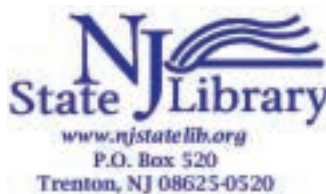


# **NEW JERSEY PUBLIC LIBRARIES: A MANUAL FOR TRUSTEES**

**Revised Edition**

**A Joint Project of the  
New Jersey State Library  
New Jersey Library Trustee Association  
New Jersey Library Association**



*Affiliated with Thomas Edison State College*

**October, 2005**

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**Edited by Susan Briant  
Library Development Bureau  
New Jersey State Library**



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**October, 2005**

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**To: The Trustees of the Public Libraries of New Jersey**

**Thank you for supporting New Jersey's libraries by serving as a trustee. The 2005 edition of New Jersey Public Libraries: a Manual for Trustees offers a wealth of information to assist you in your trustee duties. Whether you are a new or a seasoned trustee, you're bound to find something in these pages to help you better understand your role as a trustee or county library commissioner.**

**In the years since the Manual was first issued, much has changed in the way libraries operate, and in certain knowledge and skills needed to be an effective trustee. For example, resources that were hard to find or that changed frequently are now available on the Internet. For your convenience, we have included the Web addresses for these resources in the Manual.**

**The Manual has been organized with you in mind. There are major sections on the primary aspects of your position, a list of terms and organizations, a detailed index, a resource list, and appendices of the core documents you'll need.**

**Please remember that this Manual is meant as a general guide. It contains the collected wisdom of experienced trustees, library directors, and consultants. Special thanks go to the New Jersey Library Trustee Association and the New Jersey Library Association for their valuable input to this Manual. Use the ideas in the Manual as a springboard for discussion. Your specific situation might call for a different response. Don't hesitate to call on the people listed in the Resource List for support in thinking through your problem. You don't have to solve it alone; you can have access to information covering dozens of similar situations at other libraries.**

**May your term as a trustee be personally satisfying to you. Thanks again on behalf of New Jersey's libraries for serving as a trustee.**

**Norma Blake  
State Librarian**

**Gail Dysleski  
President,  
New Jersey Library Trustee Association**

This publication was funded through the Library Services and Technology Act and by the New Jersey Library Trustee Association. It was prepared as an educational resource and should not replace legal advice.

Additional copies may be downloaded from the website at [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) or purchased from the NJLA office, call 609-394-8032.

Attention State Library Agencies: If you find anything in our manual that you would like to use in your free publications for trustees, you have our permission to do so. Please credit the New Jersey Public Libraries: A Manual for Trustees, 2005 (NJ State Library).

Susan Briant, Editor  
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## Section 1: The Job of Trustee and the Operation of the Board

### ***What Does It Mean to Be a Library Trustee?***

Being a library trustee means that you have been entrusted with the welfare of an important community institution capable of serving everyone in your community. Throughout this manual we will use the word **trustee** to indicate a member of a library board of trustees or of a county library commission.

### ***What Should a Trustee Know?***

A trustee knows:

- ◆ the organization of the board
- ◆ the library services and resources available
- ◆ who uses the library and who does not
- ◆ information needs and interests of the community
- ◆ how to work effectively in a group
- ◆ services available from the State Library and members of the NJ Library Network
- ◆ national library trends, standards and developments
- ◆ library terminology
- ◆ library law
- ◆ legislation affecting libraries and pending legislative developments

### ***What Is a Library Board's Job?***

It is the job of the board to:

- ◆ support growth of library services and advocate for excellence
- ◆ obey state and federal laws
- ◆ build board policies and procedures so you can work on behalf of the community for needed library services
- ◆ know the community and its needs to help produce the best library service possible
- ◆ maintain public visibility of the library
- ◆ ensure through hiring and evaluating a library director that the library has professional guidance and performance
- ◆ strive to obtain for the library, and for libraries in general, satisfactory public financial support
- ◆ provide a model of exemplary performance of a public body functioning as a part of government

### ***What is a Trustee's Job?***

It is the job of the trustee as an individual to:

- ◆ serve as part of a board on which every trustee participates
- ◆ give the time and attention the job requires
- ◆ study the problems and issues and contribute to discussions dealing with them
- ◆ retain an individual perspective in order to represent the many groups and individuals in the community
- ◆ contribute to making decisions and accept compromise when valid
- ◆ listen and learn about libraries
- ◆ carry news about the library to the community and generate support and enthusiasm among the public
- ◆ reinforce the important role trustees play in governing the library
- ◆ work within the board structure to achieve goals the board has selected
- ◆ insist that the board be as professional as the staff it wants

### ***What is a Trustee Expected to Do?***

A trustee is expected to:

- ◆ obey state and federal laws
- ◆ support the library and library director
- ◆ attend all regular and special meetings of the board. Plan to avoid conflicts with other activities
- ◆ give time outside of meetings for the work of the board
- ◆ participate in discussions, having read the agenda and material supplied in advance
- ◆ be a member of the board rather than operate individually, but contribute individual opinion and knowledge to decision making
- ◆ stand by decisions of the board, or seek to change them with reason
- ◆ know the library being represented: its mission, goals and objectives; its services and programs; the director and staff members; and budget details
- ◆ promote and represent the library in the community. Be an advocate for library service. Work to make needed services possible
- ◆ know the community – its many groups and elements. Represent the entire community's interests
- ◆ accept assignments for committee work, lobbying, public relations activities, and other needed tasks
- ◆ identify others in the community interested in libraries and willing to work for them: they may be the next trustees.

### ***What Personal Characteristics are Important in a Trustee?***

- ◆ willingness to give time – and having the time to give
- ◆ ability to work with others
- ◆ understanding of the place of the library in government: knowing or learning about budgets, sources of funding, concepts of current library service
- ◆ ability to make speeches, be persuasive, talk to people
- ◆ participation in community groups to represent community needs
- ◆ willingness to share skills (but not to serve in any professional services capacity that might create a conflict of interest, e.g., as the board's attorney)
- ◆ willingness to compromise, but not on ethical questions or legal points. Ability to organize facts and discuss problems calmly
- ◆ willingness to take on assignments
- ◆ having a record of community effectiveness and of achievement in other groups
- ◆ respect for the work of others and the recognition and rewards which good work should bring.

### ***What is NOT Important in a Trustee?***

While there are many skills and characteristics, which you might WANT in a trustee, some are not necessary.

Specific skills such as legal or financial skills. While these backgrounds may be useful in discussions, it is not appropriate for trustees to be the board's practicing attorney or accountant. Conflicts of interests are all too easy when trustees try to play two roles.

Being a reader or a library user. Although being an avid reader and a frequent library user is very desirable, it is not required. What is important is that trustees understand the importance of a library to a community, and know how the community wants to use the library.

Having money. Boards often look for someone who has money. It's far more important to have roots in the community and try to represent that total community than to be able to buy it!

Being a college graduate. Many library trustees have a good educational background, but some of the best are those who recognize the value of education obtained from many sources, especially the library. Hire a professional librarian as the director and let the trustees come from varied backgrounds.

Having special interests. It may sound helpful to put a trustee on a board for a special purpose, but this may not be the case. A trustee who is the resident expert on children's services or vitally interested in resources for business or hooked on computers is valuable only if not deferred to in decisions. Broad interests and representative trustees provide a better base.

## ***How Do Trustees Serve in Different Types of New Jersey Libraries?***

### **Municipal Libraries (R.S. 40:54-9)**

Under New Jersey law, a municipal library board of trustees consists of seven to nine members, one of whom is the mayor or other chief executive officer of the municipality, and one of whom is the local superintendent of schools or the principal or highest school official. The latter two statutory members may appoint alternates to represent them.

The mayor or other chief executive officer appoints the other five to seven members of the board. At least four of these must be residents of the municipality. Upon the expiration of the term of office of any trustee, the mayor or other chief executive officer appoints a member for a term of five years in the same manner as the original appointment was made. Appointment to a vacancy occurring on the board before the term of that seat expires is filled for the unexpired term only. There are 232 municipal public libraries in New Jersey.

### **Association Libraries**

Under New Jersey law, an association (private) library is governed by a board of trustees incorporated as a non-profit corporation (Title 15A, N.J.S.A.). The corporation (association) determines the method of selection or appointment of trustees. There are 59 association libraries in New Jersey.

### **County Libraries (R.S. 40:33-7)**

Most county libraries are governed by a county library commission consisting of five members appointed by the board of chosen freeholders. Upon expiration of the original appointments, the appointments are made for a five-year term. Vacancies occurring on the commission are filled for the unexpired term only. County libraries serve fourteen counties.

In the event of a charter change in any county having a county library, the board of chosen freeholders may, under the terms of the charter change, terminate the county library commission and appoint a library committee with advisory powers only.

### **Joint Libraries (R.S. 40:54-29.10)**

Under New Jersey law, the board of trustees of a joint library consists of the mayor or other chief executive officer of each participating municipality, the superintendent of schools or highest school official of each municipality and three citizens appointed by the mayor or other chief executive officer of each municipality. Two of the three citizens must live in the same municipality. The initial appointments are for terms of three, four and five years. Thereafter, the term of the citizen appointment is five years. Vacancies occurring on the board of trustees are filled for the unexpired term only. There are six joint libraries in New Jersey.

## ***How Does a Library Board Work?***

Library boards work because of the abilities and commitment of each member and the leadership of certain members. For more information on how boards work, see the Appendix, including materials on **Job Descriptions for board members**, **Orientation for New Trustees**, and a **Code of Ethics** for trustees.

Leadership on the board can rotate or evolve depending on the assignment or project, but the board structure must assign responsibility for movement, for getting things accomplished, to the board as a whole.

This means that every board should have a set of policies and procedures for its own operation just as it does for the operation of the library. Boards depending only on bylaws may be in trouble, for they run on history and memory. This can lead to misunderstanding as new members come to the board and experienced members rely on recall to guide their actions. Bylaws are defined as regulations made by a public association for the regulation of its own local or internal affairs and its dealings with others or for the governance of its members. Bylaws give the board its framework for operation. Bylaws may not supersede the law. For a sample set of **Library Board Bylaws**, see the Appendix. Bylaws should be reviewed annually and updated as necessary.

Among the keys to success for a board are:

- ◆ a board composed of trustees giving as equally as possible of time and talent
- ◆ officers following procedures and accepting the leadership role
- ◆ a presiding officer who knows the appropriate use of parliamentary procedure to move meetings and to allow and encourage full participation of every trustee
- ◆ bylaws and procedures which cover typical situations and assign functions
- ◆ meetings held frequently enough to do the work without rush but planned to move along
- ◆ agendas that quickly cover the routine, then proceed to plans, reports and issues (see **Sample Meeting Agenda** in Appendix)
- ◆ minutes that offer a fair and truthful written record of formal actions and decisions
- ◆ a director willing to work with the board to make meetings interesting and productive
- ◆ a board which considers the director integral to its actions and achievements
- ◆ a board that welcomes public interest and the media and encourages public attendance at its meetings
- ◆ a board that sees itself as representing and reflecting the community.

## ***Board Committees***

Many boards find their operations go much more smoothly by creating a structure of subcommittees, consisting of several members (but not enough to constitute a quorum, since, in that case, subcommittee meetings would be subject to the Open Public Meetings Act ). (For information on the **Open Public Meetings Law**, go to N.J.S.A. 10:4-6 to 10:4-2) or see [www.njstatelib.org/LDB/Library\\_Law/lwopnmtg.php#404](http://www.njstatelib.org/LDB/Library_Law/lwopnmtg.php#404). The subcommittees can discuss and investigate matters, then bring them before the entire board for discussion and approval. Board committees are advisory bodies that make recommendations to the entire board for consideration and action. Some common subcommittees are Finance, Personnel, Building and Grounds, Community Relations, and Policy.

### ***What is Meant by Policies and Procedures for the Operation of a Board?***

A board should accept, adopt and follow orderly means of doing business and carrying out functions and responsibilities.

It is often difficult to distinguish policies from procedures. Generally, **policies** are those statements, which establish firm and usually long-term positions to which the board adheres. **Procedures** are the details or steps that carry out the policies.

If the board does not have a policy manual for its operation, begin by going through the board minutes for motions, which established policies in the past. There may also be a file of policies in the library or in the board files, which can be built upon.

In any case, determine what policies are needed for the particular library. Thereafter, the board should use the manual and review its provisions, making changes as necessary.

Boards have multiple members in order to tap the thinking of more than one person. Allow for many opinions but arrive at one conclusion, a concerted action.

The checklist below includes most of the **procedures** a board should adopt for its own efficient operation.

#### **Procedures Relating to the Board**

- ◆ regular times, days, dates and places for the meetings and the methods for temporary or permanent changes
- ◆ the agenda: who prepares it and when, how much detail and to whom distributed
- ◆ the minutes: who records minutes, the format, approval procedures and filing as public documents
- ◆ the officers: titles and basic responsibilities, method of naming, terms of office. One way to do this is to create a committee within the board once a year, which will recommend candidates for each office needed that year to the entire board for their vote.
- ◆ the director: relationship to the board, role in board meetings, expectation for reporting
- ◆ legal responsibilities: a listing of those items which the board must handle, use of legal counsel
- ◆ records: records to be kept and access to them
- ◆ reports: required or expected reports from the director according to law and board wishes, reports from committees, reports by trustees on continuing education
- ◆ budget: an outline of the process with a time table, role of the board in the sequence
- ◆ financial: figures the board expects to see. (It's not necessary for every board member to review every bill. Rely on staff, the treasurer or a committee).
- ◆ who speaks for the board? It is important to assign the president the responsibility for representing the board, especially to the media.
- ◆ committee job descriptions: for standing and ad hoc committees to establish assignment and timetables
- ◆ friends: statement of the board's relationship to the Friends of the Library or library foundation, and vice versa

- ◆ board relations with the library staff
- ◆ volunteers: statement on the use of volunteers. (A separate volunteer manual is suggested if there is a volunteer program).

Boards should add their own practices – if they stand up to the criteria of being useful, fair and effective.

A Policies and Procedures for the Board manual can expedite and enhance the board's operations.

### ***How Can Good, New Trustees Be Recommended?***

Many trustees serve for many years on a board. Modern life may lead to higher turnover of trustees. New trustees may provide "fresh blood" to create an infusion of interest, a switch in the group represented or a shift of skills and broader representation of the community.

When bylaws or community procedures expect limited rather than limitless service, trustees should be prepared to help find their successors. Trustees should help to build the library board with replacements carefully trained and selected.

Boards and librarians usually exercise influence on the selection process even though the decision is that of an appointing body. If trustees have carefully cultivated relations with appointing officials, they will be able to make suggestions when appointments are made.

Boards would do well to talk about the next round of trustees – to think of good people to recommend for appointment – and how to recommend the best possible new board members.

In each community, the specifications will vary depending on the role and status of the library.

### ***How Can We Help Governing Bodies Make a Good Selection?***

Boards can help appointing officials by describing the kind of person wanted, and boards can even recommend specific persons with proven interest.

It is helpful to talk to appointing officials about the qualifications of board members. What does a trustee do? How much time does it take to be an involved trustee? What are the skills and characteristics most vital in a candidate?

For recommended Core Competencies for Trustees, see the Appendix. This document may be helpful to appointing authorities. Consider giving it to your appointing authorities with a cover letter outlining the importance of effective trustees.

Your influence and that of the director depends on how trustees are seen by the officials.

If your library is running well, serving well, well-regarded by the people with whom officials talk, then the trustees should have a voice in new appointments.

If you have stressed the importance of the library and thus the role of trustees in a community's success, hopefully you will be asked to make recommendations.

If you use your influence to stress the importance of a hard-working, knowledgeable trustee of whom the community can be proud – you'll cause officials to think about appointments. And when the appointment is made, you'll have the chance to foster a capable trustee by the example of a working board doing its job on behalf of the community.

## Section 2: Policy Making for the Library

### ***What are Policies?***

Policies refer to the philosophy, rules and regulations under which the library operates. The library board decides on policy. The implementation of policy through the use of procedures is the duty of the library's administration. As noted, procedures are the steps or details to implement the policies.

If the library does not have a policy manual, the board minutes may be checked for motions, which established policies in the past. As noted, if there is already a file of policies in the library or in the board files, these can be built upon.

In any case, the board and director should determine what policies are needed and what they should be for the particular library. Thereafter, the board and staff should use the manual and review its provisions, making changes as necessary.

Policies can be developed for day-to-day operations of the library, for the board's own operations and for special uses, such as for a volunteer program or for Internet usage.

Some policies are broad statements, such as those on intellectual freedom. Other policies are narrower, covering decisions such as the hours the library is open, personnel practices or fines.

Policies are public – open to view. They are designed to prevent favoritism and unfairness. They can answer questions and may prevent disagreements. They help to avoid making decisions on a case by case basis. They create a framework for a well- functioning library.

### ***Who is Responsible for Policies?***

Determination of policies is a clear responsibility of the library board. The board should not, however, act alone. Rely on the director and staff for suggestions, on research from the literature and on the State Library and regional resources for models and consultation. Many libraries post their public policies on the library's website. Sample policies provide guidelines but ultimately local conditions must be incorporated to create effective policies.

Policies should be assembled in a manual, on a library's intranet or Internet, as appropriate, or in a reference file. They should be reviewed with some frequency to reappraise the need. The board should establish a regular schedule of review.

Trustees reviewing and making policy should regard policies as the rules under which the library operates in pursuit of its goals. If policies are obsolete, they should be eliminated.

In developing or reviewing a policy manual, the best process is for the board and director to determine what policies are needed. The best policies are the ones that will be effective over a reasonable length of time.

## ***What Kinds of Policies Does a Library Need?***

Below are examples of policies that the board should adopt. This is not an exhaustive list of policies.

### 1. General

- ◆ mission and goals statement
- ◆ specific objectives with timelines
- ◆ division of responsibilities between board and staff
- ◆ conduct of board meetings; Bylaws; Open Meetings
- ◆ public statements and announcements
- ◆ media contacts
- ◆ relationship with the Friends of the Library

### 2. Organization and Administration

- ◆ organization charts – clear lines of authority, chain of command

### 3. Personnel

- ◆ job descriptions
- ◆ performance standards
- ◆ salary schedule for each job classification
- ◆ employee recruitment, selection, and appointment
- ◆ Affirmative Action, Equal Employment Opportunity (EEO)– drug-free workplace – harassment
- ◆ conditions of employment
  - § work hours, breaks, holidays, overtime, vacation, sick leave, jury duty, etc.
  - § in-service training and continuing education
  - § performance reviews and evaluation
  - § promotions and transfers
  - § disciplinary action
  - § separation procedures
  - § grievances and due process hearings
  - § benefits – health, dental, Public Employee Retirement System (PERS), parking, etc.
  - § association memberships
  - § meeting and travel expenses

#### 4. Finance

- ◆ relationship with governing body
- ◆ board and governing body's respective responsibilities for funding and expenditures
- ◆ financial procedures – make them clear to board, other officials, and the public
  - § budgeting
  - § accounting
  - § reporting
  - § auditing
- ◆ non-resident fees
- ◆ fines, charges for lost or damaged materials
- ◆ insurance and bonding
- ◆ solicitation or sales in library
- ◆ gifts, donations, memorials

#### 5. Trustees / Continuing Education

- ◆ memberships (e.g., professional association dues, such as for NJLTA, ALTA, etc.)
- ◆ meeting expenses for trustees (e.g., reimbursement for mileage, parking, travel expenses, such as fees and fares for transportation, meals, lodging, conference registration, and tuition).

#### 6. Buildings and Public Services

- ◆ hours of operation – holiday schedule – seasonal variations
- ◆ eligibility for building use
- ◆ eligibility to borrow, non-resident use regulations, registration
- ◆ loan periods, overdue policies, reserves, interlibrary loans
- ◆ confidentiality of library circulation and computer use records
- ◆ Reference and information
- ◆ Internet access and use
- ◆ computer usage
- ◆ meeting room use – special uses such as exhibits and displays
- ◆ patron conduct rules
- ◆ unattended children
- ◆ public safety
- ◆ programming and outreach services if appropriate
- ◆ bulletin board use, material distribution
- ◆ maintenance, security, lost and found
- ◆ copy, fax machines and other equipment use
- ◆ audiovisual equipment
- ◆ building emergencies
- ◆ inclement weather
- ◆ Americans with Disabilities Act (ADA) compliance

## 7. Collection Management

- ◆ intellectual freedom statements
- ◆ censorship, access and challenged materials procedures
- ◆ **Reconsideration of Library Materials Statement and form** – see Appendix for sample reconsideration form.
- ◆ **Library Bill of Rights** - see Appendix
- ◆ **Freedom To Read** – see Appendix
- ◆ collection development: selection and weeding
- ◆ gifts and donations
- ◆ special collections

## 8. Community Relations

- ◆ public relations and publicity
- ◆ coordination with other community agencies and local government
- ◆ cooperation with other libraries, reciprocal borrowing
- ◆ coordination with local schools
- ◆ volunteers
- ◆ Friends groups
- ◆ complaint procedures
- ◆ suggestion process for the public
- ◆ cooperative purchasing and interlocal service agreements

## 9. Professional Services

- ◆ utilizing legal services
- ◆ selecting an auditor or an attorney
- ◆ contract review

-- Adapted from document prepared by the late James A. Hess, former President of the Board of Trustees, East Brunswick Public Library.

### ***Where Can We Get Help in Developing Policies?***

NJLA, NJLTA and the NJ State Library are resources on current practice.

Neighboring libraries are another source of sample policies and procedures, particularly on their websites. The Public Library Association's website, [www.pla.org](http://www.pla.org) has information on its Planning for Policies. Additionally, a variety of sample policies from public libraries may be viewed at [www.ct.webjunction.org/do/DisplayContent?id=7050](http://www.ct.webjunction.org/do/DisplayContent?id=7050)

Policies on personnel can be developed or reviewed with the help of NJLA Model Personnel Manual developed by the Personnel Administration Committee of the New Jersey Library Association. For more information, contact the NJLA at [www.njla.org](http://www.njla.org) or 609-394-8032. Also, municipal and county personnel policies should be considered when developing policy for the library.

In determining salaries, consult the New Jersey Library Association's Salary Guidelines (available online at [www.njla.org/salaries.html](http://www.njla.org/salaries.html)). Local salary ordinances should also be sought. The use of salary surveys within the library's service area should be considered.

The high standards of performance required to make the library work effectively for the community should be recognized. Planning to supply the resources necessary to achieve them is imperative. They are a key part of the basis of personnel policies, salaries and benefits.

There are matters on which the board is the final authority by law or by local policy. Identify these and be sure they have matching procedures. Examples are the employee grievance procedures, handling of challenges to materials and required reporting.

Remember, sample policies offer helpful guidelines for policy development. However, ultimately the local situation and conditions must be assessed and incorporated into effective policies for each library.

## Section 3: Personnel Matters

### ***Does Our Librarian Need a Professional Librarian's Certificate? How Can One be Obtained?***

Employing a librarian with a Professional Librarian's Certificate is a requirement for the receipt of state aid in communities of 7,500 population and above. The body having charge of any library in the state supported in whole or in part by public funds (except a board of education) and serving 7,500 or more may require the certificate of persons already employed.

Professional librarian's certification for the State of New Jersey is issued by Thomas Edison State College. Certification was transferred from the N.J. Dept. of Education to Thomas Edison State College in 2004. The librarian certification web page may be accessed at: [www.tesc.edu/aboutus/njsl.php](http://www.tesc.edu/aboutus/njsl.php) Applicants may send email to: [registrar@tesc.edu](mailto:registrar@tesc.edu) to obtain an application packet or download the form. For additional information on certification, please read the Frequently Asked Questions section of that web page.

