) Adjournment

Section 4. Special meetings may be called by the secretary at the direction of the president, or at the request of _____ members, for the transaction of business as stated in the call of the meeting.

Section 5. A quorum for the transaction of business at any meeting shall consist of ____ members of the board present in person.

Section 6. Conduct of meetings: Proceedings of all meetings shall be governed by *Robert's Rules of Order*.

Article IV: Library Director and Staff

The board shall appoint a qualified library director who shall be the executive and administrative officer of the library on behalf of the board and under its review and direction. The director shall recommend to the board the appointment and specify the duties of other employees and shall be held responsible for the proper direction and supervision of the staff, for the care and maintenance of library property, for an adequate and proper selection of books in keeping with the stated policy of the board, for the efficiency of library service to the public, and for its financial operation within the limitations of the budgeted appropriation. In the case of part-time or temporary employees, the director shall have interim authority to appoint without prior approval of the board provided that any such appointment shall be reported to the board at its next regular meeting.

Article V: Committees

Section 1. The president shall appoint committees of one or more members each for such specific purposes as the business of the board may require from time to time. The Committee shall be considered to be discharged upon the completion of the purpose for which it was appointed and after the final report is made to the board.

Section 2. All committees shall make a progress report to the library board at each of its meetings.

Section 3. No committee will have other than advisory powers unless, by suitable action of the board, it is granted specific powers to act.

Article VI: General

Section 1. An affirmative vote of the majority of all members of the board present at the time shall be necessary to approve any action before the board. The president may vote upon and may move or second a proposal before the board.

Section 2. The bylaws may be amended by the majority vote of all members of the board provided written notice of the proposed amendment shall have been mailed to all members at least ten days prior to the meeting at which such action is proposed to be taken.

Section 3. Any rule or resolution of the board, whether contained in these bylaws or otherwise, may be suspended temporarily in connection with business at hand, but such suspension, to be valid, may be taken only at a meeting at which two-thirds (___) of the members of the board shall be present and two-thirds of those present shall so approve.

*Reprinted with permission from: *The Library Trustee: A Practical Guidebook, 5th edition*
by Virginia Young.

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948.

Amended February 2, 1961, June 27, 1967, and January 23, 1980,
by the ALA Council.

The Freedom To Read Statement

(Excerpts)

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.
2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what books should be published or circulated.
3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.
4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.
5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.
6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.
7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

Adopted June 25, 1953; revised January 28, 1972, January 16, 1991, by the ALA Council and the AAP Freedom to Read Committee.

The Freedom To View Statement

The Freedom to View, along with the freedom to speak, to hear, and to read is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore these principles are affirmed:

1. To provide the broadest possible access to film, video, and other audiovisual materials because they are a means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.
2. To protect the confidentiality of all individuals and institutions using film, video, and other audiovisual materials.
3. To provide film, video, and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.
4. To provide a diversity of viewpoints without the constraint of labeling or prejudging film, video and other audiovisual materials on the basis of the moral, religious, or political beliefs of the producer or filmmaker or on the basis of controversial content.
5. To contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

This statement was originally drafted by the Freedom to View Committee of the American Film and Video Association (formerly the Educational Film Library Association) and was adopted by the AFVA Board of Directors in February 1979. This statement was updated and approved by the AFVA Board of Directors in 1989.

Endorsed by the ALA Council, January 10, 1990.

Ethics Statement for Public Library Trustees

Trustees must promote a high level of library service while observing ethical standards.

Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the institution.

It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.

Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the board even if they personally disagree.

A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.

Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.

Trustees who accept membership on a library board are expected to perform all of the functions of library trustees.

Approved by the Public Library Association Board of Directors and the ALTA Board of Directors,
July 8, 1985.

Glossary of Common Library Terms and Acronyms

Academic Library	The library of a junior college, community college, four-year college, or university.
ARIHSL	Association of Rhode Island Health Science Librarians, an organization of health science librarians with the purpose of improving and increasing access to library and information services for health care professionals.
ALA	American Library Association, the largest and oldest national library association in the world.
Bibliographic Record	A set of information that describes and catalogs a book or other library material retrieved from library collections.
Blog	A website in which journal entries are posted on a regular basis and displayed in reverse chronological order. The term blog is a shortened form of weblog or web log .
Cataloging	The process of describing an item in the collection and assigning a classification (call) number.
CE	Continuing education.
CLAN	Cooperating Libraries Automated Network, Rhode Island's cooperative of public libraries sharing an automated circulation and online catalog system.
COLA	Coalition of Library Advocates, the Rhode Island citizen advocacy group whose purpose is to promote library services and increased support for libraries of all types.
CRIARL	Consortium of Rhode Island Academic and Research Libraries, a consortium of academic and research libraries whose purpose is to promote cooperation and communication among members.
Disaster Plan	The document outlining the library's plans and procedures for dealing with and recovering from disasters of any kind.

