MINNESOTA PUBLIC LIBRARY TRUSTEES HANDBOOK

MINNESOTA

PUBLIC LIBRARY TRUSTEE

HANDBOOK

St. Paul, Minnesota, 1977

CONTENTS

WHAT IS A LIBRARY?

A public library is a basic educational, community resource for all people throughout their entire lives.

It is a collection of books, periodicals, records, films, pictures, tapes and related materials organized and administered by a competent staff.

It serves the interests, needs, and concerns of all ages and all groups by supplying the best possible material for information, recreation and enrichment.

The library, through every means at hand, encourages use of its facilities; it offers guidance and assistance to its users.

The library should be readily accessible to all; it is the connecting link with the total library resources of the region and state.

WHAT IS A PUBLIC LIBRARY BOARD OF TRUSTEES?

A library board of trustees is a group of citizens to whom the government of the public library is entrusted. Library board members represent the library to the community and the community to the library. It is the trustee's obligation to improve libraries through well-trained staff and efficient use of funds; to obtain adequate funds for good library services; to promote the best possible use of all library resources in the area; and to extend library service to those not previously served.

In Minnesota, public library trustees are appointed[1] by the elected officials of the city or county to which the library provides service. The most effective boards consist of dedicated, informed citizens, representing a cross section of the community.

The only necessary qualifications one must have for serving on a public library board are TIME and INTEREST. Effective trustees need TIME to attend meetings, participate on committees and read library publications to learn about library service. Trustees must have the INTEREST in library service that will enable them to acquire the skills and knowledge necessary to do the job. Individual trustees should strive to develop:

- *Personal flexibility,*
- *Ability to work cooperatively (library programs should be developed by the entire board, not by individual members),*
- *Knowledge of the community — its needs, interests and resources,*
- *Knowledge of legal responsibilities and authority,*
- *Ability to ask probing questions of the library administration on programs, policies and functions,*
- *Knowledge of the local library's role in the regional and national library network.*

In addition, the board should collectively develop the following characteristics:

- *Occupational diversity*
- *Financial Experience*
- *Political Acumen*
- *Legal Knowledge or Understanding*
- *Age Diversity*
- *Business/Management Experience*

There should be continuity of service to provide for the wisdom of experience, but there should also be change to provide for the infusion of new ideas. No trustee, no matter how dedicated and no matter how effective should serve indefinitely. Too often longevity on a board can result in loss of enthusiasm and inflexibility of thinking. Rotation of members is important. Board members and librarians should see that the appointing authorities are well aware of the qualities needed by good board members.

[1]The one exception is the city of Minneapolis where library trustees are elected.

As it is with most other jobs, the job of a trustee can be more effectively performed with a good orientation. Orientation for new board members should be provided by the board working with the librarian.

In addition to a copy of this handbook, a new trustee should receive:

- *A list of board member names, addresses and telephone numbers.*
- *A staff list including titles and responsibilities.*
- *A tour of the library(ies) with library staff.*
- *Written policies of the library (personnel, materials, etc.).*
- *By-Laws of the Board.*
- *The library's Long Range Plan.*
- *The library's latest annual report.*
- *The library's current budget.*
- *Statistical Reports: Circulation, etc.*
- *Minutes of previous meetings of the board.*
- *Local laws, charter or contracts pertaining to the library.*
- *A copy of "Operating Guidelines for Library Development Grants".*
- *Laws of Minnesota pertaining to libraries.*
- *A copy of "Minnesota Long Range Plan for Library Service".*

After the new trustee has had time to see the library and study the materials, a meeting should be arranged with a committee of the board and the head librarian. The purpose of this meeting will be to discuss the library's general objectives and to answer the questions of the new trustee.

CONTINUING EDUCATION OF THE TRUSTEE

Continuing education and training is essential for effective library trusteeship. Many and varied opportunities are available for trustees to continually update their knowledge and skills. Participation in trustee organizations and attendance at regional, state and national meetings is extremely important. Memberships in the Minnesota Library Trustees Association (MLTA), a unit of the Minnesota Library Association, and in the American Library Trustee Association (ALTA) of the American Library Association also help support services and publications designed with trustees in mind. It is legal and a wise investment to budget for:

- *Memberships in MLTA and ALTA,*
- *Expenses incurred in attending meetings,*
- *Expenses for short courses on library and trustee topics.*

Membership forms for MLTA and ALTA may be obtained from:

Membership Chairperson
Minnesota Library Association
State Organization Service
319 – 15th Ave., S.E.
Minneapolis, MN 55455

Membership Office
American Library Trustee
Association – ALA
50 E. Huron Street
Chicago, IL 60453

TRUSTEE RESOURCE LIST

In between meetings, trustees can keep up to date by using library related books, periodicals and films. Here is a list of some of the materials available on interlibrary loan from OPLIC, if not available locally.

Books, Pamphlets

Batchelder, Mildred, editor. Public Library Trustees in the Nineteen-Sixties. Chicago: American Library Association, 1969.

Gregory, Ruth W. and Lester L. Stoffel, Public Libraries in Cooperative Systems; Administrative Patterns for Service. Chicago: American Library Association, 1971.

Holden, Barbara B. The State Trustee Organization. Chicago: American Library Association, 1968.

National Commission on Libraries and Information Science. Toward a National Program for Library and Information Services: Goals for Action. Washington, D.C.: U.S. Government Printing Office, 1975.

Prentice, Ann E. The Public Library Trustee: Image and Performance on Funding. Metuchen, New Jersey: Scarecrow, 1973.

The Small Public Library: A series of guides for community librarians and trustees. Chicago: American Library Association, 1962-1970.

Young, Virginia G., editor. The Library Trustee. 2nd ed. New York: Bowker, 1969.

A-V Materials

Hiatt, Peter. Library Trusteeship: An Introduction. Western Interstate Commission for Higher Education, 1972. (Audio cassette, slides.)

The Library Trustees' Role in Library Finance. State University of New York at Albany, 1975. (3/4-inch video cassette.)

Multiple Choice. Indiana State Library, 1971. 20 minute color film introducing the duties of the public library trustee.

Periodicals

AMERICAN LIBRARIES

LIBRARY JOURNAL

THE PUBLIC LIBRARY TRUSTEE

WILSON LIBRARY BULLETIN

MINNESOTA LIBRARIES*

MINNESOTA PUBLIC LIBRARY NEWSLETTER*

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*Published by the Office of Public Libraries and Interlibrary Cooperation, Minnesota Department of Education, and sent to all Minnesota public libraries.

LEGAL RESPONSIBILITIES AND AUTHORIZATIONS OF MINNESOTA LIBRARY BOARDS*

The library board in Minnesota has been created by state law to act as a citizen control, and designated the governing, policy-making body of the library or library system.* These responsibilities are distinct from and should not be confused with the actual administration of the library which is the responsibility of the head librarian/library director.

STATUTORY RESPONSIBILITIES (from Minnesota Statutes, Sections 134.09-134.18; 375.33, 375.335)

1. Immediately after appointment, the board shall organize by selecting one of its members as president and one as secretary.

2. The secretary shall be bonded in an amount fixed by the board.

> ALTERNATIVES WHICH DO NOT CONFLICT:
>
> 1. The board may organize by selecting as many officers as it deems necessary as outlined in its by-laws, including a vice-chairperson and treasurer.
> 2. The treasurer may be the person who is bonded.

3. The board shall adopt by-laws and regulations for the governance of the library and the conduct of its business.

4. All vacancies on the board shall be reported to the appointing authority.

5. At the first regular meeting of the board following the end of each fiscal year, the board shall report to the governing body all amounts received during the preceding fiscal year, amount expended, books on hand, purchased and loaned, and other information deemed advisable. A copy of such report shall be filed with the Office of Public Libraries and Interlibrary Cooperation. (Ed. note: OPLIC provides the annual report forms.)

6. The board shall have exclusive control of the expenditures of all monies collected or placed to the credit of the library fund, of the construction of library buildings, and of the grounds, rooms, and buildings provided for library purposes. Title to the personal property and buildings, however, is vested in the city or county.

STATUTORY AUTHORIZATIONS (from Minnesota Statutes 134.09-134.18; 375.33, 375.335)

1. The board has the power to appoint a competent and qualified head librarian/library director and to determine the fitness of an applicant for that position.

2. The board may enter into contracts for services with other governmental units.

3. The board may lease rooms or buildings for library purposes.

4. The board may fix the compensation of employees, and remove any of them at pleasure, subject to civil service regulations, where in effect, and employee's right to appeal, as mandated by state law.

5. The board has the power to hold, by gift, purchase, or otherwise, real and personal property. With approval of the governing authority, the board may purchase grounds and erect a library building thereon.

6. The board is authorized to impose a fee for the use of library facilities and services by nonresidents of the library's/library system's political jurisdiction.