### ***How Do We Recruit and Select a New Director?***

**One of the Board's most important responsibilities is to hire a capable and competent library director.**

The needs of your library and your community will determine who will be the best person to fill the position. Once you determine what you most need in your director, begin your search by gathering necessary information to conduct a legal and productive recruitment campaign.

Some guidelines to assist the board in hiring the director:  
(as adapted from the Montana State Library Public Library Trustee Handbook,  
[www.msl.mt.gov/slr/Trustee/TrusteeHandbook.pdf](http://www.msl.mt.gov/slr/Trustee/TrusteeHandbook.pdf) )

1. Know the law.  
Before recruiting and hiring the director, the board should learn about federal and state laws concerning Equal Opportunity, Affirmative Action and the issues of confidentiality, public information and documentation as they apply to the hiring process. Ask your attorney to provide you with the necessary information, including a short presentation with time for questions.
2. Develop a process and timeline.  
Determine what process your search will take. Will it be done by the Search Committee or the entire board? Develop a timeline for the hiring process, which could take several months. Who will be in charge of the library during the search if the current director is gone? What responsibilities do you expect the Acting Director to handle? What is a fair salary for the Acting Director?

3. Write a Job Description  
Before recruitment begins, the board needs to determine the purpose of the director's job, duties, and what qualifications are required. For a sample library director's job description, go to [www.njla.org](http://www.njla.org).

4. Determine the salary range and benefits.

5. Develop a realistic budget for the recruitment and hiring process. Consider how much money is available to spend on:

The acting director's salary

Advertisements

Travel and related expenses for bringing in out-of-town applicants for final interviews

Interviewing expenses, such as for lunch with the board

Long distance telephone expenses for verifying applicants' employment history, background checks, education, and references

6. Establish a Search Committee with appropriate representation of board and community to meet established needs for the next director.

7. Establish review criteria.

Determine the process and criteria by which the applications will be initially reviewed, based on the requirements determined in the job description. Some of the basic criteria used to review and screen applications might include:

Inclusion of both resume and cover letter

Completed application form

Educational requirements are met, and verified by the designated committee member

Basic experience and reference requirements are met and verified.

8. Screen candidates and make recommendations for finalists to be interviewed.

9. Notify candidates and set up interviews.

10. Prepare structured questions to be asked of all candidates, to ensure consistent treatment.

11. Conduct the interviews.

12. Select the new director.

In addition to reaching a consensus on their first choice, trustees should also determine their second and third choices at this point, in case the selected candidate turns down the board's offer or agreement with the candidate about the terms of employment cannot be reached.

Prepare a written memorandum of agreement regarding the employment offer, which should be signed by both the library board president and the candidate.

13. Notify the staff and public of the appointment of the new director, as well as local officials. News releases of the new director's appointment should be sent to appropriate media channels.

14. Monitor the probationary employment for new director.

Make several points in your advertising and recruiting efforts.

- ◆ Don't delay about searching for a new director even if the departing director is retiring and has given plenty of warning. A thorough search for a new director may take as many as three to six months. A leaderless staff will deteriorate. Consider hiring an interim director until a permanent director is identified.
- ◆ Base your ad on what you need. Don't expect recent graduates to have years of experience. Energy may well rank above experience, especially in small libraries, where future top library leaders often get their experience.
- ◆ Provide the name of the person accepting applications, including telephone number. Include the name of the town.
- ◆ Be honest about the library, its budget, hours of operation, and especially current problems.
- ◆ Offer a competitive salary.
- ◆ Do not specify experience unless it's really relevant. Don't mention age or sex.
- ◆ Offer to provide further details in a summary sheet to be sent to those who express an interest. This will form the basis of a good interview.
- ◆ Decide on the major qualifications your library needs, and base the interview on those needs. If you are going into a building program, skills in that area may be the most important at the moment.
- ◆ Give the same interview to all those interviewed. The same facts and conditions need to be shared with each candidate. Then explore the extra capabilities the interviewee could bring to the job.
- ◆ Prepare staff for the new director's arrival. It's a good time to reinforce the policy that gives the director specific powers and responsibilities with which board and staff cannot tamper.
- ◆ Provide an introduction to the community – especially to its leaders – for the newcomer. You've stressed that much of the job is relations with the public and government, so start out right and show that you see the director in that role.
- ◆ Set goals and objectives soon after the new director begins the job. Some of these will begin with the interview for the person you hire. Explain that evaluation will be based on how well the director fulfills the job description and the objectives agreed upon. It's not fair to set up other rules later!
- ◆ Don't wait until a probationary period is over to begin constructive evaluation. If the director is getting into trouble, help; don't let him or her sink.

For more information on Hiring a New Director, see the PowerPoint, “**Hiring Your Next Library Director,**” at [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees)

### ***How Do We Evaluate Our Director?***

Evaluation of the library director is so important that it begins with the hiring process. As the position is defined and then discussed with the prospective director, evaluation checkpoints are built in. A full evaluation should be done annually, or even twice a year.

For example, if the director is being hired partly to initiate a building program, the director's performance in this role is subject to evaluation, as are the usual requirements of running the library.

Fairness to the employee dictates that expectations be clearly noted. The director should know on what basis he or she will be continued and rewarded.

But what of the director who is a long-term employee? Perhaps that director has never had a formal evaluation by the board, or the evaluation process has been casual. The problem is that a single episode, which does not please the board, can be weighted too heavily. A regular evaluation calls attention to well-performed duties as well as to areas in need of attention. The latter should be addressed when they occur and not held in waiting for a performance review.

Make sure that your evaluation process has a written component, including documentation of both positive aspects and areas for improvement of the director's performance. The documentation should be reviewed with the director by the Board's Personnel Committee or other designated body. The evaluation should be signed by the director and designated board official. Such documentation provides guidance to future boards and may forestall legal difficulties or prove helpful to the board in case of problems.

### ***How Can We Set Goals and Objectives with the Director?***

The best method of evaluation for a new or long-term director is to set goals and objectives for the director. These should be specific to the library. The library director's goals and objectives should be key frameworks of the library's overall planning process.

A library board, which is analyzing and planning progress all the time, will know what it wants over the next year, and the director should be able to suggest what is possible to achieve.

For an example of a Library Director's Goals and Objectives, see [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) for the PowerPoint on "**Evaluating Your Library Director**", which is also in the Appendix. For sample performance evaluation instruments, contact the Library Development Bureau at 609-292-2992.

The director and board may have multiple goals covering periods longer than a year. Set specific objectives to accomplish these goals and establish timetables for their completion.

The director will be able to report on achievements of the objectives when performance is being evaluated. This provides an opportunity for the board to look at its own aspirations for the library and to assess how well the director is carrying out the assignments developed under the goals.

### ***What Measures of Director Performance Are Appropriate?***

Directors can be judged in many ways, but quality of performance is clearly the best measure.

- ◆ Has the director managed the operation of the library so as to provide the intended services?
- ◆ Has the director managed the staff so that operations are friendly, efficient and cost-effective?
- ◆ Has the director been a leader in making the library an important service in the community?
- ◆ Has the director moved forward satisfactorily on achieving the goals and objectives outlined for the library and for the director?
- ◆ Has the director provided sufficient information to the board so that it can perform its duties?
- ◆ Has the director kept in touch with new trends in library service and relayed these to staff and board?
- ◆ Has the director, through activity in the community, enhanced the importance of the library?

These are among the questions boards might use in assessing the director's performance. This should be done in discussion with the director, who should know that evaluation is going on all the time, not just in an annual review.

The importance of sharing problems as they arise cannot be over-emphasized. Boards and directors must work in tandem with constant communication. There should be no surprises to the director or the board during the annual performance review. Review of progress and need for improvement should be continuous to keep performance reviews balanced and objective.

### ***How Do We Handle an "Episode"?***

Occasionally, the library director becomes involved in an "episode," which the board must handle. All too often, there may be reaction to the incident.

The board should have a policy and procedures on handling personnel complaints by the public, just as it has on handling internal personnel problems. Then any board member approached by an irate member of the public can honestly state that there is a procedure to be followed and that discussion of the problem before thorough investigation would be unfair and unproductive. Following established policy and procedures should minimize reactive results and provide for greater consistency.

If the director is aware of a personnel grievance regarding his or her employment, s/he should promptly notify the board president and chair of the Personnel Committee, who should determine whether a meeting is needed and when to notify board members. The board's role is to find the facts, ascertaining what happened by interviewing those concerned. Have staff members submit statements in writing, according to procedure. Make sure you follow your complaint and grievance procedures. The board should not act, or make public statements, until it has had an opportunity to confirm the facts. Premature decisions are hard to undo. Review all board discussion and proposed actions with your attorney.

### ***What If the Director Just Isn't Working Out?***

The time may come, even in the first year of a relationship, when it's evident to one or both sides that a parting of the ways is necessary. Any board decision needs to be fair and impartial, to avoid the risk of litigation. Guard against snap judgments, such as decisions made on the basis of a single complaint, or action based on opinion rather than fact. The director, of course, can decide to resign at any time (even if there is an employment contract, it may not be enforceable). Whatever the reason, unless you're sure the problem can be worked out and can convince the director of this, it seldom works to ask a director to stay.

Why do boards and director diverge and part? The fault is usually shared. Effective communication between the board and the director is a shared responsibility. If possible, the board and the director should review what happened. It is vital to correct a situation so that the next director and the board do not repeat the same mistakes.

An evaluation of a director – as well as a self-evaluation of a board – should be based on how the library is doing. If there is satisfaction in the community, if the board receives praise for the library, if there is movement toward goals – then board and director can afford to work it out. If somehow the community impression of the library is that the library is not meeting its needs, then the director and board should probably part. The board should ask itself what it could do better next time and make changes accordingly to ensure a successful search and transition to a new director.

### ***What's the Best Way to Handle Relationships with the Director and Library Staff?***

Library trustees should not interfere with the day-to-day operations of the library. They should not give instructions to a staff member other than through the director. Nor should they do the job of librarians or staff.

In some instances, board members may volunteer at the library. In these cases, the roles of volunteers, and particularly board members as volunteers, need to be established with written volunteer guidelines to ensure that appropriate board and staff roles are followed.

Board members function as representatives of the public, making recommendations based on their knowledge of community needs and establishing policies so that the library functions efficiently. Board members need to know a great deal about how the library functions. It is natural for a well-informed board member to be concerned about the operation of the library. However, board members should not be involved in the day- to- day administration of the library. For more information on roles and responsibilities of boards and directors, see [What Are the Responsibilities of the Library Board and the Director](#) later in this section.

### Relationships With The Library Director

The board hires a director with qualifications and experience necessary for the position of administering the library. It is part of the hiring and evaluation process for the board to know what the director does best and how the board can be helpful.

A good director shares problems with the board and seeks guidance on problem solving. A good board expects excellent performance and does everything it can to provide solid support and good working conditions.

It is especially important that the director tell the board what is possible to accomplish with the resources available. Boards naturally want the best, but need to understand costs in terms of funding, time and people. The director must assure that the board receives the information it needs to make timely decisions.

### Relations With Staff

The library is an important asset of the community with a staff that works for community benefit through management, as represented by the board and director. The staff must accept and follow the leadership of the director, who provides professionalism and reflects the leadership of the board. The director must have the confidence of the board and be given authority to manage the library staff.

Boards should not confuse this administrative line by giving direct orders to the staff. It's all right to talk with staff members, remembering that, as a trustee, a board member is seen as somewhat different from an ordinary patron. Comments from a board member can be misconstrued. Board members should not circumvent the director's authority in regard to the daily operations of the library. As noted, if issues arise, proper channels for complaint should be followed to address problem areas. The board will not be able to hold the director accountable for staff performance if trustees get involved in staff management.

Boards might well discuss with the director what constitutes interference and what channels are appropriate for making suggestions. It is important to discuss this distinction with new board members during orientation programs for new trustees. (For more information on orientation see **For New Trustees** in Appendix.)

A good practice to prevent problems is to put the matter of trustee and director responsibilities on an agenda for discussion. Such a session might use the following generally accepted listing of divisions and commonalities of responsibilities.

## ***What are the Responsibilities of the Library Board and the Director?***

### **GOVERNANCE AND POLICY MAKING**

#### **The Board**

Knows local, state, and federal laws which affect libraries.

Plays an active role in initiating and supporting beneficial library legislation.

Understands powers conferred upon trustees by N.J. library laws.

Develops a long-range plan for library.

Adopts by-laws and procedures for board operations.

Determines and adopts written policies to govern the operation, use, and programs of the library.

Establishes a written library materials selection policy reflecting community needs and the Library Bill of Rights, including a Freedom To Read statement.

Defends policies upon challenge.

Reads information provided and keeps abreast of current library trends.

Authorizes membership application for participation in the N.J. Library Network.

Attends state and national library association meetings and workshops when possible.

Joins appropriate organizations, such as NJLTA, regional trustee associations and ALTA to work for improved libraries.

#### **The Library Director**

Knows local, state and federal laws which affect libraries.

Plays an active role in initiating and supporting beneficial library legislation.

Understands powers conferred upon trustees by N.J. library laws.

Assists the board in developing a long range plan.

Administers the library within the framework of the library's plans, policies, and budget.

Recommends needed policies to board.

Provides examples and sources of information.

Interprets policies to staff and to the general public.

Implements policies of the board.

Provides board with recommendations and materials for study or background.

Keeps board informed of services, policies, and activities of the Network.

Joins and attends state and national library association meetings and workshops when possible.

Joins appropriate organizations working for improved libraries.

Attends meetings pertaining to the New Jersey Library Network, such as annual and regional trustee training.

Establishes a cooperative working relationship with officials of the local governing unit.

Submits an annual report to the governing body of the community served by the library, and to the N.J. State Library.

Attends all board and committee meetings, as assigned. Promptly carries out all special assignments.

Attends meetings pertaining to the New Jersey Library Network.

Establishes a cooperative working relationship with officials of the local governing unit.

Prepares all needed library reports for the appropriate bodies.

Attends all board and committee meetings except those covered under the circumstances of the **Open Public Meetings Law** (for more information on the Open Public Meetings Law, go to N.J.S.A. 10:4)

Reports monthly to the board on current activities, financial status, and progress toward implementing the plan for the library.

## PLANNING

### The Board

Establishes a planning process.

Studies and analyzes the community to determine its needs. Considers the strengths and the weakness of library service to better meet needs.

Determines goals and objectives for the library.

Sets priorities and decides on a course of action to implement the plan.

Evaluates the plan. Reviews goals and objectives at least annually and evaluates progress. Measures progress of the plan and revises as necessary.

### The Library Director

Participates in the planning process.

Assists the board in identifying the needs of the community.

Assists in the development of goals and objectives for the library.

Administers library to fulfill the goals, objectives and plans as adopted by the board; suggests revisions as needed.

## PERSONNEL

### The Board

Establishes personnel policies.

Develops personnel policies for staff selection.

Employs a competent and qualified library director.

Determines compensation, fringe benefits compensation, and working conditions for all employees, subject to federal, state, and local law.

Evaluates performance of director.

Establishes criteria for performance evaluation of the library director.

Establishes personnel policies that include in-service training and continuing educational opportunities for staff members.

Considers establishment of career ladders within the library, where feasible.

Provides a planned orientation program for new trustees and continuing educational and training opportunities for all trustees.

### The Library Director

Hires and directs staff members in accordance with library personnel policies.

Provides information on fringe benefits and working conditions.

Evaluates performance of staff.

Works with the board to establish personnel policies that include in-service training and continuing educational opportunities for staff members.

Assists in orientation of new trustees, including introduction to library policies and procedures, departments and staff. Encourages continuing educational opportunities for trustees and staff.

## FINANCE

### The Board

Knows the budget procedures of the local governing unit.

Works with the library director to formulate a budget to carry out the library's goals and objectives.

Presents, explains, and defends the budget

### The Library Director

Knows the budget procedures of the local governing unit.

Prepares an annual budget in consultation with staff and board.

Provides a report of budget status and expenditures at each board meeting.

Supplies facts and figures to the board to

to public officials and the general public.

Helps to secure necessary funds for staff and services.

Stays within the budget.

Explores ways of increasing the library's funding.

Reviews complete, accurate and current records on finances, personnel, and inventory.

Submits an annual report to the chief financial officer of the municipality and to the N. J. State Library.

Investigates means of cooperation with other libraries for effective use of funds and expansion of services.

Provides adequate insurance coverage for buildings, materials, personnel, and the general public.

aid in interpreting the library's financial needs.

Works with the board to interpret budget and financial needs of the library to public officials and the general public.

Stays within the budget.

Explores ways of increasing the library's funding.

Maintains complete, accurate, and current records on finances, personnel, and inventory.

Prepares annual report for the board.

Investigates means of cooperation with other libraries for effective use of funds and expansion of services.

## **PUBLIC RELATIONS**

### **The Board**

Establishes, supports, and participates in a planned, on-going, marketing and public relations program in order to increase community awareness of the library and its services.

### **The Library Director**

Helps to establish, support and participate in a planned, on-going marketing and public relations program in order to increase community awareness of the library and its services.

## SUMMARY

A good board is one that:

1. Takes seriously its legal responsibility to provide the best possible library service to its community.
2. Initiates studies and analyses of the community, its needs and the ways in which the library can respond to those needs. This may include new or expanded relationships with other community agencies and with other library boards.
3. Is creative and innovative in serving community needs, including special outreach efforts to serve groups who are underserved.
4. Adopts goals and objectives, reviewing and revising them periodically and evaluating the library activities adopted to carry out the objectives.
5. Keeps its library facilities attractive, well maintained and available to all.
6. Faces financial problems directly, with the goal of quality service as its top priority, and works for increased tax support where necessary.
7. Works effectively as a board and with the library director.
8. Accepts responsibility for compensation of its staff, for personnel procedures, and for staff benefits that will enhance working conditions.
9. Participates actively in professional organizations such as the New Jersey Library Association (NJLA) and the New Jersey Library Trustee Association (NJLTA).

### ***How Can Volunteers be Effectively Used?***

Many libraries in the United States have their origins in volunteer groups – from women's clubs to the creation of public facilities from private collections. The desire to help the library may be supported through volunteerism.

The use of volunteers should be carefully planned, beginning with determining the purpose of library volunteers. Some questions that may yield answers: Does the library have an adequate staff to provide needed services? Are there roles volunteers can fill that make a positive contribution to library services? Generally, volunteers are not a substitute for the core of paid staff that is necessary to provide good library service. Since volunteers are not paid, the expectation should not be for them to work as substitutes for staff or on a regular schedule. They may or may not be available consistently. Maintaining dependable library service is very important if the community's needs are to be met.

A volunteer program should have its own goals and objectives, a plan, and a management system.

It is important that staff be fully involved in developing the concept of a volunteer program. Staff should be involved in the planning process to establish roles and to iron out difficulties, and to

work toward the success of the volunteer program. If this is done, staff “resistance” to the program, if any, may be eliminated. Staff should discuss what gaps might be filled by volunteers.

Some examples of staff work, which might be done by volunteers, are:

- ◆ shelving books
- ◆ checking out and receiving books
- ◆ setting up displays and exhibits
- ◆ processing and repairing of materials
- ◆ greeting visitors and providing basic information
- ◆ contacting patrons to inform them of availability of requested materials
- ◆ maintaining depository collections in nursing homes and other sites
- ◆ delivering books to home-bound people

And, given talents and ability along appropriate lines:

- ◆ creating press releases or radio or TV spots, and delivering them to editors and program staff during friendly visits
- ◆ planning and executing programs in the library, including story hours and demonstrations
- ◆ speaking to community organizations about the library
- ◆ developing major events such as art fairs, book sales and special observances
- ◆ helping to organize advisory groups to talk with librarians about special collections
- ◆ assisting to convey planned messages to groups and individuals about library events or special interests
- ◆ training to be a stand-in for staff members who want to attend a workshop
- ◆ undertaking special projects for which the staff does not have time, such as oral history, newspaper clipping, developing mailing lists, showing videos, and arranging for discussion groups
- ◆ data entry

### ***How Can Volunteers be Organized?***

Ideally, a volunteer program in a library should have a staff member in charge. Often, the program is organized and operated by a volunteer, much in the manner of such groups in hospitals, nursing homes and agencies.

Assuming a library of modest size, these are the elements of a volunteer program operation:

- ◆ A coordinator of volunteers, preferably hired, but probably a volunteer who likes to manage, has good skills in working with people, is reliable, and can give planned time
- ◆ An office or location with desk, file, telephone and computer, as well as access to a private interview area
- ◆ A list of jobs which volunteers may be invited to do, together with an estimate of the time requirement and the level of skill required
- ◆ An interview process which results in placing volunteers in the most suitable jobs

- ◆ A training program for volunteers covering job requirements, techniques and the library's functions and purposes
- ◆ A manual of operations setting policies for volunteers and including job descriptions and regulations
- ◆ A reward system coupled with evaluation. Rewards may be as simple as hours-earned mentioned in the library bulletin or local press; they should exist to say thanks to the volunteer
- ◆ A recruitment system that makes it possible for new people to join the volunteer corps
- ◆ A method for dismissing a volunteer who does not perform
- ◆ Funds and an accounting system to cover out-of-pocket expenses for volunteers who do more than come to the library

### ***What About Friends of the Library Groups?***

Friends of Libraries organizations comprise a special group of volunteers, varying in function from library to library. A library board's perception of the Friends group can vary greatly from community to community.

In order to develop a positive relationship between the board and the Friends, each group needs to understand the other's role and mission. The Friends should have bylaws and procedures to guide their activities and to establish their role. Likewise, the library board with a Friends group would do well to define its role through its own policy manual. The library staff should also understand the Friends' roles and any limits pertaining to Friends' requests of library personnel and resources.

Successful Friends groups find that having a liaison to the library board is helpful. Boards of trustees often designate a board member to serve as a liaison to the Friend's Board. The function of a liaison is to know what is going on, what directions are being pursued, and what aid is needed. Frequent communication between the groups is a key ingredient towards developing trust, a positive relationship, and for both organizations to work to improve the library.

The majority of Friends organizations are healthy adjuncts to a library. Most concentrate on raising funds through special projects and on serving as library advocates in the community. They are often involved in lobbying for the library and for library legislation. Some members do aspire to trusteeship. Former board members may gravitate to the Friends to continue their interest in and service to the library.

Making Friends successful, however, depends on making the group a real organization. The organization may choose to affiliate with a state or national unit. The group should be structured to include these elements in a set of bylaws:

- ◆ purpose of the organization
- ◆ legal basis (consult an attorney on meeting state and national requirements as a not-for-profit group, including tax status)
- ◆ structure: officers, outlining duties and terms, election of officers and board members, committee structure, meetings schedule and normal agenda, designation of the annual meeting, handling of funds, relationship to the library and the library board.
- ◆ disposition of funds

- ◆ membership requirements and dues.

Boards should accept the limitations Friends set for their group. Some groups will put on one fund-raiser a year; others are active in seeking donations year-round. The most successful groups plan ahead and guarantee to do certain tasks during the year. Some groups mix volunteerism with fundraising activities as a way to support the library.

Friends supplement the work of the board as well as provide a link to the community. Boards can contribute to harmonious relations by recognizing the Friends, asking for help in planning mutually beneficial activities and giving support to the concept of a community group willing to work to benefit the library.

