

# Workshop Words Worth Recall

*Excerpts from Address by Ann Prentice, Director Graduate School of Library and Information Science, UT-Knoxville, at 13th Annual Library Trustee Conference, April 25-26, 1980, Burlington*

In the past decade, there has been a trend away from the administrative library board that set policy, hired its executive officer — the librarian — and worked for adequate funding, toward the advisory board that has these same concerns but lacks the earlier authority. This is currently the case in North Carolina and has been so for several years. The trend toward the change in status is due to a variety of factors. To the town manager, the city manager, the mayor or the county executive, the presence of a policy making apparatus attached to what is to them, another department of local government is an often unwieldy problem. Not only does it upset an otherwise rational organization chart, it can also require an added amount of negotiation to operate the library. A measure of authority is not available to the local government officials and this can be seen as awkward, inefficient and perhaps even an affront. The library board they argue, like other similar boards has outlived its usefulness and should be eliminated in order to streamline government decision making. This makes sense to some degree and the argument has been accepted in a number of areas. Newly organized libraries often are incorporated directly into local government as departments and do not have any form of trustee involvement — administrative or advisory. . . .

There is often an uncertainty about the relationship between the director of the library and the board. Where does the responsibility of one begin and the responsibility of the other end? The librarian is the executive officer of the board, selected by the board to carry out its policies in accordance with local regulations and the expectation of the profession. The librarian is the head of a department of local government responsible for the expenditure of public money to provide the highest possible level of information service. The librarian is the professional with the skills and responsibility to run the library on a day to day basis. Depending on whether you are an administrative board or an advisory board, the librarian is responsible to you or to local government.

The trustees represent the community that the library has the legal right and requirement to serve. Individual trustees understand the needs of various facets of the community and together they can provide a picture of the community and its concerns to the librarian. Library programs and services can be developed, reviewed and revised with these needs in mind. The long range plan for library service developed by both trustees and librarian is related to the community. The trustee is the community's representative in the library's planning process. In developing and maintaining policies — materials selection policy, loan policy, policies affecting use of the building — trustees have the responsibility for representing community concerns. The resulting plans and policies combine the expertise of the librarian and the community concerns of

the trustee and meet the objectives of the local government agency. They should also be in accordance with state and national planning and responsive to the concerns of the library profession.

Such lofty results do not occur in a vacuum. There is much discussion — between librarian and trustees, librarian and local government, trustees and local government. Open and frequent communication does not just happen. It has to be a continuous effort. The kind of communication at which the librarian is most effective is in the area of specific program needs and those subjects requiring specific knowledge such as — the average cost of a book has gone up 12%, what about an increase in the book budget or, I can open the library six extra hours a week with some staffing rearrangement but will need an extra \$1200 to cover added work hours. The trustee to local government communications in support of these would emphasize community needs. In expressing concern over increased book costs the trustee might cite increased use of books in times of economic downturn, problems increased book prices are causing those who normally buy their own, and the overall benefit a sufficient collection of materials is to the community. Rather than stress the mechanics of additional hours open, the trustee stresses community need and benefit. Trustee and librarian work together in communicating with local government. Their combined strength is in illuminating different aspects of the library's programs and the needs they fill.

An additional task the trustee may perform occurs when a new librarian is hired. He or she may be new to the community and needs to learn a great deal about the community in a short amount of time. The trustee when new to the board needs to learn a great deal about libraries and trusteeship in a brief period and this is the task of the librarian. The most successful trustee/librarian relationships are those in which each is aware of his or her responsibilities to the other. Open communications, a sharing of information and ideas, mutual respect and a combined effort to provide the best possible library and information service are the best ways to success. The librarian will provide the trustee with books and articles important to understanding the job of trustee and will be the trustee's continuing information source. The trustee would in turn be the librarian's best community information source for those concerns, ideas and other indications of what's really going on. Not long ago a trustee who was a librarian in a nearby community asked me what I considered the appropriate trustee/librarian relationship and I suggested that they be "friendly adversaries." I have been chided on occasion for that comment but stand by it, as it implies friendliness but not complacency. You have to be at your mental best with an adversary and when you are alert you do your best work. Just be sure you keep it friendly....