7. The board may recommend that it be abolished provided that a successor board of 5, 7 or 9 members be appointed. (County library boards organized under M.S. 375.33 may only have 5 members.)

*Members of library boards that operate under local home rule charters and/or in part under the terms of special legislation that has been enacted for their benefit should be familiar with the additional responsibilities and authorizations contained in such charters and legislation. In some instances, these library boards are advisory only.

DUTIES AND LIABILITIES OF LIBRARY TRUSTEES AND OFFICERS

A trustee of a public library is a public officer who occupies the role of a fiduciary with regard to the citizens and taxpayers of the governmental unit which is served. (A fiduciary is defined as ". . . a person who holds something in trust for another; of a trustee or trusteeship . . ." Webster's Second College Edition.)

If a library trustee violates his/her trust or fiduciary duty, he/she may be enjoined from so acting as a trustee, suspended, removed, made to pay civil damages, criminally fined or convicted or sentenced to a term of imprisonment.

The minute a public library trustee takes an oath of office, a number of duties and responsibilities are attached to the trustee. These duties and responsibilities attach automatically by the affirmative act of the trustee in the acceptance of office.

Duties of public officers include:

A. Duty of good faith to constituency,

B. Duty to obey law; Federal, State, County, Local, bylaws and custom,

C. Duty to accept office including its burdens and obligations,

D. Duty of diligence,

E. Duties in choice of subordinates,

F. Duty in management of property of constituency.

Areas of Liabilities

A. Errors or mistakes in exercise of Authority.

B. Acts in Excess of Authority. (For example: censorship, dress codes for employees, etc.)

C. Non-feasance – failure to act when you should have acted. (For example: failure to get copyright clearance in cassette duplication, etc.)

D. Negligence. (For example, unsafe buildings and grounds, interfering with property of another, failure to supervise funds, insufficient interest accounts, loss due to depositing funds over the maximum amount insured, etc.)

E. Intentional Tort. (For example: libel, assault, improper discharging of an employee, theft, etc. For full details, see Minnesota Statutes 466.)

F. Acts in Contravention of Statutory Direction. (For example: improper reimbursement to trustees and employees, authorizing payment of improper expenses; failure to follow rules, regulations, and by-laws; purchasing property without bidding; tailoring specifications to a specific bidder; etc.)

Defenses for Liability

Actions that trustees can undertake to lessen the possibility of personal liability: (not in priority order!)

A. Encourage the other co-trustees to:

(1) Perform
(2) Attend
(3) Study
(4) Take part
(5) Cause the standing committees to meet, operate and report.

B. Through by-laws, force resignation of trustees who do not participate.

C. Retain and employ the services of a qualified municipal attorney who reads the agenda, minutes, and resolutions passed by the Board.

D. Require a CPA audit once a year or once every two years. An accountant who has dealt in municipal affairs should be required.

E. Invite the principle governmental unit(s) – of which the library is a part – to audit the records and accounts of the library.

F. Adopt rules, regulations and policies which are in writing and keep them up to date. Have the rules, regulations and minutes open (posted) to the public to avoid any charge that the information is being kept secret.

G. Limit the time tenure of trustees.

H. Vote no, or at least against, proposed action if you feel you have insufficient information on which to base your opinion. An abstention is probably not sufficient, but if you do abstain, you should eventually follow up and record your real vote, otherwise your abstention may be considered a no vote. If you vote no, you are not liable. Insure that minutes of the meetings are kept and that they reflect your no vote.

I. If not in attendance, read the minutes, make any corrections that you know of and write, by certified or registered mail, to the secretary and request that the minutes show, before the next meeting of the Board, how you would have voted and at that meeting explain to the other trustees your position.

J. Invite public disclosure of trustee actions (publishing minutes in local newspapers or library newsletters) for the purpose of educating the public and for the purpose of causing an estoppel to occur if possible.

K. Refuse to allow the existence of conflicts of interest on the Board on the part of yourself or any other trustee. Examples: A person being a trustee of the library and also being the library board's attorney, investment advisor, banker, insurance consultant, accountant, or a purveyor of goods and services which the library buys. A general rule is that a trustee may not receive any profit whatsoever in dealing with its beneficiary.

L. PURCHASE INDEMNITY INSURANCE. Get the policy specifically designed for public officials. Your agent can refer you. For further information, contact OPLIC.

The board is responsible for making policy decisions concerning personnel, materials selection and public rules and regulations. All of these areas require written policy statements which set standards for supporting the staff and the collection. Library staff prepares these statements, which are discussed, modified if necessary and adopted by the board.

Policies are needed in all libraries, even if there is only one employee. All policies should be reviewed annually and revised as necessary. Policies should be published in a manual, and copies of the manual should be provided for each member of the library board and each staff member. Copies should also be available in the library collection for use by the public.

PERSONNEL POLICY

The highest percentage of the library budget is spent on salary. Each library's success with the public depends upon staff effectiveness. The personnel policy should insure that the library board can hire qualified staff, in a nondiscriminatory manner, who will know their responsibilities and benefits, so that high quality service to the public will be established and maintained. To facilitate hiring the best possible staff, it is important to establish duties, salary scales and employee benefits that are competitive on a local and national level.

Job sharing and/or part-time jobs with pro-rated benefits should be encouraged at all levels since many excellent potential employees may not be able or willing to work full-time (e.g., parents of young children, seniors close to retirement, handicapped individuals, etc.). Part-time workers also provide greater staff diversity and flexibility in staff assignments and schedules.

Duties at each level for the professional and nonprofessional should be clear in the policy. Opportunities for professional growth available to the staff should also be apparent. If all or part of the library staff is unionized, trustees must know provisions of contracts and who the bargaining agents are.

The written personnel policy includes: procedures for hiring and retaining qualified personnel and information on employee fringe benefits.

The hiring procedures include:

- *Job descriptions at each level of employment that delineate duties with the appropriate salary scales for both professional and nonprofessional positions.*
- *An affirmative action statement which accords with the Civil Rights Act of 1964, the Equal Opportunity Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act of 1967, and local regulations defining equal employment opportunities.*
- *Procedural details regarding appointment, probationary period, promotions (both merit and seniority), transfers, demotion, dismissal, resignation, suspension, tenure, retirement and grievances.*

The Employee Benefits include:

- *Working hours and conditions, time allotment for meals and breaks.*
- *Vacations; holidays; jury duty; sick, emergency, military, sabbatical and maternity leaves and leaves of absence.*
- *In-service training, educational opportunities, attendance at professional meetings (eligibility, and allowances given in time and money).*
- *Insurance, hospitalization and retirement benefits.*
- *Staff association and union membership guidelines.*
- *Retirement funds and benefits (library employees are eligible for participation in the Public Employees Retirement Association. More information can be obtained from P.E.R.A., Rm. 203, Capitol Square Bldg., 550 Cedar St., St. Paul, MN 55101.)*

The complexity of the personnel policy will vary with the size of the library system and the area it serves. It will need annual review to meet changing conditions within society and the profession.

As a final check of the personnel policy, trustees should ask these questions:

- *Does it allow equal employment opportunities?*
- *Does it encourage hiring and maintaining well qualified staff?*
- *Is it fair to the staff?*
- *Does it encourage professional growth?*
- *Does it promote good library service?*
- *Does it give guidelines for dealing with problems?*

VOLUNTEERS

Volunteers provide a needed link between the library and the community. They help build good public relations and can provide needed assistance in the library. However, to insure that the highest caliber of library service continues to be provided to the public, care must be taken that volunteers do not replace qualified staff. The written policy should clearly define the role of volunteers and to whom on the library staff they are responsible.

MATERIALS POLICY

Standards must also be set for the materials collection to assure that it is comprehensive and balanced, accessible to all the public, and that intellectual freedom is guaranteed.

A general policy statement stating the purpose of the collection which encompasses all types of materials, its scope, and who it will serve is the necessary beginning for the materials selection policy. Policies covering special characteristics of each branch, department, or subject area can then be stated in detail.

The policy should cover gifts given to the library as well as purchases. The same standards apply to gifts to insure that they form a useful and appropriate part of the collection.

As guarantees of intellectual freedom, the American Library Association's Bill of Rights and the Freedom to Read Statement (see appendix) are the basic guidelines for protecting the user, staff and materials. These should be included in the materials selection policy statement. An established procedure for handling complaints about library materials is recommended (see appendix). Complaints should be handled by the board as a whole, not by individual trustees. Handling of complaints can be facilitated by the use of standard selection tools: book reviews, reference books, etc.

The materials selection policy should also be reviewed annually to assure that the collection meets the needs of the public and includes materials in all formats. The quality of the collection and staff will determine the strength of the library. If either is weak, service to the public suffers. Trustees can assure strength in both areas through adopting written policy statements.