For more information on Friends of Library groups and board and Friends relationships, see [www.folusa.org](http://www.folusa.org) (Friends of Libraries U.S.A.) or [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees)

## Section 4: Legal and Liabile

### **What Laws Pertain to Public Libraries in New Jersey?**

#### **Recommended Best Practice:**

Because public libraries are supported by public tax dollars, they are subject to numerous laws and regulations. As a trustee, you are responsible for awareness of these laws and understanding their consequences. When dealing with legal issues, the board should consult with the attorney representing the library for interpretation of the law. The lawyer should be familiar with library law as well as personnel issues. A recommended best practice is to retain your own attorney to represent the board. Keep a line item in your budget to pay for legal services. If possible, do not use the same attorney as the local governing body. This helps to avoid conflict of interest, which might occur if s/he is representing both local government and the library board.

The establishment and operation of libraries in New Jersey is provided for in the state statutes. The Library Laws of New Jersey are available online at [www.njstatelib.org/LDB/Library\\_Law/index.php](http://www.njstatelib.org/LDB/Library_Law/index.php).

Review the laws periodically to be sure your board is exercising its powers and duties properly. Libraries usually initiate changes or additions to the law. Suggested changes should be directed to the appropriate committees of the New Jersey Library Association, the New Jersey Library Trustee Association and to the State Library for consideration on whether to seek new or amended legislation.

The State Library is affiliated with Thomas Edison State College and is located at 185 West State Street, PO Box 520, Trenton, NJ 08625-0520. Its Library Development Bureau, the division of the State Library that is responsible for working with public libraries, is a resource available to you as questions arise. The general information number for Library Development is (609) 292-2992. The Library Development Bureau's (LDB) website is: [www.njstatelib.org/LDB](http://www.njstatelib.org/LDB). Information on how to contact personnel assigned to law, regulation, and trustee issues is found at: [www.njstatelib.org/LDB](http://www.njstatelib.org/LDB). Staff provide confidential counseling to library trustees and library staff. The counseling is not legal advice although staff have significant experience with library issues. Your own attorney must provide legal advice.

The following items are addressed in the PowerPoint presentation in the Appendix of this manual. This PowerPoint presentation on "**Library Law**" is given at NJ Library Trustee Institute conferences. It cites many of the major statutes and regulations that deal with library laws. It is also posted on the Trustee Education section of the State Library webpage at [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees)

Some of the key information on laws and issues addressed are:

Laws that govern the library

Creation of a public library (N.J.S.A. 40:54)

Funding for public libraries

Establishment of a board and Trustee appointment; powers of the board (40:54-12)

Trustee vacancies

Liability for boards

Confidentiality of library records (N.J.S.A. 18A: 73-43.1)

Reconsideration of library materials

Theft of or damaging library materials (2C: 20-12 to 15:2A: 43A-1)

Library bill of rights

## ***What Do We Need to Know about Open Public Meetings?***

Under the New Jersey Open Public Meetings Act ([www.njstatelib.org/LDB/Library\\_Law/lwopnmtg.php#404](http://www.njstatelib.org/LDB/Library_Law/lwopnmtg.php#404)), meetings of public bodies must be open to the public. "Meeting" is defined as any gathering, whether corporeal or by means of communication equipment, which is attended by or open to all of the members of a public body held with the intent of discussing public business of the body. It does not include such gatherings attended by less than a majority of the members.

Written notice at least 48 hours in advance is required to be posted in a public place and transmitted to at least two newspapers designated to receive the notices. Where notice of meetings has been filed annually, notice of change or exceptions would have to be made. Required procedures should be noted in the library's policies and followed automatically. There are additional provisions to the law; see the website above for the full text.

The circumstances under which it is legal and those when it is not legal to go into 'Closed Session' or 'Executive Session' are often confusing. The law only permits closing the meeting to the public to discuss certain, specific matters. These are summarized here, but you should read the law to be sure your closed session is for a legal purpose and is done in a legal matter. Review regulations governing the **Open Public Meetings Law** with your attorney.

You may have a closed session for the following reasons:

- ◆ confidential matters, as defined by Federal or State law;
- ◆ if the release of information would impair a right to receive funds from the U.S. government;
- ◆ information which is an unwarranted invasion of individual privacy, as listed in the Act;
- ◆ collective bargaining agreements, or proposed agreements;
- ◆ matters involving real estate, banking or investment, which could adversely affect the public interest if disclosed;
- ◆ tactics and techniques that protect public safety and property, which could be impaired by disclosure;
- ◆ investigations of violations or possible violations of the law;
- ◆ litigation or contract negotiation to which the library is, or may become, a party;
- ◆ matters involving client-attorney privilege;
- ◆ Any matter involving the employment, appointment, termination of employment, terms and conditions of employment, evaluation of the performance of, promotion or disciplining of any specific prospective library employee or current library employee employed or appointed by the public body, unless all the individual employees or appointees whose rights could be adversely affected request in writing that such matter or matters be discussed at a public meeting;
- ◆ deliberations after a public hearing that may result in a specific civil penalty or suspension or loss of a license or permit of a responding party.

## ***Public Library Standards and Per Capita State Aid Regulations***

Per Capita State Aid regulations outline minimum standards for public libraries, as well as the processes that libraries must follow to meet those standards. These regulations are reviewed and subject to revision every five years. For access to Per Capita State Aid regulations and minimum standards, go to [www.njstatelib.org/LDB/Library\\_Law/index.php#part 4](http://www.njstatelib.org/LDB/Library_Law/index.php#part 4) A summary of key points regarding State Aid is also listed in the PowerPoint presentation "**Library Finance and State Aid,**" which can be found at [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees).

Below is a summary of revisions to the State Aid regulations that are to be applied in 2006:

SUBSTANTIVE CHANGES TO PER CAPITA STATE AID

July 2005

The full text of the changes are available at: [www.njstatelib.org/LDB/State\\_Aid/regulations.php](http://www.njstatelib.org/LDB/State_Aid/regulations.php). It is recommended that you discuss the changes in the Per Capita State Aid program with your director.

1. Full compliance with Chapter 33 or 54 of Title 40. See: [www.njstatelib.org/LDB/Library\\_Law/lwes0004.php#290](http://www.njstatelib.org/LDB/Library_Law/lwes0004.php#290) for county libraries or [www.njstatelib.org/LDB/Library\\_Law/lwes0001.php#392](http://www.njstatelib.org/LDB/Library_Law/lwes0001.php#392) for municipal libraries
2. Mandatory training for library trustees at three hours per year per library board
3. Provision of interlibrary loan through current technology
4. Provision of children's programming
5. Provision of a webpage linking to the databases of the State Library and regional library cooperatives
6. Mandatory continuing education equal to three hours times the number of FTEs (full time employees) of all non-professional staff members (up to the minimum required by regulation)
7. Mandatory continuing education equal to seven hours times the number of FTEs of all professional staff members (up to the minimum required by regulation)
8. Increases in penalties from 10-20% to 50% except items 1 and 2 above will be 100%

Please also note that it is proposed that the hours of janitorial, custodial and security staff may be counted towards minimum staffing requirements for the purposes of qualifying for Per Capita State Aid up to a maximum of 10% of total minimum FTE required.

PCSA Percent Loss

N.J.A.C.	COVERS	PERCENT LOSS
15:21-2.3	Library Director, Trustees, Compliance with applicable statutes	100
15:21-2.4	Employees	50
15-21-2.5	Materials – Basic book collection	50
	Materials – Annual purchases	50
	Materials - Periodicals	50
	Materials – Some free public Internet access	50
15-21 - 2.6	Service - Hours	50
	Service - Extended service	50
	Service – Knowledgeable service	50

Please address any questions you may have to:

Victoria Rosch  
State Aid Coordinator  
Library Development Bureau

vrosch@njstatelib.org; 609.292.7854; FAX 609.633.3963.

FREQUENTLY ASKED QUESTIONS  
2005 CHANGES TO STATE AID REGULATIONS  
MARCH 2005

1. Are these changes supposed to occur during the year 2005?

No. The statistics gathered for calendar year 2006 will be the first year that must comply with the 2005 regulation changes.

2. Will there be questions on the state aid survey next year indicating the occurrence of mandatory training for staff, for professionals and for trustees?

No. The regulations will apply to 2006 data (collected in 2007 for payment in October of State FY 2008).

3. What does "provision of interlibrary loan through current technology" mean? Do you mean that patrons should be able to obtain their own interlibrary loans through a website link (Jersey Cat)? Of course, we (staff) already use the computer to obtain interlibrary loans.

The regulations require that library staff members use "current technology" to obtain interlibrary loans. At this point in time, "current technology" refers to any online sharing system. Some of these systems, such as JerseyCat, allow patrons to use the system directly. While it may be desirable that patrons be able to use the technology themselves from home or office, whether the request comes to the local library or goes directly into the system is the decision of the local library.

4. Must the library have its own webpage separate from the towns?

As long as someone going to the town's webpage can link to a separate page for the library, the requirement is met. The library may host its own webpage, or be hosted by the town, or another provider.

5. We have an icon on each public terminal for JerseyClicks, EBSCOhost, etc. Is that sufficient?

Links are required on the webpage also so that there is remote access to the information. Here is an example: [www.cranford.com/library](http://www.cranford.com/library)

6. We have two full time staff--times 3 hours equal 6 hours. Does that mean three hours for each FTE to equal six hours or does it mean each FTE has to have 6 hours of continuing education?

Total hours required may be assigned however you deem best. Assuming that none of the employees is a professional librarian and that you are required to have a minimum of two employees, Employee A might have 6 hours, or A and B might each have 3 hours or any other combination that equals six hours.

To help you determine the hours of staff training necessary, the regulations include a chart that shows the number of hours needed for professionals and other staff. The basic structure is:

Minimum FTE librarians required (35 hours per week) X 7  
Minimum FTE other staff required (30 hours per week) X 3

7. There is one professional FTE--me. Is my mandatory continuing education 7 hours?  
Yes.

8. What constitutes continuing education? Does going to the Region's Spring Program and Meeting qualify for continuing education training? Is there currently some training session being planned for new Library Trustees?

The regulation leaves it to your discretion. The director and board president sign the "Accuracy Certification". As long as you are comfortable that the education was "library-related", you will be able to say, "yes" to the questions.

Examples may include continuing education dealing directly with library issues or broader topics such as customer service. Regional training, watching a video on serving the elderly and having a library in-service day (you may want to join with other libraries if you decide this might be valuable) would all qualify. It is anticipated that there are many free opportunities for Continuing Education (CE).

The Library Development Bureau of the New Jersey State Library, the New Jersey Library Trustee Association and the New Jersey Library Association plan an annual N J Library Trustee Institute. It is generally held in early October.

9. Is there somewhere I can get a more in depth explanation of these changes?

You will find the full text of the regulation at:  
[www.njstatelib.org/LDB/Library\\_Law/lwaid002.php#177](http://www.njstatelib.org/LDB/Library_Law/lwaid002.php#177)

If you have further questions regarding the implementation of the regulations, please contact Victoria Rosch of the NJSL Library Development Bureau at [vrosch@njstatelib.org](mailto:vrosch@njstatelib.org) or 609.292.7854.

## ***Other State Laws and Local Ordinances***

Many state and local laws not specific to public libraries will also be of interest to trustees. For instance, local zoning laws, parking restrictions, building codes, and safety restrictions need to be considered. Questions about these and other laws should be directed to the library attorney.

### ***Federal Laws***

Numerous federal laws affect public libraries. A selection of these laws of special interest to trustees includes the following:

#### ***Americans with Disabilities Act (ADA)***

It is not unusual for boards to have questions about the federal 1990 Americans with Disabilities Act (ADA). This major piece of civil rights legislation made it illegal to discriminate against people with physical, mental or emotional disabilities. It requires public facilities, such as public libraries, to make reasonable modifications or accommodations to ensure equal access for these individuals.

Boards that choose not to modify the library to make it physically accessible must be able to demonstrate that people who do not have access to the building can receive substantially the same services as those who can enter the building. For more information on ADA, visit [www.adaportal.org](http://www.adaportal.org)

#### ***Employment Laws***

Libraries must abide by federal and state laws that prohibit discrimination in relation to hiring, promotion and all other working conditions of employment. It is illegal to discriminate against qualified applicants on the basis of sex, race, creed, color, religion, age, country of national origin, individual life style, or physical or mental disability. Stated policies should demonstrate that the library board makes every effort not to discriminate.

Most library employees also fall under minimum wage and fair labor standards laws. Boards should consult with the library attorney regarding how these and other federal laws affect the library.

#### ***Children's Internet Protection Act (CIPA)***

**CIPA** requires libraries that receive e-rate discounts or Library Services and Technology Act (LSTA) funds for Internet connectivity, Internet access, or computer purchases to filter all computers including staff computers. Filters must block certain defined categories of IMAGES, not text.

For more information visit [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) for the "CIPA" PowerPoint presentation from the NJ Library Trustee Institute or see [www.ala.org](http://www.ala.org).

#### ***E-Rate (Telecommunications Act of 1996)***

In 1997, the Federal Communications Commission (FCC) adopted a Universal Service Order implementing the Telecommunications Act of 1996. The order is designed to ensure that all eligible schools and libraries have affordable access to modern telecommunications and information services. Each year, as funding authorized by Congress is available, eligible schools

and libraries are provided with discounts on authorized services. These discounts are often referred to as the “E-Rate.” For more information on E-Rate, contact Kathleen Peiffer, Grants Coordinator at the State Library at [kpeiffer@njstatelib.org](mailto:kpeiffer@njstatelib.org) Also, visit [www.sl.universalservice.org](http://www.sl.universalservice.org)

### ***Library Services and Technology Act (LSTA)***

In 1996, the Library Services and Technology Act (LSTA) replaced the Library Services and Construction Act (LSCA), which had been in operation since the 1950s. LSTA, which is administered by the federal Institute of Museum and Library Services (IMLS), helps states develop electronic networks among libraries. These networks make it possible for libraries to share information resources as well as to provide library services to users with special needs.

LSTA funds are awarded annually and administered by the State Library, for purposes deemed important in and by each state. To receive funds, each state develops an LSTA Five-Year Plan, which is approved by the IMLS see ([www.ims.gov](http://www.ims.gov)). These funds are used for State Library programs, such as those offered by the Library for the Blind and the Handicapped (LBH) and for the Library Development Bureau (LDB); and for statewide projects, such as QandAnj, a virtual website providing 24/7 access to librarians, access to statewide databases, and more. Visit [www.qandanj.org](http://www.qandanj.org)

### ***USA Patriot Act***

The Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (**USA PATRIOT Act**) became law on October 26, 2001. The legislation originated with Attorney General John Ashcroft, who asked Congress for additional powers to fight terrorism in the wake of the events of September 11, 2001.

The USA PATRIOT Act amended over 15 federal statutes, including the laws governing criminal procedure, computer fraud and abuse, foreign intelligence, wiretapping, immigration, and the laws governing the privacy of student records. These amendments expanded the authority of the Federal Bureau of Investigation and law enforcement to gain access to business records, medical records, educational records and library records, including stored electronic data and communications. It also expanded the laws governing wiretaps and “trap and trace” phone devices to Internet and electronic communications. These enhanced surveillance procedures pose the greatest challenge to privacy and confidentiality in the library. Visit the webpages at [www.ala.org/ala/oif/ifissues/usapatriotact.htm](http://www.ala.org/ala/oif/ifissues/usapatriotact.htm) for a thorough understanding of the **USA PATRIOT Act**.

Libraries need to have established policies and procedures to cover situations where library records could be subpoenaed or investigated by law enforcement officials. All staff and board need to be apprized of appropriate legal processes before this situation arises. Prompt access to legal services to review any law enforcement requests is imperative.

### ***Code of Ethics***

A code of ethics is designed to prohibit conflict between public duty and private interest by specifying rules of conduct for public officers, including library trustees. The code covers confidential information, gifts, and other economic benefits or compensations. For a sample Code of Ethics, see the Association for Library Trustees and Advocates (ALTA) **Ethics Statement for Public Library Trustees** in the Appendix.

## ***What is Intellectual Freedom? And How is Censorship Defined?***

Libraries are storehouses of information. Libraries are varied and they are open to a wide range of ideas, thoughts, formats and issues.

Because people differ in what they wish to see in print or picture, individuals may not be comfortable with all of the materials in the library's collection. When this discomfort results in a demand to remove a book, film or work of art, it creates an "episode" in the defense of the right to know and access to information.

People have differing opinions as to what is appropriate for children, young adults, and even for adult library users to view on the Internet. This is an area where state and federal legislation need to be monitored continuously. Library board members need to keep current with Internet access, filtering issues and legislation through their director, through the State Library, the New Jersey Library Association, the New Jersey Library Trustee Association, and the American Library Association Washington Office. Internet access policies need to be reviewed and/ or modified on a periodic basis to meet community needs and legislative requirements.

"Censor" has come to mean an organization or person who examines material for content considered harmful and subjects it to exclusion. Censorship is thus the act of excluding, removing or deleting material.

Censorship arises from personal or group opinion and convictions, which may conflict with those of other people and groups. Differences are embodied in the American ideal of democracy in which individuals have the right to think alike or differently, to choose a lifestyle, and to put forth ideas, whether popular or not.

The concept that an individual has the right to choose what he or she wishes to read or see is called "intellectual freedom" or the "freedom to know, and the freedom to read." As part of our freedom of expression, it is a right guaranteed by the United States Constitution. This freedom is expressed every day in the variety of materials selected for availability in libraries.

Library trustees have the obligation to see that all persons have the right to access the materials they need and want, and to build a library that meets many needs in the community. When called upon to defend these rights, trustees have recourse to the **Freedom to Read** statement adopted by the American Library Association, the Association of American Publishers, and by public and other libraries throughout the country. See the Appendix for this statement and similar ones that can be added to the policy manual of your library.

In addition, libraries should adopt policies dealing with access to the borrowing records of users, in compliance with the Confidentiality of Library Records Law (N.J.S.A. 18A:73-43.1), other pertinent state laws, and the USA Patriot Act.

The American Library Association publishes an **Intellectual Freedom Manual** (by Rudolf Steiner. 6th ed, ALA, 2002; ISBN 0838935192) containing basic principles and interpretation and offering advice and assistance in dealing with complaints and handling the censor.

### ***What Is the Responsibility of the Trustee in Upholding Intellectual Freedom?***

Trustees should provide for a process by which complaints in this area can be handled in an orderly fashion. Normally, the library director would receive any complaints and deal with the initial explanation of the library's policies. If this contact is not sufficient, the sample complaint form included in the Appendix of this manual can be used to obtain details about the concern. The board of trustees is made aware of the complaint and should be prepared to address the issue when it comes to the board.

Trustees should be prepared for handling complaints by understanding the policies they have adopted. An understanding of how materials are selected and how staff utilizes reviews and other information before purchasing an item is essential. A materials selection policy is mandatory for a library. Such a policy states the general purpose of the library, its mission to offer variety and its priorities in spending materials budgets. The guidance of such a statement is useful to staff as a reminder that there are priorities that need to be satisfied.

While the usual complaint is on the controversial content of a book or other material, complaints are often made that librarians are censoring by what they choose to order and not to order (e.g., that controversial materials are simply not purchased). If the material selection policy is followed, this complaint will not be valid. Trustees need to check with the library director to monitor how the wide mission of the library is being met through its collection. See the **Reconsideration of Library Materials** form in the Appendix.

Trustees also need to understand the rationale behind their Internet access and/or filtering policies, and be able to explain and justify them to the public in case of complaint.

### ***What Are the Risks of a Lawsuit to Board Members?***

The legal power of the board is derived from the board's actions as a body. These actions are subject to public scrutiny and may be challenged in court. Board members need to be well-informed and knowledgeable about library issues and law in order to make informed decisions.

Any person accepting a position of public responsibility today accepts legal responsibilities and the possibility of liability. Suits are likely to include individual board members, even though trustees cannot be sued individually. (see N.J.S.A. 2A:53A-7.314 and PowerPoint "**Library Law**" at [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) and in the Appendix for the statute that precludes this); however, the board can be sued collectively. A recommended best practice is for the board to have, on retainer, an attorney knowledgeable about library law who is available to advise the board on difficult legal issues, as well as the inevitable contract and employee relations matters. Liability insurance for the board should be a part of the liability package paid for by the library.

New Jersey library law is quite clear on giving powers and duties to the library board, but no law can be definitive or anticipatory in an era of change. Library boards and their trustees can and have been sued. It is a risk that can be dealt with through proper insurance and careful attention to duty.

Library boards must perform in an ethically, accurate, and timely manner. They must also stay in compliance with policy and the law.

Most censorship episodes, for example, do not go to court but could. A resource in this area is the Freedom to Read Foundation (800-545-2433, ext. 4226 or visit [www.ftrf.org](http://www.ftrf.org)). This group raises funds for support of those challenged and has publications and offers advice in the area. The New Jersey Library Association has an active Intellectual Freedom Committee ([www.njla.org//committees.html](http://www.njla.org//committees.html)), which offers assistance. The American Library Association also has such a committee (Office of Intellectual Freedom, [www.ala.org/alaorg/oif/](http://www.ala.org/alaorg/oif/)), which publishes a newsletter that is a valuable source of information on censorship across the country.

A board faced with a suit will need to retain legal counsel promptly and follow the advice. (The board should never hire a lawyer who is a member of the board). Board members should be careful to avoid public discussion as individuals. The president and your legal counsel should serve as spokespersons. The library should have written policies, procedures, and a designated chain of command as to whom is the library's official spokesperson in public and media communications and legal matters. All trustees and staff members should be aware of this.

The best defense, of course, is responsible performance, observing the law, following policies and staff and board training. The rule is to stay within known legal bounds and seek legal advice if you have questions about your right to take an action.

## Section 5: Finance

### ***What Are Our Responsibilities in Terms of Financing the Library?***

New Jersey library law is quite specific in its assignment of duties and responsibilities to boards of trustees. It makes trustees responsible for the use of funds available for library purposes and for making reports substantiating use of these funds.

Boards should have access to the current library laws ([www.njstatelib.LDB/Library\\_Law](http://www.njstatelib.LDB/Library_Law)) and should review and understand the requirements, methods and relationships laid down in the law.

Financing of public libraries is addressed in this manual because assuring adequate funds for library services is a prime responsibility of trustees. They are accountable for the use of funds, and should be equally concerned about obtaining funds necessary to provide satisfactory services.

It is essential that trustees are knowledgeable about available financing methods: local taxes and appropriations, fines, gifts and bequests, special purpose allocations, grants, federal funds, capital funds, State Aid, and building support funds.

### ***Local Funding Sources***

The major source of public library funding comes from local property taxes. State law allows the governing body of a municipality or county with an established public library or county library system to levy taxes in support of library service.

The board and director must search out and use all available funds, justifying their use in a plan and in the budget. For more information on library budgets, funding formulas and statutes, visit [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) to view the PowerPoint on “**Library Finance and State Aid**” or find it in the Appendix.

To find the required annual funding appropriation for municipal, joint, and county libraries, visit the Dept. of Community Affairs website at [www.state.nj.us/dca/lgs/fiscal/2005\\_data/05mis/menu\\_/mis/2005.shtml](http://www.state.nj.us/dca/lgs/fiscal/2005_data/05mis/menu_/mis/2005.shtml)

### ***Grant Funds***

Federal and State grant monies are distributed through the State Library for a variety of library needs, such as collection development, technology upgrades, and literacy initiatives. When available, these opportunities are announced on the grants information page of the State Library’s web site, at [www.njstatelib.org/LDB/Grants/index.php](http://www.njstatelib.org/LDB/Grants/index.php). Other grants information, and help with writing proposals, is also available at this site.

### ***What is Per Capita State Aid?***

Since the mid 1960s, the New Jersey Legislature has appropriated funds to support a Per Capita Library Aid program to those municipalities that provide tax support for local public library service. The current annual appropriation is \$8,700,000.