Trustee responsibility begins with the development of a long range plan for library service. This plan will cover, in broad outline a period of 3-5 years and will indicate projected changes in the community such as growth or shifts in the population and the library's plan for meeting community information needs over that period. Projections for a new building or a branch library are part of the long range plan for capital improvement. The trustee shares in the development of both plans. The budget for the upcoming year is part of the long range plan. It has objectives for service and includes the cost of achieving those objec-

tives. Think of what the library should accomplish next year in terms of program budget which is also a plan of service. You can then develop from that a line-item budget and amounts for staff, materials, utilities, etc.

This budget which has been developed by the librarian and members of the board of trustees is then submitted to local government in the format and on the date required by law or local custom. There will be closed hearings on the budget which the librarian and trustee representatives will attend and which gives an opportunity to present the library's program. Later open hearings before the community are useful in supporting the budget but the funding decisions have usually already been made. The role of the trustee in these hearings, and it is an important role, is to bring to local government the concerns of the community for service and to champion the community's need for library services. There is often the suspicion that the librarian may have other concerns at budget time — better working conditions for staff, or a desire to meet professional standards and objectives. These are important but may appear to represent interests other than overall community interests. The trustee emphasizes community need and the librarian emphasizes library need and together they are a good working team.

## **FEDERAL FUNDS, PUBLIC LIBRARIES, AND NORTH CAROLINA**

As I have prepared to retire from my participation in the federal library programs, I have been irresistably drawn to a "summing up" — an evaluation, if you like. And what I have found has pleased me.

Of course I know what the Library Services and Construction Act has done for the blind or physically handicapped patron, because I was actively involved in that. The Regional Library for the Blind added staff, and space and materials — it added Braille and tape and large type — it added recording booths and duplicating equipment so they could provide specialized materials, and it added readers — lots and lots of them! I know first hand about what LSCA did for libraries in state supported institutions also! In 1966 there were almost no libraries for patients, residents or inmates in state supported institutions — and no librarians to push such services. Now there is some kind of a public library service in every major state supported institution in North Carolina, and several of them even have professional librarians. We are not through, by any manner or means, but we have come a long way!

Those statewide services led my thoughts to others that have been started with LSCA or LSA, as it was originally. There are many! The Processing Center was an early one. That single accomplishment would have made the whole program worthwhile! It has been a tremendous help to many public libraries in this state, over the years since its establishment in 1959. We no longer use LSCA money to support this vital service, but it could not have been established without the federal funds.

The film service was another early one. The public librarians in the state began the film service, but the LSCA programs were allocating funds to purchase films for the collection, as early as 1958. LSCA support has kept that service alive, and is still helping a little, but last year the State budget was finally

stretched far enough to buy films. Much, much more is needed, but it is an accomplishment just to have kept such a vitally needed program alive for all these years.

The In-WATS service is another great achievement that LSCA can claim. A meeting of public librarians at the Jack Tar Hotel in Durham many years ago established the need for such a project as a high priority, and I think it has fully lived up to our expectations. Because of the North Carolina Information Network, citizens in every part of the state have access to the information and books they need and want, whether available locally or not. Libraries use this State Library service heavily in order to serve their patrons well. No mean accomplishment, and one LSCA can take credit for!

A corollary to In-WATS is the North Carolina Union Catalog. First started by the University of North Carolina at Chapel Hill and Duke University in 1933, it expanded to include State University and the State Library and began to receive LSCA support in 1968. Someday, in the future our dream of an automated Union Catalog (a Union database, actually) will come true, but the manual, inefficient system of filing cards to indicate the location of books in North Carolina libraries has proven invaluable over the years, and LSCA has kept it alive and paid for the microfilming of the catalog, so libraries could have immediate access. Another plus, I would say!

More recently, we can cite the Foreign Language Service that the Cumberland County Public Library runs so effectively. When the FY 1976 LSCA Annual Program first included that project, I think we all felt it was a bit peripheral, but it has proven to be an outstanding success and a much needed statewide service.

There are others. *The News and Observer Index*, the Public Relations project we tried, and even the Governor's Conference on Library and Information Services were LSCA funded. The most recent statewide service started is the new On-Line Information Retrieval project, and that one is too new to assess right now, but I feel sure it will be successful as well.