PUBLIC POLICIES

Public policy is that which defines the availability of the library's services to the community. A public policy should include information which answers questions such as:

- *Who may use the library?*
- *When is the library open?*
- *What is the loan period for books? Is it different for art prints, records, periodicals, etc.?*
- *Is there a fee for using materials beyond the loan period? Can materials be renewed?*
- *Who may use the meeting room? When?*
- *Are special library services available for special segments of the population, e.g., children, homebound, handicapped, senior citizens, etc.?*

The public policy need not be one inclusive document. On the contrary, it should be many documents, all of which are in writing, well publicized and broadly disseminated throughout the community.

Sample policies for personnel, materials, gifts, complaints, etc., are available from the Office of Public Libraries and Interlibrary Cooperation (OPLIC), 301 Hanover Bldg., 480 Cedar St., St. Paul, MN 55101.

THE FINANCIAL RESPONSIBILITIES OF TRUSTEES

A paramount responsibility of public library trustees is the acquisition and supervision of the library's finances. Library financing includes: (A) Preparation of the budget; (B) Presentation of the budget to the community authorities who must act upon it; (C) Securing adequate funds needed to provide good library services and facilities; and (D) Implementation of the budget through evaluation and authorization of expenditures.

A. Preparation of the Budget

The budget expresses the library's plan and objectives in financial terms. Therefore, before a budget can for formulated, the library board should adopt objectives and goals, as developed by a board committee, the head librarian and library staff. Priorities should be set, based on growth and use. Board policy should then dictate the kind of budget the librarian should prepare. A program budget is recommended for it, is detailed and specific in providing a clear picture of library programs and objectives. Financial needs are presented in terms of individual library programs rather than line item requests. If necessary the budget can then be reformed to forms utilized by the city or county.

As the board studies the budget in light of pre-determined objectives, it must also judge how far the budget will move the library toward meeting levels of service established in "Public Library Goals for Minnesota." These goals are minimums. Even if an individual library exceeds one or more of the state goals, the goals are useful guidelines for judging the excellence of library service. Boards should also analyze the previous year's performance in relation to the budget. However, care must be taken that the new budget not be a mere continuation of the old budget. Budgets should be rebuilt each year based on current objectives.

After study, scrutiny and amending if necessary, the budget should be approved by the board.

B. Presentation of the Budget

An annual budget hearing provides a library board an excellent opportunity to tell the library story to the community. Trustees should inform themselves on every aspect of the budget in order to be prepared to share in its explanation and justification when needed. The likelihood of obtaining adequate financial support for the library and of using this support to the best advantage increases in direct proportion to the trustee's understanding of the library's financial needs. One last point to consider is that relationships with the funding authorities should be continuing, with frequent reports and feedback on how the library is progressing. The annual report to OPLIC as required by state law (M.S. 134.13, 121.24), is a good opportunity to provide more information about the library.

C. Securing Adequate Funds

In Minnesota, funds for public libraries may come from various sources. The primary sources with which library trustees must be familiar include:

1. *Local tax or tax-replacement funds:* Authorized by Minnesota Statutes 134.07 (cities) and 375.33 (counties) up to the equivalent of 2.67 mill rate applied to the assessed property valuation as a property tax or may be provided from other sources available to the funding authority such as Revenue Sharing, the general fund, reimbursements and revenues from the state, etc.

2. *State Aid for Libraries:* Authorized in Laws of Minnesota, 1977, Chap. 449, Sec. 2, Subd. 7, and appropriated every biennium as a line item in the Department of Education budget, these funds are allocated through a grant program administered by OPLIC. A description of the grant program and requirements for participation are outlined in "Operating Guidelines for Library Development Grants" (published in Minnesota Libraries, Summer, 1977, or available as a separate document from OPLIC.

3. *Federal Funds for Libraries:* Authorized in the Library Services and Construction Act (LSCA), these funds are administered and distributed through the Division of Library Programs of the United States Office of Education (Department of Health, Education and Welfare). LSCA funds come to the state library agencies (OPLIC in Minnesota) for use in projects and activities which strengthen public library services, extend

library services to persons who have not had them, improve library services for the disadvantaged and the institutionalized, and promote cooperation among all types of libraries. (See "Operating Guidelines . . ." for requirements.) An important fact to remember: Federal funds for LSCA are allocated to the states on a matching basis. In order to take advantage of these funds, adequate appropriations on a state or local level must be maintained. Each state which receives funds must have on file in the U.S. Office of Education a state plan providing for programs of public library service, public library construction, interlibrary cooperation among various types of libraries, services to state institutions and library services to the physically handicapped, etc. (See "Minnesota Long Range Plan for Library Service, 1977", Minnesota Libraries, Winter, 1976-77.)

Secondary sources of funds include:

1. *Federal Revenue Sharing:* Libraries are one of the eight priority categories for which these funds can be used. Proposals should be submitted to city or county governments.

2. *Comprehensive Employment and Training Act of 1973 (C.E.T.A.):* Provides for job training and employment opportunities for persons most in need. For details on where to apply, contact your regional development commission or the Governor's Manpower Office, 720 American Center Bldg., 160 E. Kellogg Blvd., St. Paul, MN 55101.

3. *Investments:* As authorized in Minnesota Statutes, 471.56, 475.66 and 118.17, public bodies may invest any funds not presently needed. These funds may be invested in certain obligations of the United States and a number of its agencies, or obligations of the State of Minnesota and any of its municipalities. A public body may also make time deposits of such funds in state or national banks or savings and loan associations. For more specific information, see "The Investment of Idle Funds", available from the League of Minnesota Cities, 300 Hanover Building, 480 Cedar St., St. Paul, MN 55101.

4. *Miscellaneous sources of funds, such as:*

   a. Fines and Fees

   b. Gifts, Donations and Endowment Funds (Policies should be set on accepting and handling these funds.)

   c. Foundation Grants: Information about what is available may be obtained from the Minneapolis Council on Foundations, 413 Foshay Tower, 821 Marquette Avenue, Minneapolis, MN 55402.

   d. Minnesota Humanities Commission: Provides grants to non-profit organizations in Minnesota for the purpose of supporting programs involving discussion of public policy issues. For more information, write to Minnesota Humanities Commission, Metro Square 282, 7th and Robert St., St. Paul, MN 55101.

   e. Minnesota State Arts Council: Provides grants to organizations who provide various artistic services. For more information, write to Minnesota State Arts Board, 314 Clifton Avenue, Minneapolis, MN 55403.

D. Implementation of the Budget

Trustees are responsible for approving expenditures of all library funds. Routine review of financial reports at meetings gives trustees opportunities to inform themselves on the effectiveness of the budget. Most trustees do not go through every single bill, but rely on the librarian to interpret the library financial picture by supplying pertinent facts and figures.

It is essential for trustees to obtain a knowledge of the political process. Trustees in a way are kin to politicians in that both are public officials seeking and accepting responsibility for public institutions and funds. It is important for trustees to understand the layers of control with which the board must work. In Minnesota, these layers include municipal, county, and state officials who have certain powers through which libraries gain financial support. Trustees need to cultivate frank, open relationships with these officials, working with them to produce the best possible climate for libraries.

The process of expressing opinions to the decision makers and pushing in support of one's opinions, is called LOBBYING. Effective lobbying can be accomplished in various ways. These are some guidelines:

- *Initiate frequent informal visits with elected officials.*
- *Supply officials written communications that clearly relate facts about library issues.*
- *Attend party precinct caucuses and provide information on library services.*
- *Attend candidate forums.*
- *Give encouragement to candidates who care about library programs.*
- *Work with the Minnesota Library Association Legislative Committee and participate in its communication network.*
- *Invite elected representatives and local officials to a question and answer session with your local board.*
- *Write letters to elected officials which are complete, clear, concise, correct and courteous; use the official designation for a bill and refer to its title or content to identify it.*
- *Lastly, when your goal is achieved and you have what you need for now, remember to say thank you to the officials who supported you.*

If you, as a trustee, see lobbying as a continuous information process for aiding elected officials, as well as a right of every citizen to be heard and express an opinion, you will be comfortable with the political process and develop skill in lobbying that will benefit all libraries and the public they serve.

A good resource for learning the structure of government as well as the names and addresses of elected officials is the Legislative Handbook, compiled by the Secretary of State, and published each biennium by the State of Minnesota. There should be at least one copy in every library. Additional copies may be available by writing to Secretary of State, 180 State Office Bldg., St. Paul, MN 55155.

Today's successful public library is a vital part of the community. The library reflects the kind of community it is by its very existence, and the services it provides. Thus an important role of the library trustees is to represent the community from which comes its authority to govern. This role is often difficult because communities are composed of varied interests and concerns, groups and organizations, needs and attitudes.

Successful representation of the community begins with the openness of the board – to new people, new ideas, and participation by the community in decisions of the board. The library board should be visible in the community – through open meetings, personal appearances by board members and publicity on decisions and activities.