Administered by the New Jersey State Library, these funds are distributed each October based on the prior calendar year's library and municipal data.

In order to be eligible for State Aid, minimum requirements and certain conditions relative to size of the population served by the library must be met. These requirements include the number of professional librarians and total staff. Other standards refer to size of collection, annual purchases, hours of service, periodical subscriptions, and Internet access. The minimum requirements to receive this aid are calculated using the latest decennial Census populations. These requirements are found in N.J.A.C. 15:21-2.1 et seq. They are also available at [www.njstatelib.org/LDB/Library\\_Lawindex.php#part4](http://www.njstatelib.org/LDB/Library_Lawindex.php#part4)

After determining a library's eligibility, the aid payment is calculated using the amount of tax support in relation to the municipality's Equalized Valuation. There are five aid categories, based on increasing levels of funding ranging from \$.50 to \$1.50 per capita. The municipalities that qualify for higher categories of aid are those that support their libraries above the minimum funding level of one-third mil. The funds received under this program can be used by the board for any purpose related to providing library services.

### ***Federal Funding Sources***

See E-rate, and LSTA earlier in this manual.

### ***Other Funding Sources***

As funding needs arise, many libraries seek grants from foundations, corporations, endowments and government agencies. Local businesses are another option. Boards can solicit funds from these businesses directly or determine if a business has a community support program. Some libraries have established separate library foundations, which function as a separate entity. A foundation can attain non-profit tax status (known as 501c3) from the Internal Revenue Service, so that gifts are tax deductible for the donors. For more information on grants and foundations, visit the Foundation Center at [www.fdncenter.org](http://www.fdncenter.org)

### ***What is the Board's Role in Fundraising?***

Trustees, faced with a limit on available money, often see a need to raise extra funds.

Trustees should remember that a major source of library funding has resulted from new laws that assist libraries. In the long-term, secure financing may well depend on appropriate legislation, and trustees can play an important role in advocating for such statutes.

In the meantime, libraries can raise extra funds, either for major activities, such as buildings and facilities improvements, or for special projects. In fact, any major fundraising campaign needs to

be targeted to a specific goal, program or outcome, lest a successful campaign result in a similar amount being subtracted from the library's general budget by municipal or county funding officials.

Central to fund raising is a determination of need. People usually prefer to give money for a specific purpose that they understand. However, many libraries consistently raise minor amounts of non-earmarked income from ongoing activities: book sales, sales of library-related gift items, programs for which a fee is charged, booths at the annual parade, or an annual gift campaign. Friends of the Library often spearhead acquiring extra funds and may budget for an annual gift based on a variety of fund raising events during the year or a special projects campaign.

### ***How Do We Implement a Fundraising Project?***

A board hoping to raise extra funds should plan carefully for the project. Basic elements are a purpose, a goal, a method, a timetable and assignments.

When beginning a fund raising project, which involves seeking support from the total community, trustees might review these tips:

- ◆ Develop a quotable statement of the need for the funds. Support the basic statement with sub-statements, which have appeal to different groups in the community. Use these statements consistently in public relations efforts.
- ◆ Set a goal and justify the amount needed. For larger campaigns, set goals for gifts of larger amounts, e.g., three gifts of \$20,000, 25 gifts of \$10,000, etc. to arrive at the total.
- ◆ Plan interesting graphics: a brochure, a poster, a gift card, and a mailing piece.
- ◆ Set a timetable: kickoff, interim events; \$\_\_\_\_\_ by \_\_\_\_\_; \_\_\_\_\_ donations by \_\_\_\_\_, check-points, meetings of campaign members, regular reports to those involved.
- ◆ Assign responsibilities: structure and name committees with descriptions of their functions and reporting dates; ask for regular reports; utilize volunteers.
- ◆ Do a good job of public relations: announce plans early with enthusiasm; involve many people; plan to use various media; prepare and make speeches; make assigned solicitation calls; provide news releases to many sources, including church bulletins, company newsletters, etc.
- ◆ If appropriate, plan exhibits and displays in prominent places in town, including the library.
- ◆ Seek endorsements. Ask community leaders to work with you toward your goals.
- ◆ Maintain enthusiasm and momentum. Don't let down. "Build up to success" is the message for those involved in fund raising.
- ◆ Don't extend the fund raising much beyond the planned end. Cleanup work may be done after the campaign, but it may be a mistake to continue. It's better to start again a little later.
- ◆ Anticipate resistance. Many people do not understand the library's need for money. Counter criticism with facts and with people in the community who know the needs.
- ◆ Celebrate! Once raised, the money should be used. Keep the community posted on progress as the project becomes reality.

There is a school of thought, which believes that public services, such as libraries should be supported only with public money. However, public monies are not always available in adequate amounts. It may be advisable to supplement public funding through fundraising efforts.

Many small fund raising efforts can lead to continuing gifts and bequests as people are reminded of the importance of the library.

Trustees should accept fund raising as a device for obtaining more for the community, and should design campaigns which fit the community.

### ***How Do We Handle Gifts and Bequests?***

For some libraries, a significant source of income is from gifts and bequests. Building a tradition of honoring persons with a gift to the library or including a bequest in a will is a form of giving which trustees can foster. Some libraries have worked with lawyers, doctors and funeral directors to assist them in making recommendations about giving to libraries. Many organizations earmark some of their funds for an annual gift to the library or a special gift in support of a particular service or need.

Library boards should, however, have a policy on acceptance of gifts. The policy should address issues such as these: if funds are designated for a special purpose, should the library have the right to refuse the gift if the purpose is unsuitable? Is it best to cumulate cash funds in an endowment and draw upon the income? Can the library board refuse to take a gift, e.g., a statue it doesn't need or a book collection that is not useful? If the purpose is no longer valid, how can the board liberate funds it accepted for a specific purpose?

Having policies responding to these questions will avoid misunderstandings about donations with donors.

## Section 6: Planning

### *What is Our Role in Planning?*

Every action taken by the board contributes to the plan of the library – especially when working on the budget, which is one of the most important plans for the next year. Review board, director and staff roles in the planning process in Section 3 of this manual.

But planning for the future is a different kind of activity, an opportunity for trustees to serve the community by looking ahead so that provisions can be made to implement solutions for the longer range needs and expectations.

There are several resources that can help you in your planning efforts. The New Planning for Results: a Streamlined Approach, by Sandra Nelson for the Public Library Association (Jan. 2001. ISBN 0-8389-350-44) updates previous planning manuals with a process that involves the community yet only takes about four months to complete. Also, see [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) for a PowerPoint presentation from the Trustee Institute on “**Strategic Planning using the Planning for Results**” approach.

Often after planning, you'll be faced with the dilemma of how to reallocate existing resources to meet new service demands. Managing for Results: Effective Resource Allocation for Public Libraries, by Sandra Nelson, Ellen Altman & Diane Mayo (ALA Editions, 1999. ISBN 0-8389-3498-6) will help you collect the information you need to make those reallocation decisions.

### *What Steps are Involved in Planning?*

Current planning technique suggests that boards assess the library's internal and external circumstances to see what roles the library should fulfill in the community, and then develop a plan that emphasizes one or two of those major roles.

A simplified framework for this kind of planning includes:

- ◆ Strategic vision: the community determines what it wants to become in the future, and sets priorities in cooperation with the library for the library's part in that future.

In this process, the community and the library look at the environment: the community characteristics, changes in the nature of the population, projected growth or non-growth, demands and expectations of the people in the community. The library's internal environment is also important: staff capacity and attitudes, financial resources, the building, the services.

- ◆ Critical issues: the library assesses the changes that must occur in order to obtain the vision.
- ◆ Short and long range goals and objectives: the library sets broad goals for short term and long term periods and develops objectives, which are the steps toward the goals.

- ◆ Resource allocation: the library decides on those goals and objectives to which effort, funds and staff should be allocated. It weeds out the objectives, however desirable, which cannot be achieved or which have secondary importance.

This planning process is pragmatic. Dreaming is encouraged in the preliminary stages but a dream is assigned priority only if the idea has importance when judged against all others. Planning may indicate continuing what you are doing now with improvement. It may not always uncover exciting new ideas. But it will put in perspective what is needed, what is possible and a timetable for progress.

A library board should involve the public in the planning process. You need to hear directly from your customers what works for them and what doesn't. Planning offers an opportunity for the public and other public officials to share their knowledge of the community and become advocates for the library.

### ***What are the Elements of a Plan?***

Whether the planning process is labeled "strategic" or whether it is developed to suit the individual board and community, it should lead to a plan, a document that assembles materials and lays out what the board intends to do about the future of its library. The plan should be used as a reference for all actions taken by the board to be sure that objectives are given priority and that resources are directed to those objectives.

Consideration should be given to the use of consultants in the planning process. These experienced people can assist the director and the board in planning more efficiently and quickly. They have skills in reducing a plan to a manageable size that can be distributed to interested people. Construction Consultants often are also planning consultants: see the web page at [www.njstatelib.org/LDB/construction/consultants.php](http://www.njstatelib.org/LDB/construction/consultants.php)

### **What's In A Plan?**

- ◆ A Summary of the Current Status of the Library: look critically at what the library does to identify the most obvious needs and directions. (Don't be afraid to brag about a good library. Planning is not criticism; it's the vision that you want to create for the future).
- ◆ An Assessment of Community Needs: a library should respond first to the needs of its community. It is basic to planning to know what those needs are. Statistics needed may include: population trends; community characteristics as to age, sex, education, income, and occupations. Other information may include requests from library users, perceptions of needs from community leaders, focus groups, surveys, etc.

Looking to the future requires anticipating some of the needs. Read the literature on life style, seek information on trends in learning, and identify special problems in your community. (e.g., Literacy; Unemployment/underemployment; Aging, etc).

- ◆ Library Mission Statement: Why does the library exist? What is its purpose? What are the needs it is committed to meet? Make this statement upbeat but realistic. Tell what you intend to do.

- ◆ **Goals and Objectives:** Goals are the general statements about the library's directions and aspirations. Select goals, which can be achieved in a reasonable length of time – or those that serve as interim steps in the long-range plan.
- ◆ Objectives are the "how" of moving toward goals. They should be relatively short-range, practical and accompanied by evaluation of progress. They set the framework for the activities, which the library is undertaking.
- ◆ **A Timetable:** To be accepted, a plan should have some chance of happening. You make it happen by developing a timetable.
- ◆ **Rationale for Each Goal:** Why do you wish to move toward a new building or toward a new program? Justify your selection of a particular goal. It's possible the plan will substitute some program in place of existing services. Justify the shifts.
- ◆ **Anticipated Costs:** You can estimate the costs for planned programs. Include the cost of personnel and other operations. The community should be prepared to make an investment.
- ◆ **Provisions for Review of the Plan:** Every plan should be in constant use as a check on current decisions and expenditures. Evaluation should be built in. ALWAYS use a plan as a check against the budget.
- ◆ **Statement of Commitment to the Community's Needs:** Develop a statement you can use again and again about the library as a focal point in the community, make sure you continue to address community needs.

Planning holds the potential for your library and for your community service. Without planning, decisions may be good, but they will be better when framed in a plan for developing better library service.

### ***What is Our Role in Promoting a Plan?***

Sometimes library boards forget to market the plan into which they have put such thought and effort. Even when the board has involved the public in the planning, it needs to seal the effort by promotion of the product.

Those who participated in the planning in any way should receive, at least, a warm thank-you and a summary of the results.

Those people in the community who will be part of the plan's implementation (schools, the municipality, the zoning and planning officials, media, other libraries in the community or major organizations, for example) should receive copies with a cover document indicating their roles.

Be sure to contact the media and help them understand and publicize your plan. For example, the press may be willing to feature interesting phases of the plan with a series of articles.

Board members are ideal speakers to go before service groups to present an overview of the plan and its potential for benefiting the community.

The community will respond more positively to a library's plans when it sees a project or a need as part of a planned sequence to improve services.

## Section 7: Library Construction and Renovation

### ***What is the Board's Role in New Construction or Renovation?***

When it's time to build a new library or plan an addition or a renovation, library boards have some of their most exciting, challenging, and satisfying experiences.

Boards that successfully complete building projects usually have a carefully developed plan.

The decision to build should never be made lightly or in response to frustration. Building is a long-term project, even when someone has just presented the board with major funding. It requires time and full commitment of the board and the library director.

### ***How Do We Know When to Build?***

Well ahead of the need for more space, the director, staff, and board should have made tentative timetables for future building. Most active libraries outgrow their space over a predictable period of time based on community growth, added services, public demand and acquisitions. These factors are part of the library's regular planning process and can be built into a plan far enough in advance to permit an orderly approach to adding or altering space.

Predictions can be made by using demographics and examining trends in lifestyles within the community. For example, when census figures and local planning projections indicate that one age group is growing and another declining, libraries must decide how to meet changing needs and how to assess space needs.

It's possible that such assessments will lead to changes in space allocation rather than to added space, but let's assume that the board will discuss additions, renovations, rearrangements and other solutions on the road to making a building decision.

Information useful to this part of the planning process is available through local planning units, city managers, county officials and state and federal sources. An understanding of the community and of facts and trends is basic to the success of any building program. It ensures that the building project will meet the needs of the community and will help to gain community support for the project.

Before deciding to embark on a building program, ask:

- ◆ What current and future needs will affect space, size, location, facilities and design?
- ◆ What new and/or expanded services will be offered to generate the need for a building?
- ◆ Can current building(s) be made to work through better use of space?
- ◆ What are the space requirements for various services – public, administrative, support?
- ◆ Is the present building on the right site or is it time to reconsider location?

### ***When Should We Build?***

Timing may be tricky but good timing is part of the job of being fiscally responsible. Because you will want to "overbuild" in anticipation of future needs and to avoid opening a library that is already crowded, you will need to try to match new space with the need for it.

If your building is already crowded, you will probably have immediate support from much of the community that uses the library. If the present library seems adequate to many people, the campaign to build in anticipation of need will be much harder. But it is not responsible management for a board to wait too long to make the decision to build when the needs are becoming clearer every day. It is irresponsible to let the community think it has an adequate library when it does not.

The board can do a good deal of planning for a building before it commits itself to architects and construction. It is always best to build a base of support rather than to move too rapidly.

### ***Whom Do We Consult?***

In addition to gathering facts, figures and information from many sources, the board should build its support base with the people and groups needed to cooperate. Seeking advice and support from political units, community leaders, library users and opinion leaders in the community is an important step, which should be built into the timetable.

Some libraries organize an advisory committee for the building process. Most boards set up sub-committees of board members to work on phases of the project: public relations, needs assessment, preliminary space plans, site selection, etc. The library director is customarily expected to coordinate the planning, make recommendations, work with the architect and space planner. It is customary for the director to be the board's representative during construction.

An excellent preliminary step is to ask a builder to brief the board on all the stages of construction so that the process and the terms used are understood.

### ***Where Do We Get Help On Building Design?***

The New Jersey area has a number of architects experienced in the design of libraries. To meet the need for advice from the viewpoint of an operating library, a number of librarians with building experiences have become building consultants, specializing in working with the individual library on its space needs based on the individual service pattern. Working with the library director and staff, building consultants develop a building program. This program should be reviewed by the board. The program should accurately reflect the functions and space requirements needed in the building project. The program should reflect the needs of the community. Upon approval by the board, the building program will be submitted to the architect and used as the basis for the architect's design.

The architect can then begin to design a floor plan around the functions of a library. Building consultants are also helpful in specifying equipment, estimating costs, and eliminating problems of work flow.

The architect should be creative, providing an attractive building at a realistic cost. Interviewing architects for the job is a skill. A good way to decide which architects to interview is to visit new libraries in the area and look at new buildings which you find attractive. The State Library

maintains a list of architects, on the construction Web page, who have worked on libraries throughout the state. You may decide on an architect who has not designed a library but to whom you can explain what you want and need. Remember the architect works for the board. Library design should reflect the requirements of the building program and the needs of the community.

Here are some resources to help with building:

Architects: [www.njstatelib.org/LDB/construction/architects\\_list.php](http://www.njstatelib.org/LDB/construction/architects_list.php)

Basic steps in planning for a new library building: [www.njstatelib.org/LDB/construction/basic-steps-planning.php](http://www.njstatelib.org/LDB/construction/basic-steps-planning.php)

Construction Consultants: [www.njstatelib.org/LDB/construction/consultants.php](http://www.njstatelib.org/LDB/construction/consultants.php)

Library Sites to Visit: [www.njstatelib.org/LDB/Construction/sites.php](http://www.njstatelib.org/LDB/Construction/sites.php)

### ***How Do We Fund Library Construction/Renovation?***

In New Jersey, there are a number of ways to raise funds for library buildings.

Sites: New Jersey law permits municipalities, by resolution of the governing body, to appropriate for a site and to levy for this purpose. (Not exceeding three mills in all municipalities except cities, where the limit is three-fourths of one mill per dollar of assessable property). This applies when a person has offered to erect a building.

#### Lands and Buildings: Purchase and Alterations

When necessary to purchase land, erect a building or renovate, a library board may certify to the municipality the amount of money needed in addition to any money on hand, with an estimate of the amount necessary for maintenance of the library for the balance of the then-current year. The body in charge of finances of the municipality, with the approval of the mayor or other chief executive officer, may by resolution authorize the library board to make the expenditures. Local bonds may be issued for site acquisition, buildings, equipment and furnishings. (*N.J.S.A. 40: 54-1 et seq*).

Contact the Library Development Bureau of the New Jersey State Library to determine if there are any statewide construction grant programs in effect.

#### Gifts and Bequests:

Library boards may accept gifts and bequests for library purposes, including for or toward a building. A large bequest might cover the major costs of a building; smaller gifts can be accumulated or used for purposes related to the building. In encouraging gifts and bequests, libraries are wise to request that these not be specifically earmarked unless the donor is, indeed, presenting an entire building. Conditions attached to very large gifts may be worked out with the assistance of a lawyer.

## Public Campaign for Funds

Once the board has carefully created interest in having a new building or added facilities, it can then turn to the community for money, either in full or supplementary.

A campaign for funds requires early and detailed organization. It needs to be realistic about contributions, as well as who will and can give. It should find ways to let everyone give and ways to recognize contributions. It should be straightforward with the public about the total cost of the project. Nickels and dimes won't do it today!

A long range building plan should include time for fund raising. A campaign should occur before building commences so that necessary funding is known from the beginning. People may be uncomfortable about being asked to make up a shortage.

### ***We're Set To Go. What's Next?***

The board, with its planning completed, money in hand, and architect in the final stages of plans, follows this sequence.

- ◆ Review every detail of the building plan. Decide what features can be optional so that separate bids can be taken on these items. Review estimated costs so that the construction bids are not a surprise.
- ◆ Follow all local ordinances. Zoning and building codes should be checked as plans are made. Enlist the help of appropriate officials in the plan review to ensure that it meets required standards.
- ◆ Follow the state public contracts law and regulations in the bidding process. Allow adequate time for bidders to accurately estimate your project. Invite enough bidders so that there is a range.
- ◆ Analyze the bids thoroughly. Be sure you are getting what was specified with no unsuitable substitutes. Accept the bid that most closely meets specifications as well as offering good value.
- ◆ Are all bids too costly? You can call for new bids to an amended set of specifications. You can also rule out the optional features that did prove too costly.
- ◆ Create a team consisting of the board, the director, the architect and the contractor to monitor progress and to make regular reports to the board and the local governing body. If you have the financial resources, consider hiring a Clerk of the Works to supervise the project.

- ◆ Expect some change orders to your contract. Discoveries will be made about unexpected problems or opportunities. The contractor may suggest, for example, that a new tile may be less expensive and serve just as well as that specified. If so, that's a credit you can apply to something that will cost more (e.g., discovering poor soil on the site).
- ◆ Expect performance. This building is going to be a focal point in the community for a long time and should be properly and expertly built. Some boards find that the contractor has taken the job as a fill-in. Don't accept excuses!
- ◆ Track the expenditure of funds in a professional manner. Payments should be made promptly on proper evidence. If you need financial advice, seek it from the finance officer or business administrator of the local governing unit.
- ◆ Meet frequently during the building process. Meetings keep you in touch with progress, permit decisions on suggested changes and provide the material for ongoing public relations in the community.
- ◆ Plan for orderly occupation of the building, when it's ready, with festivities and community involvement. Allow plenty of time for moving in, completing the landscaping and other amenities. Then show off the newest and best community asset. Have a dedication ceremony. Invite all elected officials, the community, and all parties responsible for the success of the building project. Do acknowledge all contributors. You can never thank those responsible too many times. Give them the opportunity to participate in the celebration through remarks and photo opportunities. Make the dedication a positive public relations event for the library.

Keep in the back of your mind how long it took to achieve this objective. Keep "need for expansion" in your planning process so that the next building will arrive when it is needed. There is nothing more satisfying than a new facility that enlarges the ability of the board to bring exciting service to an appreciative community.

## Section 8: Marketing and Public Relations

### ***What is Marketing?***

Marketing requires your library's awareness of its customers and their needs, with an eye to responding to those needs. Board members need to be aware that marketing is the natural prelude to any public relations effort. Marketing is also the basis of customer service; it allows staff to measure, and thus close, the gap between what the library offers and what the customers want. Thus, marketing needs to be a continuous process.

Marketing can be done by the library staff. It is not necessary to hire a firm and spend a lot of money; it can be kept quite simple. Staff can talk to people in the stacks, do a quick survey on barriers to using certain collections, or do a simple random telephone survey. One example of basic marketing: a librarian went to a meeting at the senior center next door and said, "I'm from the library. We see people from your center in the library all the time. What can the library do for them?" The senior center director gave that small library money to support the information needs of the seniors.

Before your library embarks on an intensive public relations/advertising campaign, make sure the staff has "done its homework" so that the campaign can be directed effectively.

For more information on marketing the library, go to [www.njstatelib.org/LDB/Trustees/index.php](http://www.njstatelib.org/LDB/Trustees/index.php) to the PowerPoint presentation on "**Marketing Your Library**" given by Patricia Wagner at the 2004 NJ Library Trustee Institute. Also, the State Library has a marketing specialist on staff to assist libraries with marketing efforts. Contact Nancy Dowd at [ndowd@njstatelib.org](mailto:ndowd@njstatelib.org) or by telephone at 609-777-4509.

### ***What are Our Responsibilities for Public Relations?***

Representing the library to the public is a responsibility of the library trustee. The board, in conjunction with the staff, needs to develop a public relations plan, which will publicize the library's programs and services.

Larger libraries are likely to have staff members who have a public relations assignment: news releases, newsletters, off-site displays and exhibits, special events, speaking engagements, radio and TV appearances. The staff member in this job will provide the community with information that will add to the public's awareness of the library.

Smaller libraries with limited funds may not have a staff person assigned exclusively to public relations. They may rely on the trustees, the Friends of the Library or volunteers to carry on an information program.

Board members contribute at a different level. They have standing in the community, move about in many organizations, and have a wide field of acquaintances and opportunities to speak for the library. Being alert to those opportunities is a trustee's job. Public relations activities will involve the trustees in speaking dates, radio and TV appearances, program presentations and special assignments to call on people who can be helpful to the library.

### ***Where Can We Find Opportunities to Promote the Library?***

Trustees who follow their local newspapers and media outlets will find opportunities in many venues.

- ◆ Service clubs are always looking for speakers or programs from local organizations.
- ◆ Communities hold parades and festivals.
- ◆ New companies moving into the area.
- ◆ People are appointed or elected to offices. (They should be made aware of what the library offers).