Document Delivery	Getting a requested document, book or other piece of information into the hands of the requester.
FOLUSA	Friends of Libraries USA.
HELIN	Higher Education Library Information Network, the automated network made up of most of Rhode Island institutions of higher education.
Holdings	The book collection and other materials owned by a library.
Humphry Study	The study done by John Humphry in the early 1960s which resulted in the formation of the Office of Library and Information Services and a model for library cooperation in RI.
ILL	Interlibrary loan.
Internet	A world-wide series of interconnected networks, accessible to one another through standard addressing and communication protocols.
LAN	Local area network of computers.
LC	Library of Congress. Originally established to serve the needs of the Congress; now performs many of the functions served by the national libraries of other countries.
Library Board of RI	The policy-setting board for OLIS of State Library Services created by the General Assembly in 1990.
LORI	Library of Rhode Island, the state library network.
LSTA	Library Services and Technology Act.
LTV	Library Television, a locally produced cable television program featuring library news.
MARC	Machine Readable Cataloging. Developed by the Library of Congress, MARC is a standard way of putting the description of a book or other item into a machine readable record to permit sharing with other automated systems.
MLS	Master of Library Science, the graduate degree from a library

school
professional library degree.

or department. The term for the

NCLIS	National Commission on Libraries and Information Science. A permanent, independent agency of the Executive Branch of the federal government, created in 1970. Advises the President and Congress on implementation of national information policy.
NEDCC	Northeast Document Conservation Center. A service for preservation, restoration, and conservation of library and related documentary materials.
NELA	New England Library Association.
NELINET	New England Library Information Network. A membership organization of academic, public, and special libraries founded to provide shared cataloging services from OCLC.
NERTCL	New England Round Table of Children's Librarians, a section of NELA.
Network	Two or more organizations engaged in a common pattern of information exchange through communications links, or some common objectives; an assemblage of computer devices that communicate with one another through standardized addresses and connections; a network of libraries.
OCLC	OCLC Online Computer Library Center, Incorporated. An Ohio corporation established for the sharing of cataloging information among libraries, and now the vendor and maintainer of an international database of bibliographic records and of the means for accessing that data for cataloging, interlibrary loan, and reference uses.
OLIS	Office of Library and Information Services, the state library agency responsible for leadership and support for the development and coordination of libraries and library service in Rhode Island.
OSHEAN	Ocean State Higher education, Economic development and Administrative Network, a non-profit consortium formed to foster the development of a high-speed communications infrastructure.
PLA	Public Library Association, a division of the American Library Association.

Preservation Plan	The library's description of its ongoing program by which the general and specific needs for the care of its collections are determined, priorities are established, and resources for implementation are identified.
Public Library	A library supported by a town or special district for the benefit of all residents of the community. Usually funded by property taxation, state and federal funds, donations, and endowments. A number of "public" libraries may actually be privately owned and governed associations which provide free public library service by contract with the town, or by tradition.
Readers' Adviser	A librarian who recommends titles and prepares subject bibliographies.
Reference Service	Personal assistance provided by members of the reference staff to library patrons in pursuit of information.
Resource Sharing	Any means by which information and/or materials in one library are available to users of another library.
RILA	Rhode Island Library Association
RIEMA	Rhode Island Educational Media Association, the professional association for school library media center staff, whose purpose is to promote the development of programs in media technology and library services for children and young adults in Rhode Island's educational institutions.
RILINK	The cooperative effort by Rhode Island school libraries to share their resources through an interactive, web-based union catalog of library materials. Students and teachers at RILINK member schools can use the catalog at www.rilink.org to look for, and request, books or other items at member libraries. Items requested are delivered to each school through the statewide library network.
RINET	A statewide telecommunications network involving OLIS, the RI Department of Education, WSBE Channel 36, the University of RI, and Brown University, the purpose of which is to connect libraries and schools to electronic library and educational resources.
School Library Media Center	An organized learning facility offering the entire school community diverse information sources: books, periodicals, audiovisual