TRUSTEES CAN PROMOTE GOOD COMMUNITY RELATIONS BY:

STUDYING . . .

- Census figures that tell economic levels, family size, ethnic backgrounds, occupations, ages, and education levels in the community.

COLLECTING . . .

- Names of persons who work with the community in direct service (teachers, clergy, politicians, county extension agents, social workers, etc.).
- Names of organizations – community, business, school and others who are giving services, watchdogging and wanting to help.
- Ideas heard, problems raised, issues developing . . . for their impact on the library.

ESTABLISHING ADVISORY GROUPS . . .

- Local writers and artists
- Business people
- Teenagers
- School librarians and teachers

PUBLICIZING LIBRARY ACTIVITIES THROUGH:

- Newspapers, Television, and Radio
- Newsletters, programs and brochures
- Posters and bookmarks
- Community bulletin board
- A Trustee Speakers Bureau
- Word of mouth

Involving the community by tapping their thinking and creativity can result in greater knowledge and use of the library, as well as community pride in one of its assets.

RELATIONS WITH OTHER EDUCATIONAL INSTITUTIONS

A particularly important community relationship which a public library must maintain is that with the school, college, and university libraries in the community. A public library that has been serving students can bridge the gap to continuing lifelong self-education.

Although public libraries, school library/media centers and college libraries have distinct and separate responsibilities for providing services appropriate to particular clienteles, citizens of all ages are best served when all types of libraries are well established in a community. Public libraries, school library/media centers, and college libraries should strive to share their strengths with each other and with other types of libraries to gain for their clientele comprehensive access to needed information and materials.

Library trustees should encourage the public library staff to pursue cooperative activities. These may include but are not limited to the following:

(a) Developing effective interlibrary loan procedures for sharing materials.

(b) Establishing and operating a system for the delivery of materials being shared.

(c) Joint ordering, processing and/or cataloging of library materials.

(d) Reciprocal borrowing of materials and equipment.

(e) Increasing the availability of materials through lengthening the hours of operation of a cooperating agency.

(f) Joint continuing education and in-service training of personnel.

(g) Sharing of materials selection tools and coordination of collection development.

(h) Joint utilization of automated procedures and technology, such as data processing equipment, cable television and access to machine readable data bases.

(i) Sharing specialized services, personnel and equipment.

(j) Joint sponsorship and promotion of special programs and activities.

FRIENDS OF THE LIBRARY

"Friends" are civic-minded men and women who know that a good library is central to a good community. They exist to assist the library in promoting, improving and expanding service. A Friends of the Library should organize apart from the library and have its own by-laws, officers and organization. Friends groups work with the trustees and the library staff in planning activities, but are not involved, except as interested citizens, in the governing of the library. Trustees may serve as liaison to the group, but not usually as officers.

Activities of the Friends may include:

- *Creating public support for expanding the library's program.*
- *Encouraging gifts, endowments and memorials.*
- *Raising funds for specific purposes.*
- *Providing assistance in purchasing special items for the library, such as a special collection of books or photographs or local art.*
- *Working for library legislation and appropriations.*
- *Informing the community of library programs and needs.*
- *Campaigning for new facilities.*
- *Sponsoring special programs.*
- *Aiding the library's public relations program.*

A good Friends of the Library group can often serve as a training ground for future trustees. Friends can provide the wide community base which is essential to the library's success.

Information on organization and activities of Friends of the Library groups is available on interlibrary loan from OPLIC, 301 Hanover Bldg., 480 Cedar St., St. Paul, MN 55101.

SELECTION OF A HEAD LIBRARIAN/LIBRARY DIRECTOR

The selection of a library director is perhaps the most important single act, in its effect on the future of the library, that a board can undertake. Before publicizing the position opening, the board might be wise to address itself to such fundamental questions as: What is the role of the library in the community? Have library needs changed in the community? Has our library kept pace? What do we want in our next director? Then a job description should be provided by the board, listing not only the duties of the position but also setting forth the goals as determined in the in-depth study of the library needs.

Trustees should consider in a candidate – professional training, experience, personality and any special abilities or training required by the particular position. In seeking a director some board will place more weight on imagination and energy, others on administrative experience, others on education and erudition. Self confidence, leadership, dependability, management skills and an interest in furthering library development will be expected in a head librarian.

Local conditions, such as the size of library, staff, and resources are factors affecting the selection of an administrator. Trustees of the smaller libraries in the state often experience a more difficult time filling administrative posts than do the larger libraries. Trustees of these libraries should be aware of and investigate all avenues open to them in providing administrative ability. They might enter cooperative agreements with other libraries or library systems for administrative work rather than hire an administrator for themselves. During the hiring process, trustees will do well to seek the advice and counsel of the Office of Public Libraries and Interlibrary Cooperation and recognized library schools.

In evaluating a candidate for directorship this checklist might be used:

- *EXPERIENCE working with library board and government officials;*
- *EXPERIENCE in preparation of budgets, administering a program, department of activity within a budget, development of policies, personnel administration, and supervision of personnel;*
- *WORKING with the public in reference, adult, young adult and children's services, and bookmobile;*
- *EXPERIENCE in public library extension and library technical services;*
- *EXPERIENCE with publicity and public relations.*

In the process of hiring, the trustee should be aware of current practices in the profession concerning competitive salaries, length of vacations, retirement benefits and state requirements of accreditation, and state aid. Again, OPLIC, library schools and professional organizations provide valuable and current information.

The board will determine qualifications, set salary ranges, seek candidates, check references, evaluate individual qualifications, and arrange interviews with promising candidates, paying necessary travel expenses, and will comply with legal regulations in the hiring of personnel in public service.

The librarian serves at the pleasure of the library board subject to provisions of verbal or written agreements, which may include a probationary clause, standards of performance or other matters of policy.

EVALUATION OF HEAD LIBRARIAN/LIBRARY DIRECTOR

Good personnel practice calls for a predetermined probationary period, if this is not already included in Civil Service procedures. This will usually be either six months or one year. Early in this period, some short and long term goals for the current director's administration should be set by the director and approved by the board. During probation, the librarian's performance in the achievement of these goals should be carefully evaluated. The board's responsibility for evaluation of the librarian does not end at the conclusion of the probationary period. It is ever present, and formal and informal evaluations should be done annually. Satisfactions and dissatisfactions should be recorded and discussed with the librarian. If things are not going well, make sure that the due process is followed.

During all evaluations, the following questions might be asked:

- *Is the librarian an effective administrator organizing his/her own work and that of staff?*
- *Does he/she show initiative, creativity, follow-through?*
- *Are deadlines being met, goals achieved?*
- *Is he/she tactful?*
- *Does board feel library program is really being promoted?*
- *What are the librarian's relations with board? With staff? With patrons? With public?*

RESPONSIBILITIES OF THE HEAD LIBRARIAN/LIBRARY DIRECTOR

ADMINISTRATIVE FUNCTIONS

- *Recommend needed policies for board action. Administer the library, carrying out policies and objectives determined by the board.*
- *Select and supervise library personnel and maintenance services.*
- *Write job descriptions and establish position classifications for all employees.*
- *Suggest and carry out plans for improving and extending library services.*
- *Select, acquire, and dispose of library materials in compliance with library policy.*
- *Prepare regular reports on the progress and needs of the library.*
- *Maintain records and prepare reports for the State Library Agency (OPLIC), governmental bodies and the public.*
- *Be familiar with laws governing public libraries and their administrations.*

FINANCIAL FUNCTIONS

- *Prepare regular reports on the finances and needs of the library.*
- *Prepare with the library board the annual budget.*
- *Recommend adequate salaries for library personnel.*
- *Know requirements and regulations governing state and federal aids.*

PUBLIC RELATIONS FUNCTIONS

- *Conduct a forceful public relations program in accordance with board policies.*
- *Cooperate with other agencies and institutions including government, educational, cultural, vocational, recreational, and civic groups.*
- *Support legislation which would improve library service.*

OTHER FUNCTIONS

- *Know the resources available in the statewide library system and make efficient use of them.*
- *Be informed on significant developments in the profession in the community, region, state, nation and world, such as state and federal programs and aids, library service agencies and areas of cooperation.*
- *Welcome new trustees, help orient them to work of the library and encourage them to take an active part in the board's activities.*
- *Encourage continuing education for trustees, urging their attendance at trustees' meetings, workshops, etc.*
- *Attend all board meetings except when the librarian's salary or tenure is discussed.*
- *Affiliate with the Minnesota Library Association and other professional organizations. Attend related meetings.*

MINNESOTA PUBLIC LIBRARY ORGANIZATION – LEVELS OF SERVICE

A public library provides free access to library service to all residents of the governmental unit(s) that provide(s) for its financial support.