Trustees can personalize the library to the community and township officials by sharing information about the role of the library in their family's personal and professional lives. This kind of testimonial leverages the trustee's reputation and standing in the community and helps to promote the library. Library users should be invited to meetings where board members can share success stories, learn more about user expectations, and discuss advocacy efforts.

The Super Librarian statewide marketing campaign was developed by the State Library and the statewide marketing committee to promote New Jersey's libraries and librarians. The Super Librarian campaign website features a library finder to direct people to their local library's website. For more information, visit the campaign website at [www.superlibrarian.org](http://www.superlibrarian.org) or at [www.njlibraries.org](http://www.njlibraries.org).

There are many resources for developing a marketing effort at the local library level. The following is a list of helpful websites:

#### ***MARKETING RESOURCES FOR LIBRARIANS***

Compiled Feb. 2004 by Arlene Sahraie, Statewide Marketing Steering Committee

The following is a compilation of marketing and public relations websites that may help spark new ideas for you and your library. The website is listed above its description.

[www.librarysupportstaff.com/marketinglibs.html](http://www.librarysupportstaff.com/marketinglibs.html)

You could spend a lot of time here and still not be finished. This is a huge resource with websites, articles and books on marketing for all types of libraries.

[www.librarysupport.net/librarylovers](http://www.librarysupport.net/librarylovers)

This site contains ideas perfect for PR in February.

[www2.aqsm.edu.au/aqsm/web.nsf/Content/LibrarySeminar#top](http://www2.aqsm.edu.au/aqsm/web.nsf/Content/LibrarySeminar#top)

This site from Australia contains sound marketing ideas for us all.

[www.friendcalib.org/](http://www.friendcalib.org/)

This is the official website of the Friends and Foundations of California libraries and contains some solid, innovative ideas.

[dis.shef.ac.uk/sheila/marketing/default.htm](http://dis.shef.ac.uk/sheila/marketing/default.htm)  
and  
[dis.shef.ac.uk/sheila/marketing/sources.htm](http://dis.shef.ac.uk/sheila/marketing/sources.htm)

The aim of this site is to provide a brief overview of some key marketing concepts, together with further reading and links, compiled by Sheila Webber, lecturer in the Department of Information Studies, Sheffield University, UK.

[www.owls.lib.wi.us/info/desks/bc/imarket/default.htm](http://www.owls.lib.wi.us/info/desks/bc/imarket/default.htm)

A website with examples of what other libraries have done to market their services compiled by Beth Carpenter of the Outagamie Waupaca Library System in Appleton, Wisconsin

[www.ala.org/ala/pio/piopromotions/prideas.htm](http://www.ala.org/ala/pio/piopromotions/prideas.htm)

Here are a dozen great PR ideas from ALA.

[www5.oclc.org/downloads/community/librariesstackup.pdf](http://www5.oclc.org/downloads/community/librariesstackup.pdf)

This is a short but dynamic graphical report containing some impressive data. Print it out and share with your library boards and elected officials.

Send email to: [Andrew@andrewsanderbeck.com](mailto:Andrew@andrewsanderbeck.com)

to sign up for Library Connect, an e-newsletter.

[fp.hsu.edu/faculty/schmidd/ala/weblinks.htm#MARKETING%20%20AND%20%20PUBLIC%20RELATIONS%20LINKS](http://fp.hsu.edu/faculty/schmidd/ala/weblinks.htm#MARKETING%20%20AND%20%20PUBLIC%20RELATIONS%20LINKS)

The Arkansas Library Association has compiled a detailed list of links to fundraising, advocacy and marketing sites.

[www.olc.org/marketing/index.html](http://www.olc.org/marketing/index.html)

A well done website from the Ohio Library Foundation about Marketing the Library - with six web-based public library training modules.

[www.webjunction.org](http://www.webjunction.org)

In 2002, the [Bill & Melinda Gates Foundation](#) awarded the Online Computer Library Center (OCLC) a three-year grant to build a portal for public libraries and other organizations that provide open access to information. A very inclusive site with some great marketing (and *many* other) ideas.

[www.uky.edu/Libraries/Marketing/Welcome.htm](http://www.uky.edu/Libraries/Marketing/Welcome.htm)

Marketing Your Library provides a clearinghouse resource page for the sharing of library materials, personal skills and strategies for marketing and for publicity ideas from yourself, from conferences and workshops, or from other libraries.

[www.infomotions.com/musings/marketing/](http://www.infomotions.com/musings/marketing/)

“Marketing Future Libraries” by Eric Lease Morgan that has innovative ideas on how we can improve public perception.

[www.insitepro.com/donald3.htm](http://www.insitepro.com/donald3.htm)

“Marketing: A Challenge for Corporate Librarians” by [Roslyn Donald](#) was written for corporate librarians but has tips for everyone.

[www.libraryjournal.com/index.asp?layout=article&articleid=CA220888&publication=libraryjournal](http://www.libraryjournal.com/index.asp?layout=article&articleid=CA220888&publication=libraryjournal)

Excerpt quoted [from online article](#) by Rivkah K. Sass:

“Despite all our real-time reference, web sites that rock, and exemplary programs, libraries are still missing the hook that will change our public's perception of what we have to offer. It isn't enough simply to tell potential patrons what is available at their library. What was the last Madison Avenue ad campaign you saw that just told what the product offered?”

[www2.agsm.edu.au/agsm/web.nsf/AttachmentsByTitle/chrisjones15102003/\\$FILE/chrisjone.pdf](http://www2.agsm.edu.au/agsm/web.nsf/AttachmentsByTitle/chrisjones15102003/$FILE/chrisjone.pdf)

An Australian librarian, Chris Jones, share his marketing tips and successes.

[www2.agsm.edu.au/agsm/web.nsf/AttachmentsByTitle/janrichards15102003/\\$FILE/janrichard.pdf](http://www2.agsm.edu.au/agsm/web.nsf/AttachmentsByTitle/janrichards15102003/$FILE/janrichard.pdf)

“The Power of us: Marketing Public Libraries”, in which Australian librarian, Jan Richards, shares her marketing skills.

[www.infotoday.com/mls/jan04/koontz.shtml](http://www.infotoday.com/mls/jan04/koontz.shtml)

An article entitled “Customer-Based Marketing - The Marketing Mix: The 4-P Recipe for Customer Satisfaction” by Christie Koontz.

[www.infotoday.com/mls/may02/kassel.htm](http://www.infotoday.com/mls/may02/kassel.htm)

Practical Tips to Help You Prove Your Value by Amelia Kassel. This article covers guidelines and tips for creating, explaining, and communicating value.

[www.nald.ca/fulltext/dividend/contents.htm](http://www.nald.ca/fulltext/dividend/contents.htm)

“Dividends: the value of public libraries in Canada” is an in depth document written by Leslie Fitch and Jody Warner for the Library Action Committee of the Book and periodical Council in Ontario, Canada.

[www.sla.org/chapter/cwcn/wwest/v1n3/cavilb13.htm](http://www.sla.org/chapter/cwcn/wwest/v1n3/cavilb13.htm)

Public Relations, Marketing, Advocacy : Marketing Plan Worksheet by [Pat Cavill](#) is a useful tool for anyone who wants to market their library.

### ***What Can We Do to Promote Good Relations with Local Government?***

Library trustees in New Jersey have a great deal of autonomy and authority in managing their libraries. N.J.S.A. 40:54-1 et seq. vests library boards with many powers. Other statutes govern the library's financial affairs.

Trustees must maintain good relations with local government officials if libraries are to receive adequate funds at budget time.

Mayors or executive officials and superintendents of schools or others in the school structure are ex officio members of library boards in New Jersey. Their attendance, participation and advice are an asset and should be cultivated. Their influence is an excellent base when trustees are called upon to request the funds that libraries need.

Library trustees need to map out a plan to keep in touch with members of the governing body, sharing information, preparing them to make decisions important to the library and the community it serves. The objective is to have them share a vision of the library that sets up goals and finds ways to implement them.

Honesty is important in relating to government officials. Information shared should be fully explained and related to the goals the community has for its library.

Trustees need to advocate for appropriate levels and the legally required amount of funding for the library. This includes working with the library director to justify the library's budget requests. It also includes working with officials to assure increased, rather than decreased funding for the library. Those who establish the appropriation for the public library must understand why the library needs money and what it can do with adequate funds. They also need to understand what the ramifications of under funding might be.

This is advocacy in the finest sense – that of providing information – when library trustees make the case for the library in planned ways. This includes giving timely updates, attending meetings of funding bodies, understanding and being able to explain the budget, and never wavering in support of the library's plans.

Boards will find many ways to relate to members of other boards (for example, recreation boards, school boards, YM/YWCAs, etc). Invitations to library events, regular newsletters or updates, personal calls on members, involvement of other boards in planning sessions, and casual meetings between individuals, all offer opportunities to increase awareness of the importance of the library in the community.

## ***What Kind of Advocacy Should Trustees Do?***

Library trustees can be effective spokespersons for public libraries with the state legislature and other official bodies. Trustees can coordinate efforts with other advocates by contacting the Public Policy Committee of the New Jersey Library Association ([www.njla.org](http://www.njla.org)). The Committee will help you by discussing proposed legislation and coordinating lobbying efforts at the correct time and place with the people who can help – from elected officials to staff members of representative committees.

The New Jersey Library Trustee Association also coordinates advocacy efforts. NJLTA provides a newsletter, a website, and a listserv that give updates on advocacy efforts. NJLTA is assisting local libraries to develop local advocacy plans and campaigns to strengthen NJ libraries. For more information on NJLTA, visit [www.njlibrarytrustees.org](http://www.njlibrarytrustees.org)

The American Library Association has a Washington office which tracks legislation affecting libraries and librarians and alerts its members when to contact politicians regarding proposed legislation. Coordinated efforts are best; legislation and appropriations should address the situation in general, rather than favor an individual library. Trustees should have access to ALAWON, an electronic newsletter from ALA ([www.ala.org:80/ala/washoff/alawon/](http://www.ala.org:80/ala/washoff/alawon/)), to publications from the New Jersey Library Association, and to continued advice from the director.

## ***ALTA***

The American Library Trustee Association (ALTA) is another resource with excellent advocacy kits and resources. Visit [www.ala.org/ala/alta](http://www.ala.org/ala/alta) for materials on developing local advocacy campaigns.

Trustees can be effective advocates because they:

- ◆ Are knowledgeable representatives about the library and the community
- ◆ Have credibility because they voluntarily provide service to the library and community
- ◆ See the library from a citizen's or community member's viewpoint
- ◆ Have a perspective on a range of public services
- ◆ Represent a broad base of the community
- ◆ Vote.

For more information, contact:

American Library Trustee Association  
50 East Huron Street  
Chicago, Illinois 60611  
(800) 545-2433, ex. 2161.  
[www.ala.org/ala/alta/](http://www.ala.org/ala/alta/)

## Section 9: Networking and Automation

### ***How Can We Network with Other Libraries?***

A major trend in library service in recent years has been networking, and sharing of library resources among all types of libraries to facilitate better service for all New Jerseyans. Resource sharing is enhanced by the inclusion in the New Jersey Library Network of all types of libraries – public, private, academic, school, institutional, special and library-related agencies.

The New Jersey Library Network was established by legislation enacted in 1984, permitting the State Library to establish regions to promote the cooperative use of services and materials.

These basic services are guaranteed: reference, interlibrary loan, document delivery, delivery of materials, technology initiatives, technical support, technology training and continuing education for local library staff. Individual regions often offer other services to their members, such as children's book review groups and additional databases.

Resource sharing helps libraries cope with rising costs. Networking delivers economies of scale, as well as enabling libraries to offer new services to their patrons.

Encourage your director to participate in the network, and to make arrangements for other library staff members to participate. Although each Regional Library Cooperative (RLC) has some paid staff, much of the work is done by committees and committee volunteers from libraries that directly benefit from regional services. Here are some ways for library staff to join in:

- ◆ make the library's resources available to other libraries
- ◆ stay current with the RLC in your geographical area. This includes reading the newsletter and flyers, joining the listserv, and checking the website periodically.
- ◆ attend continuing education sessions offered, at a very reasonable cost, by the RLCs.
- ◆ participate in the work of the RLC. Directors and staff can join in RLC committees in their areas of expertise, or get elected to the RLC executive board.

For more information on the four RLCs, visit each Cooperative's website. See

Central Jersey Regional Library Cooperative ([www.cjrlc.org](http://www.cjrlc.org))

Highlands Regional Library Cooperative ([www.hrlc.org](http://www.hrlc.org))

INFOLINK, The Eastern New Jersey Regional Library Cooperative ([www.infolink.org](http://www.infolink.org))

South Jersey Regional Library Cooperative ([www.sjrlc.org](http://www.sjrlc.org))

### ***What is the Board's Role Regarding Library Technology?***

The Board should greatly support the library in the area of library technology. It is a fact of life that new technologies are constantly evolving, and older technologies are constantly being improved upon or replaced. Automation is a continuous process. No one can put an automation system into place these days and think that their job is done. It is necessary to plan to update systems. Replacement of equipment should be planned in budgets on a continuous cycle in order to provide state-of-the-art library service.

The library staff and the public will need adequate bandwidth to have fast, dependable access to the information databases and services they need. Technology must be continually updated, and staff must be continually trained and re-trained to use it. Therefore, trustees need to stay abreast of emerging technologies, and to make sure that funding is available for a program of rotation for computers, data lines and server upgrades, as well for the maintenance they require.

Dedicated funds for staff training and for attendance at conferences should be budgeted annually. A best practice of the State Library is the recommendation to have a separate line item in the library budget for continuing education for staff and trustees.

The Glossary of Terms and Acronyms at the end of this document includes many technical terms with which you will need to become familiar, if you are not already.

As new technologies emerge, they bring with them broader policy implications. Keep informed of these issues, and realize that a change of policy, or an entirely new policy, may be required from time to time.

## Section 10: Trustee Continuing Education

### *How Can Trustees Continue Their Educations?*

The **NJLA Service Standards for Public Libraries** (see [www.njla.org](http://www.njla.org)) consider trustee continuing education needs to be met when the library:

"Encourages each Board Member to participate in a continuing education activity that focuses on libraries, trusteeship, or other issues pertinent to libraries and reports on the activity to the full board. The library provides each board member with financial support in NJLTA, NJLA and ALA as well as attendance at workshops and conferences."

-- Service Standards, 2001.

As noted in the Per Capita State Aid section of this manual, in order to earn future State Aid, library boards will have to attend mandatory training at three hours per year per library board.

Trustees need to commit themselves to their continuing education. It is part of a trustee's obligation to improve skills, exchange ideas with other trustees, and participate in the planning of continuing education events. Trustees can also gain much from active participation in Regional Library Cooperatives, NJLA, NJLTA, and ALTA at the national level. Consider working on a committee or on the executive board for a real education that also benefits the library community at large.

### *What Resources Are Available in New Jersey?*

The New Jersey Library Association ([www.njla.org](http://www.njla.org)) publishes New Jersey Libraries Newsletter, conducts workshops and sponsors meetings in areas of library service. Boards should budget for staff and institutional memberships in NJLA to support the professional organization that supports NJ librarians and libraries.

NJLA also offers a yearly conference in the spring for its members. Programs include subjects of interest to librarians and to trustees, the latter planned by the New Jersey Library Trustee Association ([www.njlibrarytrustees.org](http://www.njlibrarytrustees.org)). The NJLTA also publishes a newsletter that is sent to all members, as well as a webpage and listserv for members.

The State Library, NJLTA, and NJLA have formed a partnership to offer the NJ Library Trustee Institute annually. Generally the conference is held in early October. The State Library offers individualized confidential consultation and training upon request. For information, contact:

Library Development Bureau  
New Jersey State Library  
185 West State Street, P.O. Box 520,  
Trenton, New Jersey 08625-0520  
(609) 292-2992  
Visit [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) for information updates.

Another form of continuing education for trustees is "in-service" training provided by library directors who communicate to the board in regular reports on trends and by making available a collection of reading material for trustees. Some libraries hold "retreats" at which the director and the board can discuss library services and issues, often in cooperation with staff or invited experts. Care should be taken to ensure that such meetings are not in violation of open public meetings laws.

### ***What Resources Are Available Nationally?***

The American Library Association holds an annual conference at which there is programming for trustees planned by the American Library Trustee Association (ALTA). ALTA publishes materials for trustees and can be contacted for program and speaker suggestions.

American Library Trustee Association  
50 East Huron Street  
Chicago, Illinois 60611  
(800) 545-2433, ex. 2161.  
[www.ala.org/ala/alta/](http://www.ala.org/ala/alta/)

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## 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.

I. 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.

II. 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.

III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

VI. 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, and January 23, 1980, inclusion of "age" reaffirmed January 23, 1996, by the ALA Council.

-- Adopted November 1980 by New Jersey Library Association Executive Board.

[www.ala.org/work/freedom/lbr.html#rights](http://www.ala.org/work/freedom/lbr.html#rights)

## STATEMENT ON OUTSOURCING PUBLIC LIBRARY SERVICES

There are three basic philosophical premises for this statement: 1) residents of New Jersey deserve quality library services; 2) under state law, the trustees of a public library have specific duties and responsibilities and 3) duties of professional librarians must be performed by professional librarians.

The public library is a unique institution. The cornerstones of providing effective public library service are governance by lay trustees, the anticipation of and responsiveness to community needs and adherence to professional standards and practices. Furthermore, librarianship is first and foremost a service profession dependent on the commitment of competent and courteous staff.

These statements must serve as the backdrop against which any effort to increase the effectiveness and efficiency of libraries must be viewed. It is the position of the New Jersey Library Association that any decisions on the selection of outsourcing of public library service as a management tool must be governed by the following criteria:

1. The primary goal of a public library must be to meet the wide-ranging educational and cultural needs of its community.
2. The prerogatives of the Library Board of Trustees shall not be abridged or preempted. The Trustees must retain final authority and responsibility for all policy development, advocacy, goal setting, fiscal accountability and personnel action.
3. All professional services including administration, children's services, materials and resources selection, reference service and technical services must remain the function of professional librarians.
4. All applicable laws and regulations must be obeyed and upheld, including - but not restricted to - all library laws, civil service regulations and state aid requirements.
5. The rights of library workers to negotiate their conditions of employment must be preserved. This emphasis carries with it a responsibility to treat library employees fairly and equitably.
6. The public library provides services to all residents without regard to economic status. The institution of user fees that would limit access to library services must be avoided.

It is the position of the New Jersey Library Association that outsourcing the management of a public library is a most serious step and should only be undertaken after careful study and as a last resort. Prior to Board consideration of outsourcing the management of any public library, the New Jersey State Library should perform an evaluation and review of library operations. The findings and recommendations of the New Jersey State Library shall be formally communicated to the Board of Trustees, which shall develop, and implement a plan of action.

-- Adopted by the N.J.L.A. Executive Board September 1998, revised March 2001.

[www.njla.org/statements/outsourcing.html](http://www.njla.org/statements/outsourcing.html)

## THE FREEDOM TO READ

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove or limit access to reading materials, to censor content in schools, to label “controversial” views, to distribute lists of “objectionable” books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to avoid the subversion of politics and the corruption of morals. We, as citizens devoted to reading and as librarians and publishers responsible for disseminating ideas, wish to assert the public interest in the preservation of the freedom to read.

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary citizen, by exercising critical judgment, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow citizens.

We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be “protected” against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

These efforts at suppression are related to a larger pattern of pressures being brought against education, the press, art and images, films, broadcast media, and the Internet. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy.

Such pressure toward conformity is perhaps natural to a time of accelerated change. And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with controversy and difference.

Now, as always in our history, reading is among our greatest freedoms. The freedom to read and write is almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. The written word is the natural medium for the new idea and the untried voice from which come the original contributions to social growth. It is essential to the extended discussion that serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures toward conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings. The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those that are unorthodox or unpopular with the majority.

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept that challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but also why we believe it.

2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation 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 should be published or circulated.

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.

3. It is contrary to the public interest for publishers or librarians to bar access to writings on the basis of the personal history or political affiliations of the author.

No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free people can flourish that draws up lists of writers to whom it will not listen, whatever they may have to say.

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.

To some, much of modern expression is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters values differ, and values cannot be legislated; nor can machinery be devised that will suit the demands of one group without limiting the freedom of others.

5. It is not in the public interest to force a reader to accept with any expression the prejudgment of a label characterizing it or its author as subversive or dangerous.

The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for the citizen. It presupposes that individuals must be directed in making up their minds about the ideas they examine. But Americans do not need others to do their thinking for them.

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.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

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.

The freedom to read is of little consequence when the reader cannot obtain matter fit for that reader's purpose. What is needed is not only the absence of restraint, but also the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of the freedom to read requires of all publishers and librarians the utmost of their faculties, and deserves of all citizens the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of the written word. We do so because we believe that it is possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

-- Adopted June 25, 1953; revised January 28, 1972, January 16, 1991, July 12, 2000, by the ALA Council and the AAP Freedom to Read Committee.

[www.ala.org/alaorg/oif/freeread.html](http://www.ala.org/alaorg/oif/freeread.html)

## **NJLA Statement On Trustee Education And Training**

It is the responsibility of the Public Library Board of Trustees to ensure that each new member attend the Board Orientation session conducted by the New Jersey State Library within the first two years of appointment. It is expected that each Board of Trustee member will be knowledgeable in areas including:

- ◆ Library Laws
- ◆ Fiscal Responsibilities
- ◆ Board/Director Relationship
- ◆ Library Policy Development

-- Adopted by the Executive Board of the New Jersey Library Association, January 9, 2001.

## **NJLA Statement on Professional Development**

January 26, 2002

"The library is a growing organism" ~S.R. Ranganathan

The finest libraries are learning organizations that support and encourage opportunities for staff to grow and develop. The changing and increasing expectations of patrons require a library staff that continues to be competent, current and customer-focused. This can only be achieved through professional development, which is critical to revitalizing the skills and energies of librarians as they work with colleagues and patrons.

Professional development is an ongoing process that comprises the sum total of formal and informal learning experiences throughout one's career. It may include a wide variety of activities that enhance professional performance and personal growth, including:

- attending workshops, classes and conferences;
- actively participating in professional organizations;
- presenting workshops and programs at conferences;
- contributing articles and reviews to the professional literature;
- reading professional and other pertinent literature to stay current;
- communicating with or visiting other libraries and librarians;
- and pursuing ancillary studies that strengthen our skills as librarians.

The New Jersey Library Association recommends that all librarians be proactive in planning and pursuing their own path of professional development. The Association also encourages library boards and administrators to provide funding and programs that will allow librarians in New Jersey to have continued growth throughout their careers so that our libraries remain institutions of excellence.

## **Trustee of free public or regional library or member of county library commission; immunity from liability**

Notwithstanding any other provision of law to the contrary, no person serving as a member of the board of trustees of a free public library or regional library, or as a member of a county library commission, shall be liable for damages resulting from the exercise of judgment or discretion in connection with the duties of his office unless the actions evidence a reckless disregard for the duties imposed by the position.

N.J.S.A. 2A: 53A-7.3. (L.1989, c. 171, § 1).

**Citizen's Request For Reconsideration Of Library Materials  
To Be Submitted To Library /Institution  
(Attach Supplementary Materials)**

Title Book Periodical Other

Author

Publisher

Request Initiated by

Address

City State ZIP Telephone

Do you represent: Self Organization /Group (Name)

To what in the work do you object? (Please be specific. Cite pages).

Did you read the entire work? What parts?

What do you feel might be the result of reading this work?

For what age group would you recommend this work?

What do you believe is the theme of this work?

Are you aware of judgments of this work by literary critics?

What would you like your library/school to do about this work?

\_\_\_\_\_ Do not assign/lend it to my child.

