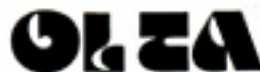


**FROM
ADVERTISEMENT
TO APPOINTMENT:**
the path to a
dynamic
library board

*Part III
Recruitment Kit*



Ontario Library Trustees' Association

The Ontario Library Trustees' Association (OLTA) is a division of the Ontario Library Association (OLA) representing Public Library Trustees. It is governed by an elected executive and by elected councillors who represent distinctive geographical regions of the province. The Association exists to share ideas, to give guidance and to provide leadership for advances in Public Library Trusteeship. Membership in the Association provides opportunities for Trustees

- ☐ to learn what is going on in Trusteeship across Ontario;
- ☐ to present Trustee concerns to appropriate levels of government and to other organizations;
- ☐ to improve knowledge and skills at programs designed by Trustees for Trustees.

In addition to descriptions of library activities throughout the province, the publications of Access, InsideOLA and InsideOLTA are sent to all trustee members.

By joining OLTA, you will not only strengthen the work the OLTA is doing to obtain better grants and legislation for your library, you will also be ensuring that your Board's concerns are heard and supported.



Southern Ontario Library Service

MANDATE

The Southern Ontario Library Service (SOLS) is an agency of the Ministry of Culture, Tourism and Recreation, operating under the authority of a board. The mandate of SOLS is to deliver programs and services on behalf of the Minister by:

- ☐ increasing cooperation and coordination among public library boards and other information providers in order to promote the provision of library service to the public; and
- ☐ assisting public library boards by providing them with services and programs that reflect their needs, including consulting, training and development service.

Its mission: Public libraries as entry points to the global network of information resources for Ontarians.

SOLS has identified a number of characteristics, which taken as a whole constitute an entry point library. These characteristics form the basis of SOLS' service goals for the next three years.

1. An entry point library provides access to resources to meet the needs of the community.
2. An entry point library has a plan for service based on community needs assessment.
3. An entry point library has staff that are informed and trained in current library skills, management, and customer service.
4. An entry point library has trustees that are informed and trained in governance and advocacy.
5. An entry point library develops partnerships with other information providers for the purpose of effective provision of information to clients.
6. An entry point library promotes its services to the public.

FROM ADVERTISEMENT TO APPOINTMENT: the path to a dynamic library board

Part III: Recruitment Kit

Developed by:
Ontario Library Trustees' Association
and
Southern Ontario Library Service
with the assistance of
Ontario Library Service - North
and the library board trustees of Ontario

Editor
Ranee Loucks, SOLS

Editorial Committee
Maud Mary Swalm, OLTA
Hazel Thornton-Lazier, OLTA
Cliff Morris, OLTA
Maureen Cubberley, Ontario Library Association

We acknowledge the assistance of the people of Ontario through the Ministry of Culture, Tourism and Recreation.

© Copyright, 1994, Ontario Library Association. All rights reserved.

ISBN 0-88969-035-9

Some library boards have a say in recruitment. Others feel they have no part in the process. This Kit has been developed to suggest ways that the board can have an impact on recruiting new members.

The most important consideration in using this kit is to choose those resources that will help **YOUR** board to achieve **YOUR** recruitment goals.

For example, this kit includes tools that may help to assess how your board has been functioning and to take stock of current board membership; however, it is not necessary to use them. They are presented as an aid to your discussions. Use them if you feel they would be helpful in your situation. You are free to duplicate any items useful in your planning or presentations.

Table of Contents

CHAPTER ONE	
Introduction	6
Objectives	
Process	
Background	
About using this Kit	
CHAPTER TWO	
Why boards should be involved in Recruitment	11
CHAPTER THREE	
Major concerns about recruitment	15
Council makes appointments	
School Board Representation	
Too many or too few applicants	
Role of the Chief Executive Officer	
CHAPTER FOUR	
Developing an approach to answer these concerns	21
Evaluate the current board's strengths and weaknesses	
Determine what you need	
Should you look for experts?	
CHAPTER FIVE	
Choose an approach	27
Council	
Community	
School Board	
CHAPTER SIX	
Case Study	37
CHAPTER SEVEN	
Formalize the process into a policy	41
CHAPTER EIGHT	
A Final Word	45
CHAPTER NINE	
Additional Materials	51
Resources	51
Acknowledgements	53



CHAPTER ONE

Introduction

The Ontario Library Trustees' Association, Southern Ontario Library Service and Ontario Library Service - North, as partners in the Library Trustee Development Program, are dedicated to the improvement of library leadership and governance. Recruitment is a crucial aspect of library leadership; however, the nature of the appointment process limits the impact the library board can have. The goal of this project is to focus the library board's attention on recruitment by making successful recruitment experiences and resource materials available to each library board in the province.

Objectives

To provide an approach for current library boards to have an impact on the recruitment process.

To provide a variety of resources to assist boards in having an impact on the recruitment process.

Recruitment has always been an important board responsibility. Now, more than ever, library boards are under considerable pressure. Besides having to produce more with less, the electronic realities of the information highway are forcing boards to come to grips with the library's access role to global information. New boards will have to explore innovative responses to the challenges of a world in which the "future" is NOW!

Background

This project is the culmination of a three-year joint effort between OLTA and SOLS. The project was designed in three stages:

1. Publication of a Trustee Tips issue entitled "The Board's Role in the Recruitment of New Members" in November, 1993 to impress upon trustees that a significant impact on recruitment is possible.

2. A series of workshops to elicit common concerns about recruitment, successful approaches and resources used by boards around the province was held in conjunction with the five trustee council meetings in southern Ontario. An additional session was held in Sudbury at the OLS-North conference. Recruitment was also discussed at a day long trustee training session at the Thunder Bay Trustee Conference.