	materials, equipment, and electronic information technologies. It functions as a resource and teaching center and is the "heart" of the school.
Special Library	A library serving a special purpose or clientele, e.g., a library in a private business, hospital, governmental agency, etc.
State Library Agencies	Units of state government providing consultant assistance and grant funds to public, school, and state institution libraries as well as long-range planning and support for interlibrary cooperation.
Statewide Reference Resource Center	Providence Public Library serves as the Statewide Reference Resource Center with state funding provided via the Office of Library and Information Services. The goal of the program is to provide quality reference services to all LORI member libraries and to all residents of Rhode Island.
Talking Books Plus	Talking Books Plus is the Rhode Island Regional Library for the Blind and Physically Handicapped located within the RI Office of Library and Information Services. It functions as a public library for eligible persons with disabilities who reside in Rhode Island.
Technical Processing	The preparation of a book or other item for placement in a library collection so it can be readily identified and available for use.
URI GSLIS	University of Rhode Island Graduate School of Library and Information Studies.
Vertical File	A collection of pamphlets, clippings and similar materials arranged for ready reference in a file cabinet of some kind.
Weeding	The selection of library material from the collection to be discarded or transferred to storage.

A Trustee's Reading List

- Kinney, Lisa F. *Lobby for Your Library: Know What Works*. ALA, 1992.
- Kitta, Donna. *Library Trustees Meeting the Challenge*. (videorecording). ALA Video, 1988.
- Trustee Tool Kit for Library Leadership*. California State Library, 1998.
- Manley, Will. *For Library Trustees Only: Living With Your Director*. McFarland, 1993.
- Moore, Mary. *The Successful Library Trustee Handbook*. ALA, 2005.
- Rubin, Renee. *Avoiding liability risk: an attorney's advice to library trustees and others*. American Library Trustee Association, c1994.
- Rubin, Richard. *Hiring Library Employees: a how-to-do-it manual*. Neal-Schuman, 1993.
- Swan, James. *Working together: a how-to-do-it manual for trustees and librarians*. Neal-Schuman, 1992.
- Young, Virginia. *The Library Trustee: a Practical Guidebook*. 5th edition. ALA, 1995.
- Young, Virginia. *The Trustee of a Small Public Library*. 2nd ed. ALA, 1992.

American Library Trustee Association (ALTA) Publications Series

1. *Securing a New Library Director* (rev. 1985)
2. *Consultants and Library Boards - Working Partnership* (1981)
3. *Library Service to Farmers* (1981)
4. *Library Trustees in State Organizations* (1982)
5. *Library Trustees and Personnel* (1983)
6. *Evaluating the Library Director* (1983)
7. *Library Boards - Who Are They and How Do They Get There? A Survey*. (1988)
8. *Major Duties, Functions, and Responsibilities of Public Library Trustees - An Outline*. (1988)
9. *A Questionnaire to Evaluate Your Library and Library Board* (1988)
10. *Public Relations as a Library Trustee's Responsibility, Not New - Just Different* (1990)

***** All titles are available for loan from the OLIS Professional Collection *****

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Legal Opinion: "Control of Personnel Policies"

In 1994, at the request of the (then) Department of State Library Services, Elizabeth Murdock Myer, the (then) Department Legal Counsel to the Governor, rendered an opinion regarding the authority of library boards of trustees.

In her September 28, 1994 memo Ms. Myer refers to section 29-4-5 of the Rhode Island General Laws relating to trustees, and states that:

"It is clear from the Rhode Island General Laws that the appointment of a librarian and the fixing of the compensation of the librarian is within the powers of the Board of Trustees which are appointed by the town or city council. In addition, other rules and regulations can be enacted by the Board of Trustees that govern other matters involving personnel and library maintenance. Since Section 29 of the Rhode Island General Laws pertaining to libraries and librarians affect every town and city alike, it is clear such section falls within the provisions of Article XIII Section 4 of the Rhode Island Constitution which states that the Rhode Island General Laws will prevail over contrary provisions of a Home Rule Charter.

In conclusion, the Board of Trustees are selected by the town council. Once appointed, however, the town council may not intervene in those affairs that have been specifically delegated to the Board of Trustees pursuant to the Rhode Island General Laws."