\_\_\_\_\_ Return it to the staff selection committee /department for re-evaluation.

\_\_\_\_\_ Other. Explain

In its place, what would you recommend that would convey as valuable a picture and perspective of the subject treated?

Signature

Date

Prepared by the New Jersey Library Association

## ***For New Trustees***

(Adapted from the Montana State Library Trustee Manual.)

### ***Trustee Orientation***

The library board and library director are responsible for conducting a board orientation for new trustees. Typically, board orientation includes a tour of the library, receipt of written materials and a meeting with other trustees.

### ***Library Tour***

During a tour of the library, the director explains to new trustees how the library works internally, introduces the staff and demonstrates how the programs and services operate. Written materials about the library will be provided during the tour. The trustee should receive a map of the library and any other library handouts that are provided to the public. The tour should include information about each library department and its function in relation to the operation of the entire library.

### ***Materials***

Some of the information that is given to a new trustee might include:

#### ***Board Materials:***

- Annual calendar of major board and library activities
- Board bylaws
- Board code of ethics
- Library director's reports for the past year
- List of board members and contact information
- List of board committees, committee charges, and current members
- Minutes of the library board meetings for the past year
- Materials explaining the role of the NJ State Library and NJ Library Network
- N. J. library laws
- New Jersey Public Libraries: A Manual for Trustees
- Roles and responsibilities of the board and director

#### ***Library Materials:***

- Annual reports for the library
- Written mission statement of the library
- Library policies / board policy manual
- Documents that report the history of the library
- Current and prior year's budgets
- Financial reports for the past year
- Budget checklist, including timeframe for developing and approving the budget
- Job description for the library director
- Strategic or long range plan of the library
- Marketing materials and brochures or newsletters about the library and Friends of the Library
- Staff organizational chart

## ***Orientation Meeting***

The director and a few experienced trustees usually participate in the orientation meeting. The meeting should be scheduled a few days after the tour. This gives new members time to review the written materials.

The meeting agenda should include:

- Discussion of the library's mission, goals and objectives, and short and long range or strategic plans
- Discussion of the roles and responsibilities of trustees and the director, emphasizing that trustees roles do not include management of the library
- Discussion of the roles of trustees as individuals versus the entire board, emphasizing that individual trustees do not have decision-making power; the board as a whole has decision-making powers
- Explanation of the library's relationship to local governing officials, both elected and appointed
- Review of the highlights of the board minutes and the director's reports to give the trustee a sense of how the board and library operate
- Explanation of the budget, sources of funding, expenditures and the library's financial status
- Review of the policy manual, explaining policies and procedures
- Review of the reimbursement policy for trustee expenses
- Review of the library's relationships to local library organizations, to the Regional Library Cooperatives and to the State Library

## ***Sample Library Trustee Job Description***

Even though being a trustee or county library commissioner is a volunteer position, it requires the same hard work and willingness to learn as does a paid new job. A written job description may help potential trustees to understand the roles and responsibilities of the position. The following sample job description for a public library trustee shows what should be included.

### **Summary**

Provides governance for the Public Library; establishes policy; sets goals and objectives; hires and evaluates the director; establishes and monitors the annual budget; signs necessary contracts; exercises such other powers, consistent with the law to foster the effective use and management of the library.

### **Responsibilities**

- Hires, sets salary, evaluates and supervises a qualified library director to implement board decisions and directions and to carry out day-to-day operation of the library and its programs and services
- Participates in the ongoing responsibilities of the board, including establishment of library policies and planning for current and future library services and programs
- Determines and adopts written policies to govern the operation and services of the library
- Works with director to establish short and long range goals for the library
- Attends all regular and special meetings of the board, and participates in committees and activities as necessary; attends appropriate library functions

- Sets an annual budget and approves expenditure of funds; monitors budget and expenses throughout the year
- Understands pertinent local, state, and federal laws; actively supports library legislation in the state and nation
- Advocates for the interests and needs of the library
- Represents the interests and needs of the community
- Acts as liaison with the public, interpreting and informing local government, media and public of library services and needs
- Lends expertise and experience to the organization
- Maintains knowledge of library issues, laws, and trends, and their implications for library use
- Reviews and signs necessary contracts
- Reports activities to local officials

### **Qualifications**

- Is interested in the library and its services
- Has the ability and time to participate effectively in board activities and decision making
- Is able to represent varied needs and interests of the community and of the library
- Has strong interpersonal and communication skills
- Has the ability to work with governing bodies, agencies and other libraries
- Has the ability to handle opposition and make decisions in the interest of library service

### **Time Commitment**

- Generally, boards meet monthly at a time convenient for members.
- Under NJ state law, trustees shall hold their office for five years from the date of appointment and until their successors are appointed.
- Special meetings or committee meetings may be called as necessary at times that are convenient to members and that comply with the open public meeting law.

### ***Board Meetings***

The most important work of the board is conducted at board meetings. First, individual trustees have no legal authority over the library. Any change in policy or other governing act must be brought before the entire board. Second, the board only has authority when it makes a group decision in a legally constituted meeting. (See **Open Public Meeting Law**).

The board bylaws provide the structure for board work (see sample bylaws in the Appendix). Here are some general guidelines for effective meetings.

- Meetings must be open to the public and held in accessible locations.
- Ensure that the director is present at all meetings.
- Hold regularly scheduled meetings as listed in the bylaws. Set specific dates, times and locations at the annual reorganization meeting. Advertise meeting schedule.
- Follow procedures for conducting business as outlined in Robert's Rules of Order. The chairperson is responsible for maintaining an orderly flow for the meetings.

- Keep an archival file of board minutes in the library.
- Keep board manual of policies and procedures available at meetings.
- Hold working board committee meetings and working sessions prior to the formal board meetings where decisions are made.
- Remember: Committees issues recommendations to the board but do not make the decisions. Written committee reports should be distributed before the board meetings if they are to be effective.
- The minutes should include the date, time and place of the meeting; the names of board members present and absent; the substance of all matters proposed, discussed or decided, and a record of votes taken; the names of the public who appeared and substance of their comments; and other meeting information that board members request be entered in the record.
- Be as productive as possible. Deal with appropriate issues and maintain a clear distinction between the functions of the board and those of the director.
- Rotate leadership responsibilities to create a stronger board; each trustee should have the opportunity to hold office.

### ***Typical Board Meeting Agenda***

1. Call to Order
2. Announcement of compliance with the Open Public Meetings Law
3. Roll call (establishment of the quorum)
4. Agenda approval
5. Approval of Minutes of previous meeting(s)
6. Financial Report
7. Action on Bills
8. Open time to address the board (Public Portion of Meeting) with instructions to address the board
9. Correspondence
10. Reports of officers, director and standing committees
11. Reports of special committees
12. Old Business: items that are carried over from a previous meeting or items that have been postponed at a prior meeting
13. New Business: members may introduce new items of business
14. Program or guest speaker (if any)
15. Announcements
16. Confirm next meeting date
17. Adjournment

### ***Chairing the Board***

The trustee or commissioner serving as the board chairperson facilitates the board meetings with the help of the director. Before the scheduled meetings and according to the timeframe established in the bylaws to send out materials for the meeting, the chairperson and director should prepare the agenda. They should ensure that there is adequate time for the items listed. The agenda and the meeting date, time and place should also be posted and published. It is a good idea for the board to rotate leadership positions.

***To Facilitate an Effective Meeting, the chairperson should:***

- Begin the meeting on time
- Introduce visitors and/ or new board members
- Review the agenda, revising as necessary
- Follow the agenda and procedures stated in the bylaws
- Establish action items: who, what and when
- Establish time limits, if needed
- Focus on the matters at hand
- Review and summarize for the minutes the meeting's progress, decisions and assignments
- Confirm the next meeting date
- Adjourn the meeting

## **SAMPLE BYLAWS FOR LIBRARY BOARDS**

These bylaws are generic and meant to be adapted by a municipal library or county library system, as applicable.

### **Article I – Identification**

This organization shall be called “The (name of entity of the \_\_\_\_\_ Library),” located in \_\_\_\_\_ New Jersey, existing by virtue of the provisions of the relevant subsections of the New Jersey State Statutes, for municipal and joint libraries (N.J.S.A. 40:54); and for county libraries (40:33), and exercising the powers and authority and assuming the responsibilities delegated to it under the said statute.

### **Article II – Membership**

**Section 1. Appointments and Terms of Office.** Appointments, vacancies, and terms of office are as provided by the relevant subsections of the New Jersey State Statutes, for municipal and joint libraries (N.J.S.A. 40:54-9 and 40:54-10); and for county libraries (40:33-17).

**Section 2. Meeting Attendance.** Members shall be expected to attend all meetings except as they are prevented by a valid reason. See N.J.S.A. 40A:9-12.1 for reasons/causes for vacancies.

### **Article III. Officers.**

**Section 1.** The officers shall be a president, a secretary and a treasurer, who shall also be elected from among the appointed trustees at the annual meeting of the board. A vice-president may also be elected. Vacancies in office shall be filled by ballot at the next regular meeting of the board. Additional nominations may be made from the floor.

**Section 2.** A nominating committee shall be appointed by the president three months prior to the annual meeting which shall 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. The president may not serve more than three consecutive years.

**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 except the nominating committee, and generally perform all duties associated with that office.

**Section 5.** In the event of the absence of the president from a board meeting or of a vacancy in that office, either the vice-president or a temporary chairperson selected by the members present, shall assume and perform the duties and functions of the president.

**Section 6.** The secretary shall keep a true and accurate record of all proceedings of board meetings, shall call the roll, and record votes, shall issue notices of all regular meetings, shall, on the authorization of the president, issue notices of special meetings, shall have custody of the minutes and other records of the board, shall notify the appointing authority of any vacancies on the board, and shall perform such other duties as are generally associated with that office. Notices of regular meetings shall be mailed to board members at least five days in advance of the meeting and shall include copies of the minutes of the prior meeting, and agenda to be discussed at the scheduled meeting, and any reports considered essential to consideration of the agenda. The library director or a member of the staff may be designated by the board to perform any or all of the above duties. A paid recording secretary may be employed to record the minutes but it is not recommended that the director have this additional duty.

**Section 7.** The duties of the treasurer depend upon whether the library disburses its own funds or whether the municipal treasurer is the disbursing officer. In all cases, however, the treasurer must be bonded in an amount authorized by a resolution of the board, shall sign all vouchers, shall have charge of the special funds and income outside the appropriations in charge of the municipal treasurer, and shall sign checks upon authorization of the board. The treasurer shall present a monthly financial report to the board showing in detail the amount and investment of, and income and disbursements from, the funds in his or her charge.

### **Article III- Meetings**

**Section 1. Regular Meetings.** The regular monthly meeting of the board of trustees of the \_\_\_\_\_ Library shall be held on the \_\_\_\_\_ of each month, at \_\_\_\_\_ a.m. or p.m. All meetings of the board shall be open to the public in accordance with the NJ **Open Public Meeting Law** (N.J.S.A. 10:4-6). The board sets the dates and times of the meetings at its annual reorganization meeting and posts them according to the **Open Public Meeting Law**.

**Section 2. Annual Meeting.** The annual meeting, at which officers are elected, shall be held at the time of the regular monthly meeting for the month of \_\_\_\_\_ of each year.

**Section 3. Order of Business.** 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 permit:

- a. Call to order.
- b. Announcement of compliance with the **Open Public Meetings Law**
- c. Roll call of members (establishment of the quorum)
- d. Agenda approval
- e. Approval of minutes of prior meeting(s)
- f. Financial report
- g. Action on bills
- h. Public portion of meeting with instructions to address the board
- i. Correspondence
- j. Reports of officers and director
- k. Committee reports
- l. Old Business

- m. New business
- n. Program or guest speaker
- o. Announcements
- p. Confirm next meeting date
- q. Adjournment

**Section 4. Agendas and Notices.** Meeting agendas and notices shall indicate the time, date, and place of the meeting and indicate all subject matters intended for consideration at the meeting.

**Section 5. Minutes.** Minutes of all meetings shall, at a minimum, include the date, time and place of the meeting; the names of all board members present and absent; the substance of all matters proposed, discussed or decided, and a record and result of votes taken; the names of the public who appeared and substance of their comments; and other meeting information that board members request be entered in the record. Board minutes should be available to the public according to the law.

**Section 6. Special Meetings.** Special meetings may be called at the direction of the president, or at the written request of members, for the transaction of business as stated in the call for the meeting. Except in cases of emergency, at least 48 hours notice shall be given, according to the terms of the **Open Public Meetings Law**.

**Section 7. Quorum** A quorum for the transaction of business at any meeting shall consist of \_\_\_\_\_ members of the board.

**Section 8. Open Public Meetings Law Compliance.** All board meetings and all committee meetings shall be held in compliance with New Jersey's **Open Public Meetings Law (N.J.S.A. 10:4-6)**.

**Section 9. Parliamentary Authority.** Conduct of meetings shall be governed by **Robert's Rules of Order**, latest edition.

#### **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 act as technical advisor to the board. The director shall attend all board meetings **except** those at which the director's salary or appointment are to be discussed or decided. The library director shall have no vote.

#### **Article V- Committees**

(Some boards function as a committee of the whole without standing committees. In that case, special committees would be appointed as required. The State Library's best practice is that standing committees should be appointed to deal with the business of the board and library).

**Section 1. Standing Committees.** The following committees: \_\_\_\_\_ shall be appointed by the president promptly after the annual meeting and shall make recommendations to the board as pertinent to board meeting agenda items and business. (Examples of possible standing committees are Personnel, Budget & Finance, Buildings and Grounds, Policy, Marketing, Community Relations, Legislative, etc.)

**Section 2. Special Committees.** The president shall appoint special committees for the study and investigation of special problems or issues. They serve until the final report of the work for which they were appointed has been made to the board. Examples of special committees are Planning and Automation.

**Section 3. Nominating Committee.** The president shall appoint a nominating committee at least three months prior to the annual meeting. The Nominating Committee shall present a slate of officers at the annual meeting but additional nominations may be made from the floor.

**Section 4.** The president shall appoint committees of one or more members each for such specific purposes as the business of the board may require.

**Section 5:** No committee shall have other than advisory powers unless, by suitable action of the board, it is granted specific power to act.

## **Article VI. Conflict of Interest**

**Section 1.** Board members may not in their private capacity negotiate, bid for, or enter into a contract with the \_\_\_\_\_ Public Library in which they have a direct or indirect financial interest.

**Section 2.** A board member shall withdraw from board discussion, deliberation, and vote on any matter in which the board member, an immediate family member, or an organization with which the board member is associated or has a financial interest.

**Section 3.** A board member may not receive anything of value that could reasonably be expected to influence his or her vote or other official action.

## **Article VII. General.**

**Section 1.** An affirmative vote of the majority of all members of the board, provided there is a quorum 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.** These by-laws may be amended by a 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.



# A Noble Calling: Trusteeship What Being a Trustee is All About

## Effective Board Meetings

After today's training you will be able to:

- ↓ #Describe library board meetings as a process
- ↓ #Elicit active participation during meetings

New Jersey Library Trustee Institute  
September 2005

*Kathy Schalk-Greene, Assistant Director - Mount Laurel Library*  
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# BOARD MEETINGS ARE A PROCESS

## BEFORE

- J · Prepare the agenda in advance in consultation with library director.
- J · Allow adequate time for items.
- J · Distribute the agenda and related reports in advance.
- J · Publish or post public notice of meetings as required.

## AFTER

- J · Mail draft minutes to all trustees.
- J · Follow-up on action items.
- J · Begin planning for next meeting.

## DURING

### Begin Meetings

- J · Start on time with roll call of trustees.
- J · Introduce visitors and/or new trustees.
- J · Approve minutes.
- J · Review, revise, and order agenda.
- J · Establish clear time limits.

### Mid-Meetings

- J · Focus on the issues at hand.
- J · Follow the agenda and established order of business.
- J · Establish follow-up action items: who will do what by when?
- J · It is the responsibility of the president to keep discussion on track.

### End Meetings

- J · Review and evaluate the meeting's progress and any decisions made.
- J · Announce next meeting and develop preliminary agenda.
- J · Adjourn meeting officially and end on time.

Adapted from: Massachusetts Public Library Trustees Handbook  
[http://mbic.state.ma.us/advisory/trustees/trustees\\_handbook/index.php](http://mbic.state.ma.us/advisory/trustees/trustees_handbook/index.php)

# GETTING PARTICIPATION

## Three techniques



### Brainstorming

Free for all

Non-evaluative

Get as many ideas down on paper/flip chart as possible  
(narrow down later)

### Nominal Group Process

Ask participants to quietly think and jot answer(s) down

Go around the room and record **one** idea from each person

Keep going until all new ideas are recorded.

### Break into Small Groups

Ask participants to talk/work with one to a few others to talk over an issue and then report to the whole group.

# TAKING THE TRAINING BACK

## New Jersey Public Libraries: A Manual for Trustees

[www.njstatelib.org/LDB/Trustees/index.php](http://www.njstatelib.org/LDB/Trustees/index.php)

The New Jersey State Library, the New Jersey Library Association and the New Jersey Library Trustees Association collaborated on *New Jersey Public Libraries: A Manual for Trustees*. This is an excellent source of New Jersey-specific information for library trustees.

## N.J.S.A. 10:4-6. Open Public Meetings Act

[www.njstatelib.org/LDB/Library\\_Law/lwopnmtg.pdf](http://www.njstatelib.org/LDB/Library_Law/lwopnmtg.pdf)

Here is the complete text of New Jersey's Open Public Meetings Act.

## TrusteE-Training

[www.nsls.info/ce/trustees](http://www.nsls.info/ce/trustees)

*TrusteE-Training* was developed by the North Suburban Library System for Illinois library trustees. This interactive online tutorial provides an excellent overview of some of the issues that library trustees may face and serves as a resource for further information. There is a section on successful board meetings including a useful chart on how to handle problem behaviors during meetings.

## Massachusetts Public Library Trustees Handbook

[http://mbc.state.ma.us/advisory/trustees/trustees\\_handbook/index.php](http://mbc.state.ma.us/advisory/trustees/trustees_handbook/index.php)

The *Massachusetts Public Library Trustees Handbook* (2000) was developed by trustees and librarians. Preparation of this handbook was supported in part by the U.S. Institute of Museum and Library Services. There are excellent sections on effective board meetings with sample agendas and minutes as well as parliamentary know-how.

## Library Law

- *Presented by Patricia Tumulty, Executive Director of the New Jersey Library Trustee Association and the New Jersey Library Association and Victoria Rosch, Data Coordinator and Library Law Specialist, New Jersey State Library.*
- *Presented for the Trustee Institute on September 30, 2005.*

## By the end of this session you will know:

- State laws that apply to library governance
- Laws that govern library services and programs
- Where to find laws and resources for interpreting the law
- Federal legislation affecting libraries

## Laws that govern the library

- Laws that establish municipal libraries and county library systems
- Laws that establish governing bodies
- Laws that dictate how the board works
- Laws that affect officers and employees

## NJSA 40:54 Establishment of public libraries

- State law allows for the establishment of municipal libraries upon the vote of a majority of legal voters
- Statewide laws also allow formation of county library systems (40:33-1), joint libraries (40:54-29.3) and Association Libraries (40:54-35)

## Establishment of the Board

- The Board may consist of from seven to nine members, one of whom shall be the mayor or other chief executive officer of the municipality as well as the superintendent of schools (40:54-9)
- Vacancies are filled by appointment by the mayor for a five year term (40:54-10)
- Some members may be non-residents – no more than 3 of a nine member board.

## Board Vacancies

- NJSA 40A:9-12.1
- Board vacancy upon member's written resignation; physical or mental incapacitation; death; violation of lawful residency requirement; failure to attend and participate at meetings for a period of 8 consecutive weeks, or for four consecutive regular meetings, whichever shall be of longer duration (unless due to legitimate illness); upon removal for cause in accordance with the law.

## The Quorum

- The number required for a quorum or effective majority should be set in the by-laws.
- A quorum for a nine member board is usually five members.
- A quorum for a seven member board is usually four members.
- A quorum must discuss and vote upon library business.
- 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.

## Board Committees

- Established in By-laws
- Types of committees: Standing and Special.
- Standing Committees may include finance, personnel, library services, policies, buildings and grounds, etc.
- The president shall appoint committees of one or more members for such specific purposes as the business of the board requires.
- The president serves as ex-officio voting member of all committees.

## Board Committees (Continued)

- No committee shall have other than advisory powers unless, by suitable action of the board, it is granted specific power to act.
- A committee should consist of less members than a quorum if it is to meet in other than open session.
- Best practice - committee reports should be written and conveyed to the secretary for filing.

## Powers of the Board

- The board shall hold in trust and manage all property of the library. (40:54-12)
- It may rent rooms, construct buildings for the use of the library, purchase books, hire librarians, fix their compensation, make rules and regulations for the government of the library, and do all things necessary for the maintenance of the free public library.

## Roles and Responsibilities of the Board or Commission

- The board is an autonomous body.
- Its responsibilities are :
- To hire a competent and qualified library director.
- To evaluate the director's performance.
- To set written policies to govern the operation, use, and programs of the library.
- Establish a process for planning.
- Know local, state, and national laws which affect libraries.

## Roles and Responsibilities (Continued)

- Establish a cooperative working relationship with officials of the local governing unit.
- Fiduciary role (next segment of program).
- Submits an annual report to the municipality and to the N. J. State Library.
- Establishes, supports, and participates in a public relations program to increase community awareness of the library and its services.

## By-laws

- By-laws are defined as regulations made by a public association for the regulation of its own local or internal affairs and its dealings with others or for the governance of its members.
- By-laws give the Board its framework for operation.
- By-laws may not supersede the law.
- Review by-laws annually. Update as necessary.

## Legal Representation

- The library board should be represented by legal counsel with knowledge of library and employment law.
- Best practice: retain your own attorney.
- No person serving as a member of the library board or county library commission shall be liable for damages resulting from exercise of judgment or discretion in connection with duties of the office unless the actions show reckless disregard for the duties imposed by the position. (NJSA 2A:53A-7.32)

## Local Public Contracts Law

- Governs the award of contracts for services for boards and public entities (NJSA 40A:11-1)
- Get 3 quotes for services up to the bid threshold of \$21,000 (or \$29,000 if your municipality has a Qualified Purchasing Agent)
- Complicated law... work closely with municipal officials and legal counsel especially if bidding
- Resources: Local Public Contract Law FAQs at – [http://www.state.nj.us/dca/lgs/lpcl/stat\\_refs/faq.shtml](http://www.state.nj.us/dca/lgs/lpcl/stat_refs/faq.shtml) and Joe Valenti at 609-292-7842 or 984-7765

## Business Registration Program

- PL. 2004, c.57 affects purchasing of goods and services over \$2,625 (not aggregated). Association libraries (non-profits) do not have to comply.
- Library materials are not exempt.
- For Division of Taxation instructions on implementing the law see: [www.state.nj.us/dca/lgs/lpcl/index.shtml](http://www.state.nj.us/dca/lgs/lpcl/index.shtml).