In addition to statewide services, the federal money has been used primarily to upgrade public library services at the local level. I am sure you all know that for many years LSCA provided construction funds for libraries. Fifty-four library buildings in North Carolina were built using LSCA funds and those buildings have made possible a far superior grade of library service for their communities. For many years, LSCA funds were used to supplement state aid payments, and in recent years there have been outreach enrichment grants—both of which have helped public libraries build up resources which otherwise would not be there. The regional library concept was also implemented partly with federal funds.

Many libraries have enriched and expanded their services as a result of LSCA funded special projects, and services to the homebound, the aged, the preschoolers, children and young adults would not exist in some libraries today if LSCA funds had not been available to demonstrate their worth to the community. Literacy programs, books-by-mail, information and referral services, educational brokering and the use of volunteers have all been tried in various parts of the state because public libraries were awarded special project grants, and most of them are still in operation today to some extent.

The use of LSCA funds for the education of library personnel has done its part in upgrading and enriching public library service. Fellowship funds were once available to allow individuals working in libraries to go to library school. More recently LSCA has funded workshops for library staffs — 35 since September of 1975. All of these have been well received and this past year we have had to give almost every one a second time, and then have turned people away! We have also given out 96 grants to public library personnel since June 1977. The recipients have attended workshops, institutes or other events, mostly out-of-state, and have brought new knowledge, new ideas and new enthusiasm back to the state.

I could go on and on. Community analysis, automated circulation systems, the Subregional Library for the Blind and Physically Handicapped are all LSCA funded projects that have helped to raise the level of public library service available to North Carolina citizens.

Our 1980 program will continue in the same vein, and we hope the momentum engendered by the federal library funds available to North Carolina will never be deflected. It is a program with which I have been proud to be a part.

*Remarks by Marian P. Leith, Assistant State Librarian, Librarian/Library Trustee Institute, Burlington 4/26/80.*

## KEY CONSIDERATIONS IN FORMING A LIBRARY FRIENDS GROUP

### I. MISSION/NEED

- A. General support and enhancement of library programs
- B. Friends generally provide a long term return, not short term dividends
- C. Inflation, reduced budgets, and problems of 80's, make Friends' support and activities even more vital and necessary
- D. Matching/challenge grants (government and private foundations). Friends are an excellent source for matching funds
- E. Strive for a library of which the football team can be proud

### II. EARLY PLANNING

- A. Friends' task force. Align it closely to the library and the university or community and with the library administration, the library staff, retired staff, and representatives from the community
- B. Bylaws
  1. Drawn up by subcommittee of Task Force
  2. Use samples of other Friends' organizations
- C. Bylaws: general outline
  1. Name/purpose
  2. Executive Committee
  3. Board of Directors
  4. Meetings
  5. Duties of Board
  6. Executive Officers



7. Committees
8. Finances
9. Officers—President/Secretary-Treasurer
10. Nominating Committee
11. Membership requirements/categories/dues
12. Amendment procedure

### III. BOARD OF DIRECTORS: membership/selection/terms

- A. Two or three year staggered terms—first year needs different length appointments
- B. Representatives of professions (e.g., legal, medical, university, etc.), business, university administrators, writers, artists, newsmen/journalists, CPA's, politicians, television personalities/executives, etc.  
 Mileage is likely to be gained from these automatic, key contacts
- C. Minimum participation and attendance requirements of board—trade-off between well known, involved figures and board attendance and participation
- D. Academic Friends, particularly, may wish to include a student board member
- E. Keep library and university representation (in academe) to a minimum—maybe three or fifteen or so board members

### IV. CHARTER MEMBERSHIPS

- A. Initial drive and planning
- B. Publicity: alumni office in academe
- C. First annual dinner: choose speaker who is likely to draw attention and interest

### V. MEMBERSHIP DRIVES

- A. Receptions
- B. Dinners
- C. Special events

### VI. MEMBERSHIP/CONTRIBUTION AMOUNTS

- A. Membership categories/amounts
  1. Personal—the national average is about \$12.00
  2. Student—important in terms of later interest in Friends
  3. Corporate
  4. Benefactors
  5. Life—may eliminate continuing potential gifts from able donor
- B. IRS problem potentially with use of 'membership' term *per se*, may need to use words "contribution" or "affiliation."
- C. Membership cards

### VII. ANNUAL MEETINGS

- A. Reception/cocktails, parties
- B. Dinners
- C. Speakers and entertainers, particularly keynote and prominent figures who have a general appeal. (Always have membership cards readily available at all functions.)