The term 'public library' includes all of the following types of organizations:

CITY PUBLIC LIBRARIES: Supported by city governmental units and organized under Minnesota Statutes, Section 134. These may be branches of county or consolidated regional libraries, members of federated library systems, or independent of any affiliation.

COUNTY PUBLIC LIBRARIES: Supported by county governmental units and organized under Minnesota Statutes, Section 375.33. In Minnesota, all county libraries are members or participants in library systems.

REGIONAL PUBLIC LIBRARIES/SYSTEMS: Composed of city, county and multi-county public libraries which have organized under the provisions of one of the following sections of applicable Minnesota law:

MS 134.12 (Benefits of Library);
MS 317 (Non-profit Corporations);
MS 375.335 (Regional Libraries);
MS 471.59 (Joint Exercise of Powers).

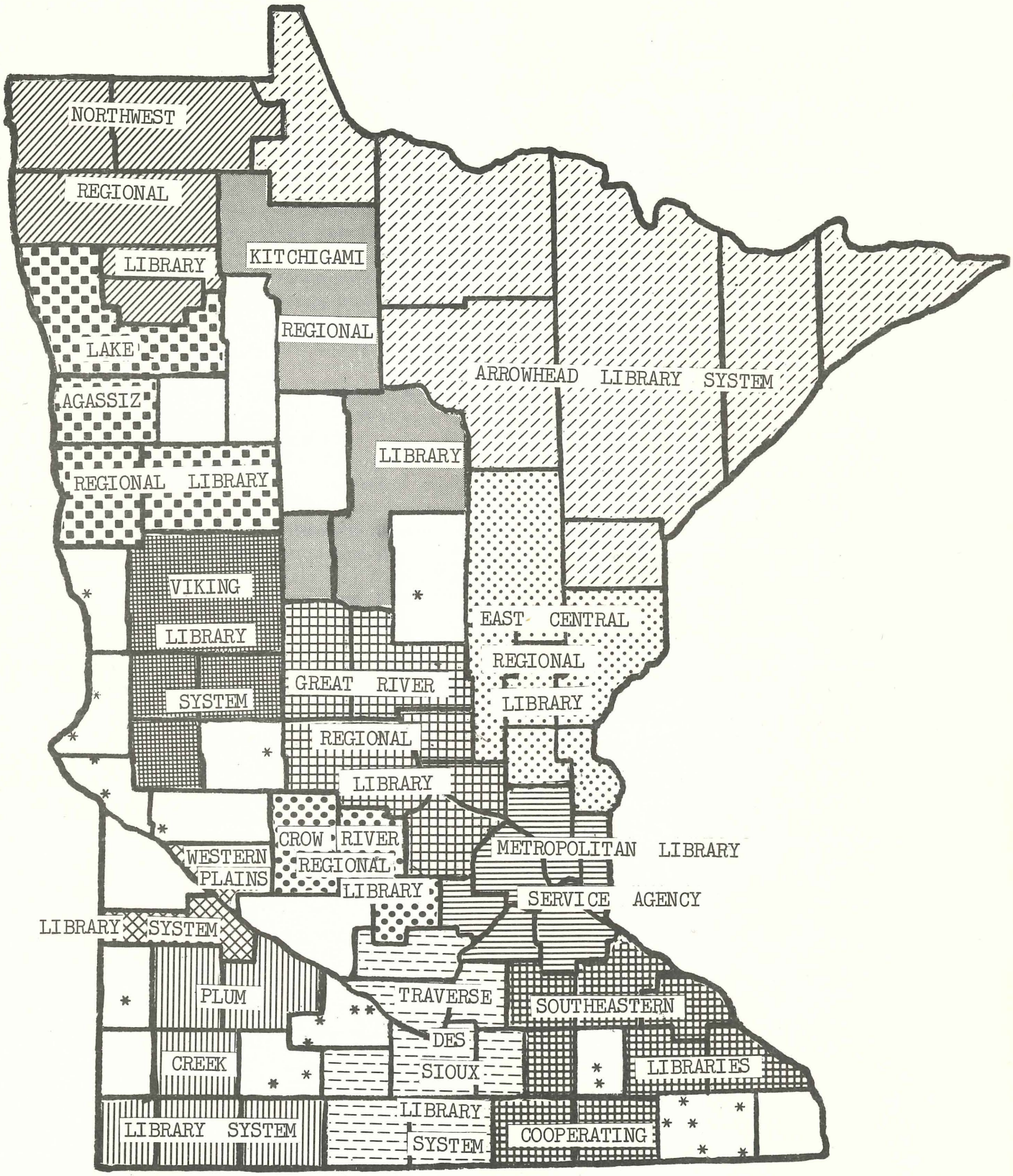
Regional systems may be consolidated, or federated.

A *consolidated* system exists when the individual city and county libraries become "branches" of the regional library and all participants are governed by a regional board whose members represent participating areas. The board members are appointed by the city councils or county commissioners of the participating areas. There is a central library administration which provides appropriate and equitable library service to the entire area served. Examples are Kitchigami, Lake Agassiz, Great River Regional, East Central, Northwest, Western Plains, and Crow River.

A *federated* system exists when the individual city and county libraries become members of the regional "system" with each member retaining local governance. The system board, whose members represent participating areas, has authority and responsibility for facilitating cooperative programs as outlined in the system contract. The system primarily provides services to member libraries, but may provide some direct service to the public usually through bookmobile or mail-a-book. Examples of this type of organization are Arrowhead, MELSA, Plum Creek, SELCO, Traverse des Sioux, and Viking.

A list of Minnesota libraries and their regional affiliations is published each year in the Spring issue of Minnesota Libraries.

MINNESOTA REGIONAL PUBLIC LIBRARY SYSTEMS – July, 1977



*City Libraries participating in Regional Public Library systems.

Cooperation between libraries in Minnesota is, fortunately, strong and on-going. Public library trustees have had and continue to have a vital role in developing policies that make interlibrary cooperation possible.

The term 'interlibrary cooperation' encompasses many programs. In Minnesota, the most apparent result of interlibrary cooperation has been the development of the regional library systems. Although the various library regions have organizational differences (see page 22), what they have in common and what they offer the local library are similar. For example:

All of the regional library systems have demonstrated that broadening the base for public library services results in:

- *More effective planning and administration;*
- *Lower unit costs through larger scales of operations;*
- *Greater flexibility to maximize use of available resources; and*
- *Better performance of library services.*

More specifically, the regional libraries can coordinate many activities which are difficult or impossible for a single library. Below is a list of some, but by no means all, of the services that can be handled by regional library systems:

- *Sharing of resources through interlibrary loan.*
- *Area wide collection development, especially in expensive reference services, audio-visual materials, and special collections.*
- *Shared purchasing or materials and supplies to obtain greater discounts.*
- *Regional storage of little used materials.*
- *Reciprocal borrowing for all residents in an area.*
- *Specialists in adult, children's or technical services.*
- *A channel for implementation of state and federal appropriations and programs.*
- *A testing ground for innovation and experimentation.*
- *A medium for the formation and development of networks between different types of libraries.*

As individual libraries and governmental units organize themselves into regional library systems, the people appointed to become trustees of these systems find their responsibilities enlarged. Regional trustees must not only be familiar with their home area which they represent, but they must also acquire a knowledge and understanding of the entire region served by the library system. The most successful system boards are those in which trustees can separate themselves from purely local interests and concentrate their thinking on system-wide goals, e.g., "My hometown library may not directly benefit from this program, but I believe it to be a necessary step for the future development of quality library service in our region."

In addition to the larger size of the organization and area served, system trusteeship may vary from local trusteeship in several ways:

- *There is a greater need for familiarity with the requirements of state and federal aid funds. These funds comprise over 50% of most regional system budgets.*
- *A greater time commitment may be required because attending meetings may involve traveling considerable distances. In most regions, the location of the monthly meeting is rotated throughout the region so that the need to travel is shared by all. This also has the advantage of giving the trustee a chance to periodically visit all areas of the region and gives the library staff and citizens from the various areas a chance to observe and participate in board meetings.*
- *Each trustee may have an alternate who attends meetings in his/her absence. The trustee has the obligation of keeping his/her alternate informed of board business.*

Tools to aid Regional System Trustees in learning about their region:

- *U.S. Census Data, 1970. Minnesota. General Social and Economic Characteristics;*
- *Minnesota Pocket Data Book (Available from Document Section, 140 Centennial Bldg., St. Paul, MN 55101);*
- *Publications of the Regional Development Commissions.*

THE LOCAL OR BRANCH TRUSTEE IN A CONSOLIDATED REGIONAL LIBRARY

When a city library becomes a branch of a consolidated region (or county library), the city officials may prefer to maintain the local library board, rather than handle local library needs themselves.