## Purchases not requiring bidding

- The board of trustees may, within the limits of funds appropriated, purchase the following without advertising for bids: library materials including books, sound recordings, videos, and audiovisual materials; 2. Necessary rebinding; and 3. specialized library services. (40:54-12.1)

## Open Public Meetings Law (Sunshine Law)

- Purpose is to insure the right of all citizens to have advance notice and attend all meetings of public bodies at which any business affecting the public is discussed or acted upon, with certain limited exceptions to protect the public interest and to preserve personal property. NJSA10:4-6

## Open Public Meetings Law (continued)

- Follow guidelines for posting the Annual Notice Schedule of Board meetings.
- Give 48-Hour notice prior to public meeting
- Conditions for Emergency Meetings
- Closed Sessions
- Minutes of meetings
- Follow the law!
- Resource: League of Municipalities publications, call 609-695-3481 or [www.NJSLOM.com](http://www.NJSLOM.com)

## Open Public Records Act-OPRA

- Library records are exempt
- Intent of the law is to provide greater access to public records
- Records must be available as soon as possible (no less than 7 days from request)
- Maintain appropriate record retention schedules
- Develop procedures for proper access
- Useful resources: [www.nj.gov/grc](http://www.nj.gov/grc) or [www.NJSLOM.com](http://www.NJSLOM.com)

## Confidentiality of Library Records

- Library records which contain the names or other personally identifying details regarding the users of libraries are confidential and shall not be disclosed except in the following circumstances: the records are necessary for proper operation of the library, disclosure is requested by the user, or disclosure is required pursuant to a subpoena issued by a court or court order. NJSA 18A:73-43.1

## PATRIOT Act Provisions

- A subpoena or search warrant signed by a judge is still required
- Under penalty of law, the existence of the warrant or the fact that records were produced as a result of the warrant may not be disclosed except to the library's lawyer. It is unclear whether or not the Board of Trustees may be told.
- Further information at: <http://www.ala.org/ala/oif/ifissues/usapatriotactlibrary>

## Local Government Ethics Law

- Enacted in 1991, the purpose of the law is to provide a Statewide method for governing the ethical conduct of local government officers and employees and requiring financial disclosure for local government officers. As part of this law, boards are required to file annually a **financial disclosure statement**.

## Financial Disclosure Statement

- Must be filed annually disclosing information about sources of income, certain business interests, and real estate holdings in N. J.
- Is distributed annually by municipal clerk
- Review with local attorney to determine director's status and filing

## Personnel

- Know your personnel policies and union contract, which should be written and updated regularly.
- Review them often for compliance with the law including the Domestic Partnership Act. Comply with Dept. of Personnel regulations.
- Have clear policies regarding grievance, discipline, substance abuse, sexual harassment, and other employment issues.
- Available resources: NJLA Model Personnel Manual ; DOP [www.state.nj.us/personnel](http://www.state.nj.us/personnel)

## Nepotism

- No State law against nepotism.
- Personnel policies may address nepotism and hiring conditions
- Best practice – avoid conflicts of interest.

## Other local issues

- Is there a residency requirement in place?
- Keep apprized of local regulations and customs.

## The Rice Letter

- The Rice Letter is used to inform employees when their employment is being discussed. This might include demotion or termination. After the employee receives the Rice Letter, s/he may opt to request that the discussion be held in open session.
- Consult with legal counsel when necessary

## Public Employees Retirement System (PERS)

- Employees earning more than \$1,500 per annum must be enrolled in PERS.
- Employer and employee contribute.
- Other benefits, such as low interest loans.
- Look at [www.state.nj.us/treasury/pensions/pers1.htm](http://www.state.nj.us/treasury/pensions/pers1.htm)

## Insuring Officers/ Employees

- Appropriate board liability insurance
- Errors and omissions insurance
- Bonding for Board Treasurer, director and those handling funds (40:54-13).
- Worker's compensation.
- Appropriate available, knowledgeable legal counsel

## Insurance for the public

- Appropriate levels of liability insurance
- Insure building, grounds, and collections
- Insure the meeting room use
- Review insurance coverage annually / proper levels
- Safe building / plans for exit in case of emergency

## Support for Intellectual Freedom

- Public library is a public forum for ideas.
- Support intellectual freedom through up-to-date policies.
- Procedure for challenges – form for reconsideration of materials.
- Acknowledge complaint and follow through with a written response of the decision.
- Useful resources to assist- [www.ala.org](http://www.ala.org) ; [www.njla.org](http://www.njla.org)

## Theft of Library Materials

- State law prohibits the theft or vandalism of library property (2C:20-12 to 15;2A:43A-1)
- Post signs to alert patrons
- Appropriate security systems in place
- Cooperation and good relations with the local police
- Prosecute when necessary

## Federal laws

- Americans with Disabilities Act (ADA)
- CIPA
- E-Rate
- PATRIOT Act
- Update policies to reflect the law
- Director keeps you informed.

## Resources for Additional Information

- [www.ala.org](http://www.ala.org)
- [www.njla.org](http://www.njla.org)
- [www.njstatelib.org](http://www.njstatelib.org)
- Consultants service at N. J. State Library
- Send professional staff to conferences and workshops on these issues

## Summary

- Have knowledge of library law and comply with it.
- Have appropriate legal counsel with expertise in library and employment law.
- Make sure your director and staff are well educated on the law and current trends
- Use available resources for law and policy development.

## **Library Finance and State Aid**

- *Presented by Patricia Tumulty, Executive Director of the New Jersey Library Trustee Association and the New Jersey Library Association and Victoria Rosch, Data Coordinator and Library Law Specialist, New Jersey State Library for the Trustee Institute on September 30, 2005.*

## **Learning Goal: by the end of the lesson you will know:**

- Your role in the budget process and your financial responsibilities
- The basic sources of library funding
- What the 1/3 of a mill is
- What State Aid is and how it is calculated

## **The Board's role and responsibilities...**

- NJ library law gives boards of trustees responsibility for the use of funds available for library purposes. (NJSA 40:54-12)
- Assuring adequate funds for library services is a prime responsibility of the board.
- Trustees are accountable for the use of funds.
- Set Financial Policies.
- Develop, approve, monitor, and evaluate budget against performance.
- Oversee management of investments.
- Comply with applicable laws and local customs.

## **Basic sources of library funds...**

- Local taxes and appropriations
- State Aid
- Fines, fees, gifts, bequests and fundraising activities
- Grants
- Federal funds, such as the e-rate
- Capital Funds

## **Local Financial Effort**

- NJSA 40:54-8- the governing body shall annually appropriate and raise by taxation a sum equal to one-third of a mill on every dollar of assessable property within such municipality based on the equalized valuation of such property.
- Tax Increase may be limited to 15% of the previous year's expenditures (NJSA 40:54-8.1)
- Generally comprises the largest % of income.

## **Equalized Valuation is:**

- The true value of real property within a local taxing district, computed from the aggregate assessed valuation and actual sales of property, and used to distribute equitably State school and library aid, apportion county taxes, and measure municipal debt limits.

### Sample- Equalized valuation of NJ Public Library

- Equalized Valuation: \$ 921,534,000 x .000333333 = 307,178
- \$307,178 is the minimum level of support
- Most libraries are above 1/3 of a mill
- See next slide

### Sample- Mini Budget for NJ Public Library

- Amount of local aid given = \$362,258 (+ \$55,080 above 1/3 of a mill)
- Personnel costs - \$271,464 (75%)
- Materials (books, AV) \$52,754 (14.5%)
- Other expenditures (building, supplies, continuing education, etc.) \$38,040 (10.5%)

### What is State Aid for public libraries?

- Since the 1960s, the NJ Legislature has appropriated funds to support a Per Capita Library Aid program.
- Administered by NJ State Library
- Libraries must submit an annual report.
- Use of the decennial Census to calculate payments.

### Eligibility for State Aid

- Minimum requirements must be met for:
- Numbers of professional and other staff, operating hours, collections, and public Internet service, according to population served. (NJAC 15:21-2.4)
- If not met, State Aid is reduced.
- Exceptions may be made through petition to the State Librarian.

### Categories of State Aid

- Calculated using the amount of tax support in relation to the Equalized Valuation
- 5 aid categories – from .50 to \$1.50 per capita.
- Greater funding = higher State Aid payment.

### File Annual Reports

- Board shall make an annual report to the chief financial officer of the municipality which shall include a statement setting forth all revenues received, expenditures made and balance of funds available. The annual report shall also include an analysis of the state and condition of the library and shall be sent to the municipal governing body and to the State Library. NJSA 40:54-15

## Budget Checklist

- Review prior year's budget.
- Prepare with director.
- Development of next year's program and services.
- Anticipate revenues/ expenditures.
- Director and Board review draft budget.
- Revise as necessary.
- Board approves budget.

## Budget Checklist- Continued

- Present to local officials.
- Attend budget hearing with your director to advocate for the library.
- Municipal appropriation set.
- Adopt and implement budget.
- Thank local officials.

## Capital Budget

- Appropriations in the municipality's Capital budget are for items which have a five year life under the Local Bond Law.
- Capital Improvements are financed by the issuance of notes or bonds by the municipality under the Bond Law.
- Capital improvements are not subject to the municipality's statutory spending limitation (cap).

## Expenditures

- May be for any purpose related to providing library services.
- **Spend your operating budget.**
- **Keep reserve fund at appropriate level.**
- Follow appropriate laws and procedures.

## Budget transfers

- Best practice: 1 line in the municipal budget gives greater flexibility in use and transfer of funds.
- If funded above 1/3 of a mill, be certain to receive your full appropriation by November 1.

## Investments

- Public funds must be deposited in banks or trusts in N. J. organized under state laws or with cash management funds.
- NJSA 40A:5-15.1 – list of securities which may be purchased by library boards.
- Funds should be deposited every 48 hours (NJSA40A:5-15.)

## Fundraising

- Many Boards do undertake fundraising in the form of a capital campaign.
- Friends of Libraries groups raise funds for expenses outside of the library's operating budget.
- Attend programs on fundraising at this conference.

## Annual Audit

- The library should have an annual audit that shall include verification of all cash and bank balances. (40A:5-4)
- If the audit is done by municipal auditors, make sure you get copies.
- If any recommendations are made, correct them promptly.
- Director needs to follow up.

## Summary:

- Know your role as a trustee in promoting the library's financial health.
- Spend time developing, implementing, and evaluating plans and the budget to make them work.
- Advocate for your budget – work with local officials and the community.
- Seek new sources of revenue.
- Keep abreast of laws and local traditions.

## Follow-up Resources

- NJSA on-line at the State Library webpage: [www.njstatelib.org](http://www.njstatelib.org)
- NJ State Library consultants service via webpage for library law and State Aid
- NJ Library Association webpage [www.njla.org](http://www.njla.org)
- NJLTA newsletters / workshops

## Evaluating the Library Director

- Presented by Susan Briant on October 2, 2004 for The Trustee Institute

## Learning Objective

- You will learn how to conduct a performance evaluation for your library director

## The Board's role

- Develop the process
- Explore different models & instruments
- Establish criteria to use
- Work with director to set goals, objectives and performance plans
- Tie evaluation to planning process
- Conduct an effective appraisal

## Board's role (Continued)

- Communicate the results
- Monitor the evaluation
- Foster growth / improvement
- Establish personnel policies
- Terminate if necessary

## Defining Performance Appraisal

- Performance Appraisal is a way of measuring what has happened, and a way to plan for what will happen.
- Its purpose is to review past performance, determine present objectives and plan employee development for the future.

## Why don't we conduct evaluations?

- Don't know how or whom to ask
- Uncomfortable with criticism
- Don't feel qualified
- Don't have the time
- Problems may generate controversy
- Other ways to get results

### **Why is it important to conduct evaluations?**

- To measure the library director's accomplishments
- To provide director with a clear understanding of the board's expectations and how well they are being met
- To show where the library has been, where it is, and where it is going

### **Why evaluate (continued)**

- Director's evaluation is the keystone in evaluation process for the entire library
- Evaluations show elected officials that the library is expertly managed, that it is successful in meeting program objectives
- Sums up past activity and sets the basis for the next year of progress and evaluation

### **Why evaluate (Continued)**

- Identifies concerns so that appropriate actions can be taken
- Supplements and wraps up continuous reports on progress and accomplishments of the library (celebrate!)
- Serves as a primary vehicle for communication between the board and the director

### **Developing the Evaluation Process**

- Discuss the philosophy of the board
- Determine parameters. Who will evaluate? What is the cycle of review?
- Choose an evaluation instrument
- Set goals, objectives & performance plans
- Make timetable
- Communicate results to the director

### **Advantages to Personnel Committee handling evaluation**

- Smaller group, easier to meet and do work
- Less than a quorum so committee meetings are not in open session (usually 3)
- Allows for entire board input
- Allows for representative members with experience and qualifications
- Permits smoother consolidation and coordination

### **If entire board is involved...**

- Harder to schedule bigger groups of people
- Extra meetings will be necessary if you want a timely process
- Monthly meetings could be very long
- Open Public Meetings law observation

### **Include the director for greater success**

- Get director's input for greater success
- Make sure Board and director feel comfortable
- Director should understand and agree with the process / timetable
- No surprises

### **The evaluation instrument ...**

- Based on job analysis to identify characteristics needed for successful job performance
- Chosen in consensus and to meet library needs
- Shows a clear understanding of purpose

### **The evaluation instrument (continued)**

- Raters should understand rating standards (measurable outcomes)
- Allow flexibility
- Look at other evaluation instruments
- See packet & bibliography for samples
- Evaluate instrument periodically

### **Evaluation Models/ instruments (continued)**

- No one right model / many to choose from
- Based on job descriptions
- Based on goals and objectives / activity plans
- Based on characteristics
- Narrative only / some use numerical ratings
- Self evaluations / Peer evaluations
- Combinations of above

### **Sample Performance Evaluation instrument**

- Contains different sections
- Sections on characteristics or traits, such as judgment, adaptability, cooperation, initiative, etc.
- Focus on skills : interpersonal, communication, problem solving, supervisory, etc.

### **Sample performance evaluation instrument (continued)**

- Develops work plan with objectives and action plans with timeframes for completion
- Comments by board and director
- Allows for disagreement / rebuttal
- Form / Agreement is signed by both director and board

## Criteria for evaluation

- Portfolio or personnel folder
- Observation from year's work
- Measurement of goals, objectives & plans
- Letters or comments of commendation
- Suggestions for improvement
- Input from administration / staff

## Criteria for evaluation (continued)

- Self evaluation by director
- Accuracy of record keeping
- Input from Board committees
- Performance Standards

## Performance Standards

- Are statements that specify or describe desirable work-related behaviors or job outcomes, and that can be evaluated in some objective manner
- Can be compared against mission statement to be sure that you are really doing what you set out to do
- Allow accountability in neglected areas

## Performance Standards (continued)

- Guide you in resetting organizational priorities
- Help to equalize workload distribution
- Allow you to compare job performance more equitably
- Give director feedback on areas for improvement

## Performance Standards (continued)

- Collaborate with director when writing standards
- Usually assign a percent of employee's time to duties or area

## Samples of Performance Standards in Budget (Planning)

- Budget includes new and present staff, materials, maintenance, equipment, and all supplies necessary for operation of library
- Budget follows prescribed format
- Budget is thorough: allows for ongoing functions and implementation of plans for the coming year, and addresses correction of problems.

### **Sample Performance Standards: Budget (Planning)-Continued**

- Budget is tied to annual plan or strategic plan
- All deadlines are met
- Flexibility of budget to meet changes

### **Job Descriptions**

- a written description which includes the purpose, description of tasks and content of the job as well as qualifications for a job.
- Write,review and update annually with director
- May be used in developing performance standards
- Samples- [www.njla.org](http://www.njla.org) / other libraries

### **Setting Goals and Objectives**

- Director's goals are key to library goals
- Tie goals to planning process
- Make them measurable
- Get Input of Director, Board & stakeholders

### **Definition of Goals and Objectives**

- Goal is from where you are to where you want to be- the outcome for the community
- Objectives are measures of progress or steps towards reaching goals. Desired result of an activity
- Activities are the work required to complete the objectives with timelines

### **Objectives are SMART**

- S Specific
- M Measurable
- A Achievable
- R Relevant
- T Time Sensitive

### **Sample Goal & Objectives**

- Goal: Improved Public Awareness and Use of the Library and its Services
- Objectives: A. By June 2005, produce and distribute quarterly library newsletters to all 2500 local residents.
- B. By December 2004,develop program to showcase library services on bi-monthly local Cable Television Station.
- C. By Sept. 2004, execute library card campaign to sign up 700 new borrowers by year's end.

## **Goal: Improved Public Awareness and Use of the Library and its Services.**

- Objective D:
- Objective E:

## **The Performance Agreement**

- Designated board members complete the evaluation form on time
- Director should complete self evaluation
- Draft Goals and Objectives and Activity Plan

## **Performance Agreement (Continued)**

- Meet to iron out goals, objectives and activity plan
- Make a final copy of goals, objectives and activity plan
- Consolidate responses into a composite rating
- Consolidate written comments in respective sections

## **Performance Agreement (Continued)**

- Have process for full Board review of the evaluation before it is finalized
- Keep entire board apprized through Personnel Committee
- Chair of the Personnel Committee is official Board contact

## **Communicating the Results**

- Allow director to review the evaluation before meeting with the Personnel Committee
- Review the evaluation with the Director at a meeting with comfortable, private setting
- Allow director the opportunity to respond with written and verbal comments/ questions

## **Better Performance discussions**

- Start with overall observations, move to specifics
- Identify areas of strength and areas needing improvement
- Use commendations and recommendations
- Allow period for discussion/ questions

### **Better Performance Discussions (Continued)**

- Be honest and specific / build trust
- Focus on job performance, not personality
- Listen
- Ask for feedback, probe if necessary
- Be calm and patient
- Choose your words carefully

### **Timeframe**

- Decide when to conduct the evaluation
- Allow sufficient time
- Agree to timeframe / stick to it

### **Probationary employment**

- Standard time is 90 days
- Give evaluations on a monthly basis
- Let director know strong areas and those needing improvement
- Monitor probationary period closely...
- Termination is easier with evaluations to support the case

### **Standard causes for discipline / possible termination:**

- Incompetence, inefficiency or failure to perform duties;
- Insubordination;
- Inability to perform duties;
- Chronic or excessive absenteeism or lateness;
- Conviction of a crime;

### **Standard causes for discipline/ possible termination (continued)**

- Dishonesty or misappropriation of funds
- A willful breach of director's fiduciary duty to the library
- Conduct unbecoming a public employee;
- Unlawful use or abuse of substances;
- Neglect of duty;
- Misuse of public property, including motor vehicles;

### **Causes for discipline/possible termination (Continued)**

- Discrimination that affects equal employment opportunity, including sexual harassment;
- Other sufficient cause;  
(NJAC 4A:2-2.3)

### When termination is required

- Make the problem known, give the remedy, and monitor progress for improvement
- Stick to job related issues
- Build a case for termination if progress is not made
- Document the problems with clear, concise written examples
- Documentation must be job specific

### The importance of documentation

- Keep a file of positive and negative examples of performance
- Be specific.. On this date, director did not turn in \_\_\_ report. Bd. president addressed the issue by calling director on date and asking about the missing report. Director stated it wasn't done because ... On that date, the report was

### Counseling

- Make director aware of the problem or concern
- Offer solutions to fix the problem
- Give written directives with specific instructions to eliminate confusion
- Offer counseling as necessary
- Give appropriate chances within reason.

### Counseling (Continued)

- Monitor progress or lack of it
- Keep a written record of all counseling sessions, directives, conversations, etc.
- Counseling should be through official channels
- Keep it legal
- Consult with your attorney

### Improvement Plan

- Outline a written improvement plan
- Set clear timeframes
- Make expectations clear
- Plan should be monitored
- If improvement isn't enough, plan the termination date

### The Rice Letter

- The Rice Letter is used to inform employees when their employment is being discussed. This might include demotion or termination. After the employee receives the Rice Letter, s/he may opt to request that the discussion be held in open session. (See packet)
- Consult with legal counsel

### Summary for termination

- Know your policies on progressive discipline and termination
- Keep it legal / consult with your attorney
- Follow Dept. of Personnel regulations
- Take action to terminate
- Be prepared in case of difficulties
- Have contingency plan for new leadership

### Available resources

- Your board attorney
- NJ State Library – [www.njstatelib.org](http://www.njstatelib.org)  
609-292-2992
- N. J. Library Association ([www.njla.org](http://www.njla.org))
- Your policies / other libraries' policies
- DOP regulations ([www.state.nj.us/personnel](http://www.state.nj.us/personnel))
- Related books & websites -see bibliography in packet

## **CORE COMPETENCIES FOR NEW JERSEY LIBRARY TRUSTEES AND COUNTY LIBRARY COMMISSIONERS**

*Adopted by the New Jersey Library Trustee Association May 2004*

New Jersey's public libraries are vital community centers dedicated to lifelong learning. The success and achievements of public libraries depend upon the leadership, commitment and dedication of its trustees. Library trustees have legal and fiduciary obligations to ensure that all public libraries provide the highest quality of library service. These core competencies enumerate skills, qualities and abilities essential for trustees to undertake their duties.

The New Jersey Library Trustee Association strongly believes that each trustee must be aware of the issues, opportunities, and challenges facing public libraries. Continuing trustee education for all trustees must be a priority to ensure that trustees can fulfill their responsibilities.

### **A. PHILOSOPHIES AND ETHICS**

- Understand the mission and role of your public library.
- Demonstrate knowledge of the legal and regulatory environment of your public library (NJSA 40:54-1. et seq. for municipal libraries; NJSA 15A for association libraries; NJSA 40:33-7 for county libraries; and NJSA 40:54-29.10 for joint libraries).
- Understand and demonstrate ethical behavior using your Board's Code of Ethics as a guideline.
- Understand the functions of a public library: public services, technical services, administrative service, technology and children's services.
- Stay current with developments in state and federal law and regulations pertaining to public libraries. Participate in continuing education opportunities sponsored by the NJ State Library, NJLTA, NJLA, the New Jersey Library Network and county trustee organizations.
- Uphold the principles of intellectual freedom.
- Ensure your library's participation in the services of the New Jersey Library Network and local resource sharing arrangements.

### **B. BOARD ATTRIBUTES**

- Demonstrate good interpersonal skills and the ability to communicate effectively and diplomatically.
- Demonstrate the ability to work collaboratively with other board members, public officials, and other groups to promote growth for the library.
- Attend and participate in all library board meetings.

## **C. ADMINISTRATION**

- Understand the legal structure of your library and the environment in which it operates.
- Understand the budgeting process within the community including how to use statistics effectively to demonstrate library utilization.
- Know your community by reviewing census data and other available documentation. Support the development of programs and services, which impact all segments of your population.
- Develop a strategic plan with specific strategies to support your public library's mission and goals.
- Develop and understand Board by-laws and Board procedures.
- Develop policies and procedures for your public library.
- Understand the principles of personnel management, including the role of the library director, who administers the day-to-day operations of the library, and that of the library board which sets policy.
- Recruit and evaluate the library director.
- Understand relevant state and federal laws pertaining to employment and personnel practices.
- Have knowledge of the physical plant and its maintenance and be able to plan for capital improvements.
- Provide support for training and continuing education opportunities for library staff and board.

## **D. ADVOCACY**

- Advocate for your library, everywhere with everyone.
- Seek opportunities to ensure sufficient income and resources to provide optimal library service.
- Support legislative initiatives to improve libraries and library services such as those endorsed by the N. J. Library Association and the N. J. Library Trustee Association.
- Develop and implement an effective public relations plan for your library.
- Maintain positive relationships with officials at all levels of government, with the Friends of the Library and all segments of the community.

## **ETHICS STATEMENT FOR PUBLIC LIBRARY TRUSTEES**

- Trustees in the capacity of trust upon them, shall observe ethical standards with absolute truth, integrity and honor.
- Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues, or the situation.
- It is incumbent upon any trustee to disqualify himself/herself immediately whenever the appearance or a conflict of interest exists.
- Trustees must distinguish clearly in their actions and statements between their personal philosophies 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 library board responsibilities are expected to perform all of the functions of library trustees.