### VIII. BUDGET/MONIES

- A. Membership in library-related (public) and university-related (academic) tax exempt organization or independently incorporated, tax exempt endowment account
- B. Often must resolve conflict of Friends and development offices in university setting
- C. Endowment account
- D. Interest/returns are important
- E. Checking account necessary to operate
- F. Choose some specific programs to sponsor and fund regularly

### IX. FRIENDS U.S.A.

- A. National affiliation
- B. Benefits/ideas
- C. Membership fee very reasonable

### X. RELATION TO LIBRARY/LIBRARY ADMINISTRATION

- A. Requires abundance of diplomacy and dynamism, as well as initiative and enthusiasm
- B. Administrator must resolve Friends' conflicts with library policy, such as on gifts which donor requests to be housed together
- C. Administrator must resolve staff resistance, if any, to Friends' programs and contributions
- D. Initial impetus and direction
- E. Liaison with library, the library staff, the community and the university (in academe)
- F. Office space
- G. Administrative/clerical support
- H. Some budgetary assistance
- I. Library administration should provide general direction and assistance without dominating the organization

### XI. PUBLICITY

- A. Must be uniform high quality
- B. Must be professional and correct
- C. Must be graphically appealing and recognizable
- D. Need logo or symbol
- E. Must be well-coordinated and planned
- F. Choose speakers and programs which are likely to elicit newspaper and television coverage
- G. Keep a scrapbook and record of all publicity, brochures, and documents related to the Friends

### XIII. SPECIAL PROJECTS/ACTIVITIES

Can be used to increase visibility and profile while also raising money and increasing memberships; always have membership cards readily available at all activities

- A. Student Library Competition (high school or university)  
Appeal to and relate to students

- Open to undergraduate students, generally (brochures attached)
- B. Booksales
  - In Library
  - Community/shopping centers
  - Use Friends to gather and to sell books
  - Sell books for 25¢ to \$2.00 each, net result may be \$200-\$1,000
  - State schools and public libraries must be cautious about selling withdrawn, discarded library materials
- C. Book Clubs
  - Coordinate for Friends' memberships
  - Coordinate for book contributions
  - Place containers in university departments and local business areas (malls) for book gathering
- D. Music/Artistic Events
  - Ride in on the high level interest and publicity with such events; make money; coordinate membership drives and dinner meetings with receptions and parties in honor of these well-known artists
- E. Book-of-Year Club concept
  - Have a specified amount, the interest of which places a book with plate in the library annually
- F. Plaque—"A Friend of the Library"
  - Add one name yearly as the most outstanding "friend" of the library
- G. Sponsor symposia/workshops
  - For Friends, library staff and for the community or the university, as well as national registrants
- H. Anniversary celebrations of the Friends, library, etc.
  - I. Resolutions and support for library causes
- J. Volunteer service: conducting tours, open houses and other work in the library, including assisting in the handicapped program, and children's services
- K. Sponsor orientation galas for students and patrons, e.g., watermelon slicing
- L. Assist the collection development program by identifying and cultivating potential donors
- M. Raising money to match challenge grants
- N. Assistance in decorating the library building, including furniture, art work, graphics, etc.

## TEN KEY DO NOT'S

*Do Not* let your monies sit in an account not returning interest at a high rate to the Friends' Treasury.

*Do Not* have a board controlled by library related membership.

*Do Not* have the board members all initially elected to rotate off simultaneously.



*Do Not* fail to capitalize on the many offerings and avenues which a well-constituted, well-planned board membership can provide.

*Do Not* have the nominating process so closely allied to board activities that you stifle outside and new interest.

*Do Not* overlook a section in the bylaws that sets up reasonable criteria for continuing board membership.

*Do Not* fail to capitalize on any number of high profile/visibility activities which will greatly enhance the Friends' goals and raise their profile.

*Do Not* allow your public relations effort to be haphazard, uncoordinated and left to chance.

*Do Not* put all your eggs in one basket; be diversified in activities.

Finally, *Do Not* apologize for creating and maintaining a library program of which the football team and basketball team can be proud, rather than only the reverse.

Wilson Luquire  
Friends of Academic Libraries Workshop  
April 30, 1980, Raleigh

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