The functions of this branch/local library board may include responsibilities for the following (depending on the regional or county agreement):

- *Building and utility costs and needs (except telephone);*
- *Furniture and equipment needs not funded through the regional or county library;*
- *Control and sale of any furniture, or equipment, or materials not owned by the regional or county library;*
- *Control and sale of any materials not owned by the regional or county library;*
- *Special and innovative library services through local funding, not budgeted by the regional or county library;*
- *Handling gifts directed to the local library;*
- *Training for regional and county library board appointees;*
- *Advising the regional and county library board through the board's regional representative or through the local librarian;*
- *Public relations.*

Quarterly meetings, or less, should be adequate to meet these needs.

OFFICE OF PUBLIC LIBRARIES AND INTERLIBRARY COOPERATION

The state library agency in Minnesota is the Office of Public Libraries and Interlibrary Cooperation, which is a section within the State Department of Education, responsible to and governed by the State Board of Education.

POWERS AND DUTIES OF STATE LIBRARY AGENCY

The agency is responsible for:

A. The state's program for public library development.

B. The state aid for public libraries program.

C. The state interest in interlibrary cooperation between all types of libraries.

D. The state consultant program for advice and guidance to public libraries, and to programs of interlibrary cooperation.

E. The collection and publication of public library statistics.

F. The administration of federal funds for public libraries, institution libraries and interlibrary cooperation.

PURPOSE AND SCOPE OF RESPONSIBILITY

A. Gives advice on library development to local libraries, public officials and citizens organizations and groups.

B. Provides consultant service on library operations.

C. Administers program of state and federal aids, with setting standards, judging eligibility, and monitoring performance.

D. Edits and publishes information and administrative materials.

E. Contracts with other libraries (St. Paul Public Library 1973-) and other agencies (MINITEX) to provide for statewide interlibrary loans of books, journals, a-v items, and other library material, reference services, and other service to public libraries throughout the state.

F. Encourages interlibrary cooperation and the development of the Minnesota Library Network through development of regional library systems, the Minnesota Union Lists of Serials (working with MINITEX), teletype network, and the Minnesota Interlibrary Loan network which includes public and academic libraries.

G. Conducts studies and prepares plans for public library development.

H. Maintains a library of professional library literature which provides in-depth library information and reference service to library interests throughout the state.

SPECIAL PROJECTS AND SERVICES

A. Continued development, study and administration of the 16mm Film Circuit.

B. Workshops for continuing education of library personnel.

In 1970, Congress established the National Commission on Libraries and Information Science (NCLIS). By this act, Congress affirmed that "library and information services adequate to meet the needs of the people of the United States are essential to achieve national goals and to utilize most effectively the nation's education resources."

In 1975, after public hearings and widespread input from all segments of the library information community, NCLIS published The National Program Objectives. They are as follows:

1) Insure that basic library and information services are adequate to meet the needs of all local communities.

2) Provide adequate special services to special constituencies, including the unserved.

3) Strengthen existing statewide resources and systems.

4) Insure basic and continuing education for personnel essential to the implementation of the national program.

5) Coordinate existing Federal programs of library and information service.

6) Encourage the private sector to become an active partner in the development of the national program.

7) Establish a locus of Federal responsibility charged with implementing the national network and coordinating the national program under the policy guidance of the National Commission. This agency should have authority to make grants and contracts and to promote standards, but must be supportive and coordinative rather than authoritarian and regulatory.

8) Plan, develop and implement a nationwide network of library and information service.

For more information, all trustees are encouraged to read Toward A National Program for Library and Information Services: Goal for Action, available at most libraries or OPLIC.

AUTHORITY

The basic decision-making responsibility for a construction program rests with the library board. Authority for board decisions exists only when their decisions are made at legal meetings.

There are two other kinds of authority – (1) funding approval by local government, and (2) the broadest possible public endorsement of the building program. These two factors must be obtained through the library board assisted by the librarian.

All of this authority will be only as effective as it is clearly and precisely recorded in the minutes of board meetings.

NEEDS ASSESSMENT

Although OPLIC can provide some consultative assistance on developing a building program, most communities undertaking a building program find it valuable to hire a qualified building consultant. The effectiveness of the consultant's performance, however, will be increased and the job completed sooner if the library board and staff work carefully together to do the following:

Analyze potential clientele and their service, space, and material needs.

Analyze present clientele and their use of library services by conducting a self-study. Include AV and programs as well as reference use.

Analyze existing library facilities, equipment, and material.

Compare library facilities, equipment, and material with state and national standards and/or with other actual library services or facilities in similar areas.

Collect demographic information about the community's past and future growth patterns.

Based upon this information, determine what kind of library programs there should be. (Bilingual services? Outreach programs? Group reader guidance? Special commercial or industrial services?) This will be a long list and should be built in consultation with every local and regional organization affecting the community.

To perform these tasks, use the following resources: library staff, library trustees, library friends, library literature, library conferences, state consultants, community experts, other libraries, and other consultant studies.

Briefly outline what you need to have the consultant do. Can any of these things be accomplished by you before the consultant arrives? Can any of these things be accomplished by you with some guidance from the consultant?

CONSULTANTS

When hiring a consultant, the following is a procedure that will aid you in the selection process:

Ask several consultants (a list may be obtained from OPLIC) to prepare proposals based on a detailed description of the task as defined by the library trustees and staff. Ask for a phased plan with price breakdowns and review periods.

Invite selected consultants to interview after receiving proposals and resumes.

At the interview, require all committee members to be present on time. Keep the committee small.

At the half-hour interview, ask the consultant about his experience with similar jobs in similar libraries. Ask about costs for the consultant and costs to effect the proposed program. Ask about time for completion of the consultant's work and a time frame for the proposed changes. Ask about the relationship between the consultant, architect, and library board. Will the consultant permit staff to critique the program? Will the consultant critique the architect's schematics, preliminaries, and working drawings?

After a consultant is hired, he should meet frequently with the staff, board, and committees, and there should be periodic review sessions at the end of phases in the project where the consultant's work is critiqued by the staff and the board committee. If at the end of the first phase the board is NOT satisfied with the consultant, work should be suspended and a careful review of his proposal and work should be initiated.

COMMUNITY AND REGIONAL PLANNING

Many Minnesota communities have planning offices which maintain consolidated community plans for population growth, street, water and sewer needs, the kind and amount of government services which will be required as the community grows or shrinks, and forecasts of commercial/industrial growth.

These plans should be amended to include the library building program statement as soon as possible. The entire community plan should be made a part of the library building program statement.

The same is true for the regional plan which includes the particular community. Every Minnesota community is included in a state planning region. Regional planning offices can be contacted through the local public works office of office of the city clerk.

BUILDING DESIGN

Architect/engineer services should not be contracted until the board has determined whether a library building program is to be established. When this is decided, these services should be obtained via competitive bidding, and the award of a written contract.

FINANCING

Preliminary cost estimates can be made when all library service needs have been assessed, tabulated and translated into a tentative total number of square feet.

Current square foot cost data are available in professional library periodicals. These reflect state and national averages only. Building costs can vary significantly from one local community to another. Local contractors, real estate experts, bankers and savings and loan officers should be consulted for information on current, local construction cost factors.

Some local communities have a "capital improvements programs," consolidating all the community's facility needs (streets, bridges, police and fire stations, etc.), into a budget-like document which is managed by the city council for consolidated municipal bonding and for priority determinations among the needs of all city or village departments.

When a capital improvements program exists library financing is accomplished by having the library building program statement accepted as a part of the capital improvements program.

If there is no capital improvements program, the best funding method(s) should be determined by the library board after consultation with municipal officials and local financial institutions.

Other sources of funding that should be considered are the following:

- Federal Revenue Sharing
- Community Development Grants
- Farmers Home Administration Loans
- Energy Research and Development Administration Grants
- Public Works Employment Grants

Information about these and other funding sources is available from the Office of Public Libraries and Interlibrary Cooperation.

JOINT PLANNING WITH THE SYSTEM CENTER

Public library systems represent access for patrons of even the smallest Minnesota library to most of the state's library resources and services.

No building program statement should be without a careful study of those system services and resources which are, or are planned to be, available for the particular local public library.

PUBLIC INFORMATION

At every stage of the public library building program, from earliest concepts through building shakedown after construction, the program statement stands as the single, central source of information. All board and committee actions relating to the building program should be recorded and copies of such records should be kept in the program file. Copies of municipal resolutions. of endorsement by local and regional planning offices should be a part of the file also.

A complete story accumulates for use by the media, for publicity campaigns, for bonding or other fund drives, and for ready access by the library board at each of its meetings on the building program. The story is not only complete, it is safeguarded against the dangers of contradictory information to the library's publics.

AM I A GOOD TRUSTEE?

Rate yourself as a Trustee! If you can answer "YES" to all these questions, you may rate yourself "SUPERIOR"!