*Adopted by the Board of Directors of the American Library Trustee Association, July 1985.*

*Adopted by the Board of Directors of the Public Library Association, July 1985.*

*Amended by the Board of Directors of the American Library Trustee Association, July 1988.*

*Approval of the amendment by the Board of Directors of the Public Library Association, January 1989.*

**Association for Library Trustees and Advocates (ALTA)**

a division of the American Library Association

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### TRUSTEE FACTS FILE OFFERED BY PLA

"Trustee Facts File," produced by the Illinois Library Association and the Illinois State Library, 3rd ed., is the latest title available through the PLA Select Publications distribution program.

"Trustee Facts File" (ISBN: 0-8389-8317-0) is available via the ALA Order Department, phone 1-866-Shop ALA. Cost is \$12 for members, \$15 for nonmembers. Visit [www.pla.org](http://www.pla.org) or call 800-545-2433, ext. 5752 for more information.

### ONLINE SOURCES OF TRUSTEE TRAINING

American Library Trustee Association (ALTA) – a national organization for public library trustees. See [www.ala.org/ala/alta/](http://www.ala.org/ala/alta/)

Bergen County Cooperative Library System (BCCLS), an organization representing 73 public libraries in the Bergen and neighboring counties' area. BCCLS has a regional trustee association. BCCLS offers programs for new and seasoned trustees. See [www.bccls.org](http://www.bccls.org) for information on the BCCLS and its trustee activities.

Connecticut State Library – selection of public library policies  
See <http://ct.webjunction.org/do/Navigation?Category=389>

Massachusetts Board of Library Commissioners “Massachusetts Public Library Trustees Handbook”

See [http://mblc.state.ma.us/advisory/trustees/trustees\\_handbook/index.php](http://mblc.state.ma.us/advisory/trustees/trustees_handbook/index.php)

Montana State Library “Montana Public Library Trustee Handbook “

See <http://msl.mt.gov/slr/Trustee/TrusteeHandbook.pdf>

New Jersey State Library and New Jersey Library Trustee Association “New Jersey Public Libraries: A Manual for Trustees”

See [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees)

Visit the New Jersey State Library webpage at [www.njstatelib.org/LDB/Trustees](http://www.njstatelib.org/LDB/Trustees) for updates on the annual N. J. Library Trustee Institute, this manual, library laws, and for confidential counseling and other information for trustees.

New Jersey Library Law

See [www.njstatelib.org/LDB/Library\\_Law/index.php](http://www.njstatelib.org/LDB/Library_Law/index.php)

New Jersey Library Association

See [www.njla.org](http://www.njla.org)

The New Jersey Library Association offers statements on library issues, publications, and information on legislative concerns as well as salary guidelines.

New Jersey Library Trustee Association

See [www.njlibrarytrustees.org](http://www.njlibrarytrustees.org)

The N. J. Library Trustee Association offers members a listserv, website, this publication, an annual Trustee Conference and workshops on advocacy.

North Suburban Library System “TrusteeE-Training”

See [www.nsls.info/ce/trustees](http://www.nsls.info/ce/trustees)

An interactive online tutorial that provides an excellent overview of some of the issues that library trustees may face and serves as a resource for more information.

Public Library Association – the division of the American Library Association devoted to public libraries. For information on planning and additional resources of interest to trustees, visit [www.pla.org](http://www.pla.org)

## GLOSSARY OF TERMS AND ACRONYMS

**Abstract:** A summary of the main points of an article, as opposed to its full text.

**Academic Library:** Any library within a publicly or privately owned institution of higher learning.

**Access New Jersey:** A state program for schools and libraries to get discounts, through Verizon, for the costs of leased data lines and routers, and their installation and maintenance; at [www.accessnewjersey.net/](http://www.accessnewjersey.net/)

**ADA** See Americans with Disabilities Act

**Aid:** See State Aid.

**ALA:** American Library Association, the national professional association for librarians; at [www.ala.org](http://www.ala.org).

**ALTA:** American Library Trustee Association, the national association for library trustees; at [www.ala.org/alta/](http://www.ala.org/alta/).

**Americans with Disabilities Act (ADA):** Federal legislation enacted in 1990 that made it illegal to discriminate against people with physical, mental or emotional disabilities.

**Appropriation:** The amount allocated for a purpose or for total purposes of a governing unit such as a municipality or county in support of a budget of expenditures. Also, the amount voted by the legislature in support of programs.

**Association Library:** A library established, governed and supported by an association of citizens. Such an association is incorporated, forms its own constitution, appoints or elects its own board and is responsible for operation of the library. It may receive support from the local governing body.

**ATM:** Asynchronous transfer mode, a high-speed way of sending voice, data, and video that uses fixed size cells.

**Automation Consortium:** A group of libraries that use their collective buying power to purchase hardware, software, databases and/or technology services.

**Bandwidth:** The size or capacity of a data line or system.

**Broadband:** Data transmission that can send multiple signals (voice, data, and video) over the same bandwidth.

**BCCLS** (pron. 'buckles'): Bergen County Cooperative Library System, an automation consortium of 73 libraries; at [www.bccls.org](http://www.bccls.org).

**Bibliographic Record:** The identifying information on a book or article, usually including the title, the author, the publisher information and the date of publication.

**Browser:** A software program that translates information from the Internet for display.

**"Buckles"**: see BCCLS (Bergen County Cooperative Library System).

**Central Jersey Regional Library Cooperative**: covers Mercer, Monmouth and Ocean counties; at [www.cjrlc.org/](http://www.cjrlc.org/).

**CIPA**: The Children's Internet Protection Act, a law requiring schools and libraries that receive E-Rate or LSTA funds for Internet access to install filters on all their computers and to expand their Internet use policies to include certain prohibitions for computer users; at [www.ala.org/cipa/](http://www.ala.org/cipa/).

**CJRLC**: see Central Jersey Regional Library Cooperative.

**CLUES**: Cumberland Libraries United Electronic System, an automation consortium; at [www.clueslibs.org/](http://www.clueslibs.org/).

**Consortium**: A group of libraries who use their collective buying power to achieve efficiency and economies of scale.

**COSLA**: Chief Officers of State Library Agencies.

**COSLINE**: Council of State Library Agencies in the North East.

**Copyright**: The right granted by a government to an author, composer or artist to control the publication, sales and reproduction of a work. The U.S. Copyright Law also has restrictions on the use of photocopying.

**County Library**: A library established by law following a county-wide referendum passed by a majority of those voting, or by resolution of the board of chosen freeholders in counties with populations less than 150,000.

**DANJ** (pron. 'danj'): Documents Association of New Jersey; at [newarkwww.rutgers.edu/DANJ/](http://newarkwww.rutgers.edu/DANJ/).

**Data Line**: A wire or fiber optic line used to transport data.

**Database**: A collection of data organized (usually electronically) for easy retrieval.

**Dewey Decimal Classification**: A system for classifying and shelving books using a scheme of 10 divisions, from 000 to 900. Each of the 10 divisions contains 10 subdivisions. (See Library of Congress Classification) Named after Melville Dewey, pioneer in library science.

**Dial-up Access**: Internet access using a modem and a telephone line instead of a high-speed data line.

**Downstream, Downstream Library**: In New Jersey, a library that is connected to a Hub Library.

**DSL** (Digital Subscriber Line): A data line that allows high-speed access to the Internet .

**E-Book** (electronic book): A book published and available in electronic form.

**E-Book Reader:** Any of several portable devices which can be loaded with electronic text. Often several books can be loaded on a single device.

**E-Rate** ('Education Rate'): a nickname for the Universal Service Fund.

**EBSCOHost:** A commercial database of full-text magazine and journal articles; information at [www.epnet.com/public/default.asp](http://www.epnet.com/public/default.asp)

**Educational Media Center:** A library functioning within an institution of public or private elementary and/or secondary education; a school library.

**EMA, EMANJ** (pron. 'emma'): Educational Media Association, the professional association for school library/media specialists; at [www.emanj.org/](http://www.emanj.org/). In 2005 changed to NJASL.

**Equalized Valuation:** The assessed tax value of a municipality, as certified by the State Division of Taxation for the year preceding that in which the calculation of State Aid is made.

**ESL/ ESOL:** English as a Second Language/ English for Speakers of Other Languages.

**Ex Officio** ('because of an office'): As applied to mayors, superintendents of schools, and other officials serving on boards of trustees of libraries; provides full membership with a vote.

**Fiber Optics:** A data line that uses pure strands of glass to carry light, as opposed to copper wire, which carries electrical impulses. Though more expensive than copper wire, clean data transmission and reduced maintenance costs are the result.

**56K Line:** A data line that carries information at 56 kilobytes a second or more.

**FCC:** Federal Communications Commission

**Frame Relay:** A high-speed way of sending data that uses packets of information.

**Full Text:** Containing the whole text of an article, as opposed to the citation or abstract.

**Full-Time:** In New Jersey, a minimum of 30 hours per week. For municipalities with less than 5,000 population, full-time may be defined as two part-time persons. At no time shall either part-time employee work less than 10 hours per week.

**GATES Foundation:** Bill and Melissa Gates Foundation that provides technology funds.

**GOLD:** Gloucester Online Library Database, an automation consortium.

**Highlands:** Highlands Regional Library Cooperative; covers Bergen, Hunterdon, Morris Passaic, Somerset, Sussex and Warren counties; at [www.hrlc.org/](http://www.hrlc.org/).

**HRLC:** see Highlands Regional Library Cooperative.

**HSLANJ** (pron. 'hisslanj'): Health Sciences Library Association of New Jersey, a professional association for health services librarians; at [www.hslanj.org/](http://www.hslanj.org/).

**HTML** (Hypertext Markup Language): A way of coding text on the Internet so a browser can interpret it correctly.

**HTTP** (Hypertext Transport Protocol): The system that enables HTML documents to be sent and received on the Web.

**Hypertext**: Text for the Web that has been coded with HTML to enable linkages between documents.

**ILS**: Integrated Library System.

**IMLS**: see Institute for Museum and Library Services.

**Infolink**: The eastern NJ Regional Library Cooperative; covers Essex, Hudson, Middlesex and Union counties; at [www.infolink.org/](http://www.infolink.org/).

**Informa**: Spanish language database.

**Institute for Museum and Library Services (IMLS)**: The federal agency that administers Library Services and Technology Act monies to the states; at [www.ims.gov/](http://www.ims.gov/).

**Institutional Library**: A library within a publicly or privately owned institution carrying out a health, welfare or correctional program.

**Interlibrary Loan**: A way to fill a request for a specific item from a library user by obtaining the item from another library. The original or a copy of the item may be provided.

**Internet**: A network of computer networks that enables seamless global information exchange.

**Intranet**: A computer network that operates within the confines of a single organization.

**ISDN** (Integrated Services Digital Network): A high-bandwidth data line that carries voice, video, and data simultaneously.

**ISP** (Internet Service Provider): A vendor that provides access to the Internet, plus other services such as e-mail.

**IT**: Information Technology Department.

**JerseyCat**: Statewide interlibrary loan system. ([www.jerseycat.org](http://www.jerseycat.org))

**JerseyClicks**: Statewide portal to access 16 databases via library card. ([www.jerseyclicks.org](http://www.jerseyclicks.org))

**Joint Library**: A library established by law following a referendum in which a majority of those voting voted to establish a library. It is governed by a board appointed by the mayors of participating municipalities plus the mayors and superintendents of schools.

**LAN** (Local Area Network): A group of servers, computers, and printers linked by data lines, usually serving a single building or small area.

**LATA** (Local Access Transport Area): The geographic area in which phone calls are local calls; also called a Regional Calling Area.

**LBH:** Library for the Blind and Handicapped, a division of the NJ State Library.

**LDB:** Library Development Bureau, a division of the NJ State Library.

**Library Development Bureau:** A bureau of the New Jersey State Library serving the library (visit [www.njstatelib.org/LDB](http://www.njstatelib.org/LDB))

- ◆ improving library and information services to the residents of New Jersey by coordinating and expanding the New Jersey Library Network
- ◆ providing advisory services, technical assistance and continuing education opportunities to all types of libraries
- ◆ administering state and federal aid and endowment programs for the development and maintenance of network services and strengthening local library services
- ◆ researching, planning and evaluating library service
- ◆ collecting and disseminating information to meet the present and future needs of the library community of New Jersey

**Library for the Blind and Handicapped:** A bureau of the New Jersey State Library serving New Jersey residents who have difficulty using traditional library services due to vision, hearing, or mobility handicaps or learning disabilities. Web site at [www.njlhb.org/](http://www.njlhb.org/)

**Library Network:** The NJ Library Network includes all libraries and library-related agencies in the regional library cooperatives, the State Library, and any library providing services to other libraries.

**Library of Congress:** A library established as the research library for the U.S. Congress, it acts as the national library; at [www.loc.gov/](http://www.loc.gov/).

**Library of Congress Classification:** A system developed by the Library of Congress for organizing and shelving materials based on the alphabet. Replaces the Dewey Decimal System in many libraries.

**Library Region:** A geographical region, designated by the State Librarian, for the purpose of establishing a Regional Library Cooperative. There are currently four regional cooperatives : Highlands, Infolink, Central Jersey and South Jersey.

**Library-Related Agency:** Any county audio-visual aid commission or Educational Improvement Center established under law; or any other non-profit organization engaged in the provision of cooperative library services.

**Library Services and Technology Act (LSTA):** Federal legislation providing funds for public library development subject to appropriation by Congress. Funds have been made available for services to underserved populations and for library technology.

**LMx:** Libraries of Middlesex County.

**Libraries of Middlesex Automation Consortium;** LMxAC (pron. 'l.m.x.a.c.'): at [www.lmxac.org](http://www.lmxac.org).

**LMxAC** (pron. 'l.m.x.a.c.'): Libraries of Middlesex Automation Consortium; at [www.lmxac.org](http://www.lmxac.org).

**Local Library Cooperative:** Any group of academic, institutional, public, school or special libraries or library-related agencies or any combination thereof organized as a non-profit organization. The group may apply for designation as a Local Library Cooperative to the Regional Library Cooperative(s).

**LSCA:** Library Services and Construction Act (superseded by LSTA).

**LSTA:** see Library Services and Technology Act.

**LUCC:** Libraries of Union County Consortium.

**LVA:** Literacy Volunteers of America.

**M.A.I.N.** (pron. 'main'): Morris Automated Information Network, an automation consortium; at [www.mainlib.org/](http://www.mainlib.org/).

**MARC** (pron. 'mark'): Machine Readable Cataloging, a standard bibliographic format developed at the Library of Congress for the exchange of machine readable bibliographic information.

**Microforms:** A term which includes microfilm, microfiche and micro-opaques, all forms on film. Microforms greatly reduce the space required to store graphics and printed matter. Special equipment is needed to read microforms.

**Mill Rate:** The tax rate expressed in mills and applied to each dollar of equalized assessed valuation. A mill is one/tenth of a cent.

**Morris Automated Information Network:** an automation consortium, often referred to as M.A.I.N. (pron. 'main'): at [www.mainlib.org/](http://www.mainlib.org/).

**Municipal Library:** A library established by law after a referendum approved by a majority of those voting. It is supported by taxes and governed by a board of seven to nine members, five to seven of whom are appointed by the mayor. The mayor and the superintendent of schools (or their designees) serve as ex officio members of the board.

**Multi-Type Library Network:** A group of libraries of more than one type (academic, public, institutional, school, special) the cooperative activities of which are specified by a plan approved by the State Librarian.

**N.J.A.C.:** New Jersey Administrative Code

**NJASL:** New Jersey Association of School Librarians, formerly EMA.

**NJDH:** New Jersey Digital Highway. A portal created for the digitization of resources. ([www.njdigitalhighway.org](http://www.njdigitalhighway.org))

**NJLA:** New Jersey Library Association, the professional association for librarians; at [www.njla.org/](http://www.njla.org/).

**NJLTA:** New Jersey Library Trustee Association; a professional association for trustees, at [www.njlibrarytrustees.org](http://www.njlibrarytrustees.org)

**N.J.S.A. or NJSA:** New Jersey Statutes Annotated

**NJULS** (pron. 'n.j.u.l.s.'): see New Jersey Union List of Serials.

**NJYAC:** State Library website and listserv for Young Adult and Children's Services at [www.njyac.org](http://www.njyac.org)

**NetLibrary:** An online database of reference materials designed to be read from a PC; at [www.netlibrary.com/](http://www.netlibrary.com/).

**New Jersey Association of School Librarians:** the professional association representing New Jersey school librarians and media specialists, formerly called EMA.

**New Jersey Library Network (and Law):** The organization of regions designed to promote the cooperative use of services and materials among libraries of all types in a geographic area designated by the State Librarian.

**New Jersey State Library:** The agency which serves the library and information needs of all branches of state government and, as a libraries' library, provides backup interlibrary loan and reference as well as consultative services for libraries of all types in the state. The State Library coordinates the statewide library network and administers state and federal programs of financial assistance; at [www.njstatelib.org/](http://www.njstatelib.org/).

**New Jersey Statutes Annotated:** N.J.S.A.

**New Jersey Union List of Serials:** A database -- used for interlibrary loan -- of journals and periodicals held by New Jersey libraries; at [www.njstatelib.org/LDB/NJULS](http://www.njstatelib.org/LDB/NJULS) or [www.jerseycat.org](http://www.jerseycat.org) for searching NJULS on JerseyCat.

**Novelist:** A database of novels that assists readers in finding books by the same author, or books similar to the book entered; at [novelist.epnet.com/](http://novelist.epnet.com/).

**OCLC:** Online Computer Library Center Inc., a not-for-profit computer library service research organization providing a family of information systems to more than 6,000 libraries in the U.S. and Europe. OCLC operates online computer and telecommunications systems that support most major library activities, e.g., cataloging, interlibrary loan, acquisitions, etc.; at [www.oclc.org/home/](http://www.oclc.org/home/).

**Online System:** A system that connects a user terminal to a central computer through a communication hookup.

**Open Public Meetings Act:** NJ legislation that provides for the public's access to public information at meetings of public bodies at [www.njstatelib.org/LDB/Library\\_Law/lwopnmtg.php#404](http://www.njstatelib.org/LDB/Library_Law/lwopnmtg.php#404)

**OPRA (Open Public Records Act):** Open Public Records Act.

**PAC:** NJLA Personnel Administration Subcommittee.

**PCSA:** Per Capita State Aid for PCSA regulations at [www.njstatelib.org/LDB/Library\\_Law/index.php#part4](http://www.njstatelib.org/LDB/Library_Law/index.php#part4)

**PALINET:** Philadelphia Area Library Network that gives libraries discounts through cooperative purchasing. Provides training programs for librarians. (OCLC regional affiliate).

**PALS, PALS Plus:** Passaic Automated Library System, an automation consortium; at [www.palsplus.org/](http://www.palsplus.org/).

**Passaic Automated Library System:** an automation consortium often referred to as PALS or PALS Plus: at [www.palsplus.org/](http://www.palsplus.org/).

**Patriot Act:** Federal legislation – see Section 4.

**Per capita:** For each of the number of inhabitants of a municipality or county, as shown by the latest federal census; or the result of any special census taken by the US Census Bureau subsequent to its latest effective census.

**PLA:** Public Library Association, a unit of the American Library Association; at [www.pla.org/](http://www.pla.org/).

**POPS:** Points of Presence, a technology term.

**POTS (Plain Old Telephone Service):** Telephone industry nickname for no-frills, dial-up service, as opposed to more sophisticated data lines.

**Public Library:** a municipal, county, association, or joint library, which receives public funding.

**RFID:** Radio Frequency Identification is a method of storing and remotely retrieving data using devices called RFID tags or transponders.

**Regional Contract Library:** A library or library-related agency designated by a Regional Library Cooperative for the purpose of promoting and providing regional library services.

**Q And A NJ:** A statewide web-based reference service staffed 24 hours a day to respond to online questions from New Jersey residents. Answers are provided through an interactive online interview.

**Regional Library Cooperative (RLC):** A non-profit organization representing libraries and library-related agencies which agree to receive and/or provide library services on behalf of a library region. The four RLCs are Central Jersey, Highlands, Infolink, and South Jersey.

**Residents:** Any persons residing, employed, attending school, or who own property in the library region.

**RLC:** See Regional Library Cooperative.

**RLIN:** Research Library Information Network, an automation consortium of major academic research libraries in the United States; at [www.rlg.org/rlin.html](http://www.rlg.org/rlin.html).

**Router:** A kind of switch used to direct traffic within a network or to the Internet.

**SCILS:** Rutgers University School of Communication, Information, and Library Studies that offers an ALA accredited MLIS in New Brunswick, NJ. ([www.scils.rutgers.edu](http://www.scils.rutgers.edu))

**School Library** (Educational Media Center): A library functioning within an institution of public or private elementary and/or secondary education.

**SJRLC:** See South Jersey Regional Library Cooperative.

**SLIC:** State Library Information Center.

**South Jersey Regional Library Cooperative;** covers Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem counties; at [www.sjrlc.org/](http://www.sjrlc.org/).

**Special Library:** A library or information center of a business, an association, government, hospital, or other non-profit or not-for-profit institution, which provides the organization with information, library materials and research services.

**Special Pops:** Special populations.

**SRC:** Summer Reading Club.

**Standards:** Generally accepted criteria developed at state and national levels suggesting or requiring certain minimums deemed essential for proper operation of libraries.

**State Aid:** Funds provided by the state for various purposes and usually allocated through local governing bodies.

**State Contract Libraries:** Under the New Jersey network legislation, those libraries contracting with the state to provide specialized services.

**State Library Information Center:** A bureau of the New Jersey State Library that provides reference and research services; the 'library' of the State Library. (visit [www.njstatelib.org/CyberDesk/](http://www.njstatelib.org/CyberDesk/))

**Sunshine Law:** The popular name for the Open Public Meetings Act.

**SuperLibrarian:** represents the statewide marketing of librarians and librarians campaign ([www.superlibrarian.org](http://www.superlibrarian.org) or [www.njlibraries.org](http://www.njlibraries.org))

**T-1:** A data line that carries information at 1.5 megabytes a second or more. T-1 lines can be either frame relay or ATM.

**T-3:** A data line that carries information at 45 megabytes a second or more. T-3 lines can be either frame relay or ATM.

**TESC:** Thomas Edison State College, the parent affiliate of the NJ State Library.

**Thomas Edison State College:** parent affiliate of the N. J. State Library. ([www.tesc.edu](http://www.tesc.edu))

**TTT:** Train-the-Trainer, a training conference given annually to teach librarians how to make effective presentations.

**UCITA** (pron. you-see-tah): The Uniform Computer Information Transactions Act, a proposed state contract law developed to strengthen the rights of software vendors and electronic publishers at the expense of libraries and consumers.

**Union Catalog:** A database of materials owned by more than one library, designed to locate materials easily.

**Universal Service Fund:** A federal program of discounts to schools and libraries for telecommunications costs, internet access costs, and internal connections costs; popularly called the E-Rate; at [www.sl.universalservice.org/](http://www.sl.universalservice.org/).

**USAC:** United States Administrative Code.

**VALE:** Virtual Academic Library Environment, a consortium of New Jersey academic libraries, which obtains and administers a collection of scholarly databases for member libraries; at [www.valenj.org/](http://www.valenj.org/).

**Virtual Library:** Information resources located entirely online, with no need to visit a physical building.

**WAN** (Wide Area Network): A network of LANS in several different geographical locations.

**Web** (World Wide Web; WWW): The part of the Internet that consists of hypertext documents.

**Webjunction:** is an online community where library staff meet to share ideas, solve problems, and take online courses Visit [www.webjunction.org](http://www.webjunction.org)

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