- *Do I attend meetings promptly and regularly?*
- *Do I interpret the library to my community?*
- *Do I recognize the needs and interests of my community and see that they are met by the library?*
- *Am I committed to having a library building adequate to serve my community?*
- *Do I allow the librarian to proceed in his/her specialized field in the selection of staff, books, and othermanagement functions?*
- *Am I a member of the Minnesota Library Association?*
- *Do I attend regional, state and national meetings and make myself aware of what is being done beyond my own locality?*
- *Am I familiar with Minnesota library laws?*
- *Do I recognize the difference between the duties of librarian and the duties of the board?*
- *Have I read the publications listed in this manual?*
- *Have I insisted upon equitable staff salaries and personnel policies, competitive with those offered for positions of comparable responsibility in the community?*
- *Do I recognize the difference between economy and stinginess?*
- *Do I have vision for future growth as well as responsibility for the present?*
- *Am I cooperative in all library relations?*
- *Do I follow the democratic principle of supporting majority opinions even though not my own?*
- *Am I interested in providing a wide range of library service for present and potential library users?*

SAMPLE BY-LAWS FOR MINNESOTA PUBLIC LIBRARY BOARDS OF TRUSTEES

ARTICLE I
Identification

The name of the organization is the _____ _____ Library, located in _____. (For regional boards: "with headquarters in _____, with branches in _____"; or "with administrative offices in _____, and with members in _____ _____".)

ARTICLE II
Purpose

The purpose of the _____ Library Board is to represent the library both to the people and to the governing officials. It is the trustee's obligation to see that adequate funds are obtained for good library service; to promote the best possible use of all library resources in the area, to improve existing libraries, and extend library service to those not previously served.

ARTICLE III
Board of Directors

Section 1. Number and qualifications

The governing body of the library is composed of _____ members as appointed by _____, and representing _____.

Section 2. Term of Office

The term of office of trustees shall be _____ No trustee shall serve more than two full consecutive terms. A former board member can be reappointed after a lapse of one year. If a member is appointed to serve an unexpired term of office and serves more than half of the term, it shall be considered a full term of office.

Section 3. Disqualifications, Vacancies

Any member who moves out of the political subdivision he/she represents shall be responsible for notifying the secretary of the Board of Trustees. Upon receipt of such notification, the position shall be declared vacant. When any trustee fails to attend at least three consecutive meetings of the board, the board shall declare his/her position vacant. It shall be the duty of the President to notify the appointing official of the vacancy, and, by direction of the board, suggest three to five names to the appointing official of persons which may qualify to fill the position.

Section 4. Officers

Officers of the board shall be a president, vice-president, secretary and treasurer. Officers shall be elected at the regular annual meeting. An officer may succeed himself. Vacancies in office shall be filled by vote at the next regular meeting of the board after the vacancy occurs.

The duties of the officers are as follows:

The president shall preside at meetings and perform such other duties as custom and law devolve upon the president. In the absence or disability of the treasurer, the president shall sign vouchers for disbursements from the library fund.

The vice-president shall assume the duties of the president in the event of the absence or disability of the president.

The secretary shall keep an accurate record of all proceedings of the board meetings (or the librarian may be designated "As executive secretary to keep true and accurate account . . ."; the librarian has no vote on the board).

Treasurer shall be responsible for the accounting of library receipts and expenditures and the signing of vouchers for disbursements from the library fund. The treasurer shall be bonded.

ARTICLE IV
Meetings

Section 1. The Library Board shall meet on the _____ of each month at _____ o'clock at _____ Library or at the place designated at the preceding meeting. The _____ meeting shall be the annual meeting.

Section 2. Special meetings

Special meetings of the Board of Trustees may be called by the president, or upon written request of _____ members, for the transaction of business as stated in the meeting request. Notice stating the time and place of any special meeting and the purpose for which called shall be given each member of the Board of Trustees or Executive Committee at least _____ days in advance of the meeting.

Section 3. Quorum

A quorum for transaction of business shall consist of a simple majority.

Section 4. Order of Business at regular meetings shall be:

1. Call to order
2. Petitions to the chair
3. Visitors
4. Adoption/amendment to agenda
5. Minutes
6. Financial Report

7. Approval of Bills
8. President's Report
9. Librarian's Report
10. Committee Reports
11. Communications
12. Old Business
13. New Business, Policy Review and Member Education
14. Adjournment

Section 5. Parliamentary Authority

Robert's Rules of Order, latest revised edition, shall govern the parliamentary procedure of the meetings.

ARTICLE V
Committees

Section 1. Executive Committee

Shall consist of, have authority to _____, meet _____, report _____ .

Section 2. Standing Committee

Shall be appointed by president, have responsibility for _____, etc.

Section 3. Ad Hoc Committees

Ad Hoc committees for the study of special problems will be appointed by the president, with the approval of the board, to serve until the final report of the work for which they were appointed has been filed.

ARTICLE VI
Duties of the Board of Trustees

1. Determine the policy of the library and develop the highest possible degree of operating efficiency in the library.

2. Select and appoint a competent administrator or librarian.

3. Advise in the preparation of the budget, approve it, and make sure that adequate funds are provided to finance the approved budget.

4. Through the librarian, supervise and maintain buildings and grounds, as well as regularly review various physical and building needs to see that they meet the requirements of the total library program.

5. Study and support legislation which will bring about the greatest good to the greatest number of libraries.

6. Cooperate with other public officials and boards and maintain vital public relations.

ARTICLE VII
Librarian

The librarian shall be considered the executive officer of the board and shall have sole charge of the administration of the library under the direction and review of the board. The librarian shall be held responsible for the care of the buildings and equipment, for the employment and direction of the staff, for the efficiency of the library's service to the public, and for the operation of the library under the financial conditions set forth in the annual budget. The librarian shall attend all board meetings.

ARTICLE VIII
Mileage and Expenses

Board members will be reimbursed for actual mileage to attend library meetings, at _____ per mile.

ARTICLE IX
Amendments

These by-laws may be amended at any regular meetings of the board with a quorum present, by majority vote of the members present, providing the amendment was stated at the preceding meeting (or "issued in the call to order", or "was sent to the members at least thirty days prior to the meeting").

These by-laws will be in force upon adoption by the library board of the _____ library on the _____ day of _____.

SAMPLE COMPLAINT FORM

CITIZEN'S REQUEST FOR RECONSIDERATION OF A BOOK OR OTHER LIBRARY MATERIAL

Author: _____

Title: _____

Publisher or Producer: _____

Request initiated by: _____

Telephone: _____ Address: _____

City: _____ Zip Code: _____

Complainant represents (check one):

____ Himself

____ Organization Name: _____

____ Other Group Identify: _____

Check one item: ____ Book ____ Paperback ____ Magazine ____ Pamphlet ____ Recording

____ Picture ____ Film

1. Specifically, to what do you object? (cite pages, instances, etc.)

_____

_____

_____

2. What do you feel might be the result of reading, hearing or seeing this material (book, recording, etc.)?

_____

_____

3. Is there anything good about this material? _____

_____

4. Did you read the entire book or examine the entire item? _____

What parts? _____

5. Are you aware of the judgment of this material by professional critics?

_____

6. What do you believe is the theme of this book or other material?

_____

7. What would you like your library to do about this material?

____ Have it reconsidered

____ Withdraw it from the library

_____

Signature of Complainant

The Council of the American Library Association reaffirms its belief in the following basic policies which should govern the services of all libraries.

1. As a responsibility of library service, books and other library materials selected should be chosen for values of interest, information and enlightenment of all people of the community. In no case should library materials be excluded because of the race or nationality or the social, political, or religious views of the authors.

2. Libraries should provide books and other materials presenting all points of view concerning the problems and issues of our times; no library materials should be proscribed or removed from libraries because of partisan or doctrinal disapproval.

3. Censorship should be challenged by libraries in the maintenance of their responsibility to provide public 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. The rights of an individual to the use of a library should not be denied or abridged because of his age, race, religion, national origins or social or political views.

6. As an institution of education for democratic living, the library should welcome the use of its meeting rooms for socially useful and cultural activities and discussion of current public questions. Such meeting places should be available on equal terms to all groups in the community regardless of the beliefs and affiliations of their members, provided that the meetings be open to the public.

Adopted June 18, 1948. Amended February 2, 1961, and June 27, 1967, by the ALA Council.

A joint statement by the American Library Association and the Association of American Publishers:

NOTE: "Books" as used in this statement includes all kinds of materials acquired for library use.

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 book sellers 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, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

The complete text of this statement is available from OPLIC.

471.705 MEETINGS OF GOVERNING BODIES; OPEN TO PUBLIC. Subdivision 1. Except as otherwise expressly provided by statute, all meetings, including executive sessions, of any state agency, board, commission or department when required or permitted by law to transact public business in a meeting, and the governing body of any school district however organized, unorganized territory, county, city, town, or other public body, and of any committee, subcommittee, board, department or commission thereof, shall be open to the public, except meetings of the board of pardons, the Minnesota corrections authority. The votes of the members of such state agency, board, commission or department or of such governing body, committee, subcommittee, board, department of commission on any action taken in a meeting herein required to be open to the public shall be recorded in a journal kept for that purpose, which journal shall be open to the public during all normal business hours where such records are kept. The vote of each member shall be recorded on each appropriation of money, except for payments of judgments, claims and amounts fixed by statute. This section shall not apply to any state agency, board, or commission when exercising quasi-judicial functions involving disciplinary proceedings.

Subd. 2. Any person who violates subdivision 1 shall be subject to personal liability in the form of a civil penalty in an amount not to exceed $100 for a single occurrence. An action to enforce this penalty may be brought by any person in any court of competent jurisdiction where the administrative office of the governing body is located. Upon a third violation by the same person connected with the same governing body such person shall forfeit any further right to serve on such governing body or in any other capacity with such public body for a period of time equal to the term of office such person was then serving. The court determining the merits of any action in connection with any alleged third violation shall receive competent, relevant evidence in connection therewith and, upon finding as to the occurrence of a separate third violation, unrelated to the previous violations issue its order declaring the position vacant and notify the appointing authority or clerk of the governing body. As soon as practicable thereafter the appointing authority or the governing body shall fill the position as in the case of any other vacancy.

Subd. 3. This section may be cited as the "Minnesota Open Meeting Law".

[1957 c 773 s 1; 1967 c 162 s 1; 1973 c 123 art 5 s 7; 1973 c 654 s 15; 1973 c 680 s 1, 3]

MINNESOTA STATUTES, 1974, Section 471.705

144.411 CITATION. Sections 144.411 to 144.417 may be cited as the Minnesota clean indoor air act.
[1975 c 211 s 1]

144.412 PUBLIC POLICY. The purpose of sections 144.411 to 144.417 is to protect the public health, comfort and environment by prohibiting smoking in public places and at public meetings except in designated smoking areas.
[1975 c 211 s 2]

144.413 DEFINITIONS. Subdivision 1. As used in sections 144.411 to 144.416, the terms defined in this section have the meanings given them.

Subd. 2. "Public place means any enclosed, indoor area used by the general public or serving as a place of work, including, but not limited to, restaurants, retail stores, offices and other commercial establishments, public conveyances, educational facilities, hospitals, nursing homes, auditoriums, arenas and meeting rooms, but excluding private, enclosed offices occupied exclusively by smokers even though such offices may be visited by nonsmokers.

Subd. 3. "Public meeting" includes all meetings open to the public pursuant to section 471.705, subdivision 1.

Subd. 4. "Smoking" includes carrying a lighted cigar, cigarette, pipe, or any other lighted smoking equipment.
[1975 c 211 s 3]

144.414 PROHIBITIONS. No person shall smoke in a public place or at a public meeting except in designated smoking areas. This prohibition does not apply in cases in which an entire room or hall is used for a private social function and seating arrangements are under the control of the sponsor of the function and not of the proprietor or person in charge of the place. Furthermore, this prohibition shall not apply to factories, warehouses and similar places of work not usually frequented by the general public, except that the department of labor and industry shall, in consultation with the state board of health, establish rules to restrict or prohibit smoking in those places of work where the close proximity of workers or the inadequacy of ventilation causes smoke pollution detrimental to the health and comfort of nonsmoking employees.
[1975 c 211 s 4]

144.415 DESIGNATION OF SMOKING AREAS. Smoking areas may be designated by proprietors or other persons in charge of public places, except in places in which smoking is prohibited by the fire marshal or by other law, ordinance or regulation.

Where smoking areas are designated, existing physical barriers and ventilation systems shall be used to minimize the toxic effect of smoke in adjacent non-smoking areas. In the case of public places consisting of a single room, the provisions of this law shall be considered met if one side of the room is reserved and posted as a no-smoking area. No public place other than a bar shall be designated as a smoking area in its entirety. If a bar is designated as a smoking area in its entirety, this designation shall be posted conspicuously on all entrances normally used by the public.
[1975 c 211 s 5]

144.416 RESPONSIBILITIES OF PROPRIETORS. The proprietor or other person in charge of a public place shall make reasonable efforts to prevent smoking in the public place by:

(a) posting appropriate signs;
(b) arranging seating to provide a smoke-free area;
(c) asking smokers to refrain from smoking upon request of a client or employee suffering discomfort from the smoke; or
(d) any other means which may be appropriate.

[1975 c 211 s 6]

144.417 BOARD OF HEALTH, ENFORCEMENT, PENALTIES.

Subdivision 1. Rules and regulations. The state board of health shall adopt rules and regulations necessary and reasonable to implement the provisions of sections 144.411 to 144.417, except as provided for in section 144.414.

The state board of health may, upon request, waive the provisions of sections 144.411 to 144.417 if it determines there are compelling reasons to do so and a waiver will not significantly affect the health and comfort of nonsmokers.

Subd. 2. Penalties. Any person who violates section 144.414 is guilty of a petty misdemeanor.

Subd. 3. Injunction. The state board of health, a local board of health, or any affected party may institute an action in any court with jurisdiction to enjoin repeated violations of section 144.416.
[1975 c 211 s 7]

MINNESOTA STATUTES, 1975 Supplement, section 144.411-144.417

GLOSSARY: LEARNING THE LIBRARY LANGUAGE

Acquisition – The process of acquiring the library materials which make up a library's collection.

Audio-Visual – Communication resources which rely on a device for transmission, reproduction, or enlargement to be effectively utilized or understood (e.g., films, tapes, records, etc.). Excluded are print and print substitutes.

Call Numbers – The notation used to identify and locate a particular book on the shelves; it consists of the classification number and author number, and it may also include a work number.

Cataloging – The process of describing an item in the collection and assigning a classification (call) number.

Circulation – The activity of a library in lending materials to borrowers and the recording of these loans.

Collection – The total accumulation of all library materials provided by a library for its clientele.

EARC – The acronym for "Equalization Aid Review Committee" made up of the Commissioners of the Departments of Education, Revenue and Administration as created by the Legislature to determine annually "adjusted valuations" to reflect more accurately true valuation of property for use in determining levels of local support for school districts.

Establishment Grants – Grants to multi-county library systems for extending services to newly participating counties.

Interlibrary Loan – A transaction in which library material is loaned by one library to another outside its branch system for the use of an individual patron.

LSCA – Libraries Service and Construction Act. Enacted to assist the states in the extension and improvement of public library services, to provide funds for library construction, to strengthen state library administrative agencies, and to promote interlibrary cooperation among all types of libraries.

Media – Printed and audio-visual forms of communication and any necessary equipment required to render them usable.

MINITEX – Minnesota Interlibrary Telecommunication Exchange (1969-). A program in which academic, public, governmental, and institutional libraries in Minnesota and neighboring states share resources, cooperatively catalog material and access materials.

Mill Rate – The number of mills (one mill equals one-tenth of a cent) which is multiplied by the valuation (assessed or adjusted) of property to determine the amount of tax to be paid by the property owner.

M.L.S. – Master of Library Science – graduate degree from a library school or department.

MULS – Minnesota Union List of Serials. A machine readable listing of the periodical holdings of the libraries participating in Minitex-available on microfiche, hard copy or computer printout.

Network – Two or more library systems engaged in a common pattern of information exchange, through communications for some functional purpose.

Non-resident – A person not residing within or paying taxes to the governmental unit which provides funding for library service.

OPLIC – Office of Public Libraries and Interlibrary Cooperation is a section of the Minnesota Dept. of Education. This office gives consultant service and state/federal grants to public libraries and is involved in interlibrary cooperative projects.

Periodical – A publication with a distinctive title intended to appear in successive numbers or parts at stated or regular intervals and as a rule, for an indefinite time.

Processing – The carrying out of the various routines before material is ready for circulation.

Reciprocal Borrowing – An arrangement making it possible for a person registered at one library to borrow materials in person from any other library in .the system upon presentation of a library card or other identification validated by the home library.

Selection – The process of choosing the books and other materials to be bought by a library.

Serials – A publication issued in successive parts at regular or irregular intervals and intended to continue indefinitely. Includes periodicals.

State Aid – An item of state expenditure for strengthening and improving public libraries. In Minnesota, see M.S. 134.035.

Station – A public library agency in a store, school, factory, club, or other organization or institution, with a small and frequently changed collection of books, and open at certain designated times.

Vertical File – Items such as pamphlets, clippings, pictures, etc., which because of their shape and often their ephemeral nature are filed vertically in drawers for ready reference.

Weeding – The selection of library material from the collection to be discarded or transferred to storage.

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