The workshops, held in the spring, allowed trustees from all regions of the province to share experiences and to offer ideas about what has worked and what might work in the future.

3. A Recruitment Kit for each public library board in Ontario. This kit is an amalgamation of all of these ideas, experiences and resources.





CHAPTER TWO

Why should Boards be involved in Recruitment?

Why should Boards be involved in Recruitment?

1

STEWARDSHIP

The board represents the owners of the library, the residents of the community. It is the community's interests that the board is empowered to protect.

2

ACCOUNTABILITY

The board is the legal authority, and is accountable to the municipality, as well as to the province and, of course, to the community "owners" of the library.

3

CONTINUITY

The board also has a responsibility for the future, to ensure the community's access to good quality library service over time. This can only happen if the board renews itself and attracts new members who value the library and the principles for which it stands.

4

CHALLENGE

The Future is Now. In order to survive, libraries must keep up with the technological advances of the information highway and determine what role they will play.



CHAPTER THREE
Major concerns about recruitment

Major concerns about recruitment

The recruitment concerns voiced by trustees centred around the following four issues:

Council makes the appointments

How can the library board have any impact on recruitment when council makes the appointments?


Because council makes the appointments, the library board's approach to recruitment requires a different perspective. The approach is more low key than what might be made by a symphony board or the board of a non-profit charity. The outgoing library board can have an impact in two ways:

- Make council aware of the qualities to look for in prospective trustees
- Let the community know the value of the library and how volunteer board members can help make a difference

School Board representation

School Board representation on public library boards emerged as a serious concern, although the nature of the concern varied. Three aspects arose most frequently:

- How to get school boards to attach more importance to the process of their recommendations to council
- Ongoing liaison and reporting mechanisms with the school boards
- Allegiance of school board representatives once they were appointed to the public library board.



Regardless of the nature of the concern, it was clear through discussion that a necessary element of recruitment was to assume a more active advocacy role with school boards, stressing the principles upon which public library service is founded but mindful of the need to hear the voice of all community constituencies.

For a discussion of school board representation on the public library board please see Trustee Tips #10, Fall 1994.

Feast or famine

Trustees reported two opposing situations.

- Applications were so scarce that boards had to "beat the bushes" to find people to apply to the board.
- Applications were so plentiful that the board felt really powerless to have any impact on council's decision.

Role of the Chief Executive Officer in recruitment

Should the CEO have a role in recruitment and if so, what should that role be? In some communities, the chief executive officer is very involved in the process. Many trustees felt that it was a serious conflict for CEOs to be involved in vetting applications or interviewing prospective trustees with municipal staff. In this case, the CEO would be involved in the appointment of his or her own employer. Ideally, the board should be the library representative involved with interviewing of candidates, if such a process exists within the community.

On the other hand, the CEO is usually the staff contact between the library and the municipal clerk or town administrator and often is involved in the administrative aspects of recruitment. *Sourcebook: The Public Library Board*, reviews those administrative aspects often left to the CEO.

Please refer to "Recruitment Process" and "New Library Boards" in Resource #4 included in this kit.



CHAPTER FOUR

Developing an approach to recruitment to answer these concerns

Recruitment to answer these concerns

Developing an approach to recruitment to answer these concerns

EVALUATE THE CURRENT BOARD'S STRENGTHS AND WEAKNESSES

Some questions to ask:

As part of your board assessment, consider your library mission and the goals set out for the upcoming three-year term.

- do board strengths relate to identified goals?
- have weaknesses inhibited the board from achieving goals?
- has stagnation set in?
- do you meet new challenges with fresh ideas?
- have you been successful in fulfilling your governance responsibilities in relation to policy? planning? advocacy?
- how well do you communicate with the community?
- are you meeting the community's needs for library service?
- how do you know you are meeting them?
- does the board reflect the diversity in the community?
- how is the board's relationship with municipal council?
- what additional talents does the board need to be able to meet your goals?

RESOURCES TO USE

- #2 Trustee Tips/"How does your board rate?"
- #8 Current Board Composition Matrix
- #9 Governance Needs Assessment Tool

After answering these questions, what areas need improvement?

In view of what you need to achieve, what change is necessary? Would new ideas and energies on the board help? Is there any useful information to give to council or to guide in your encouragement of new trustees?

DETERMINE WHAT YOU NEED

Who are you looking for?

1) Specific Qualities

The major cause of all members should be better library service for the entire community. It would be great to have all the skills and talents necessary to achieve the mission. There are many qualities useful to look for in potential trustees:

- a) *Action-oriented*
 - able to think and express opinions
 - able to speak and make themselves understood
 - able to function in a political situation
 - ability to approach problems and people with an open mind
 - ability to develop impartial policies
- b) *Community-oriented*
 - active or willing to be active in the community
 - interest in the library and the community and the relationship between them
 - concern and pride for the community
 - firm connections and affiliations with the community
 - "buying into" the community
- c) *Library-oriented*
 - conviction that the public library is uniquely important to the life of the community
 - courage to resist pressures which interfere with the community's democratic right to library materials and service
 - interest in the library and its welfare
 - desire to see the library flourish.
 - commitment to conducting library board business openly
 - advocate for the library

- d) *Commitment-oriented*
 - time and energy translated into a willingness to prepare for and attend meetings, events
 - ready to work and willing to learn
- e) *Future-oriented*
 - new ideas, perspectives, energies, enthusiasm
 - able to be comfortable working towards a vision
 - able to translate vision into reality without being distracted by side issues
- f) *Team-oriented*
 - ability to listen effectively
 - respect for the opinions of others
 - ability to work well with others
- g) *Partnership-oriented*
 - aware and supportive of board-CEO and board-council partnerships
 - willing to explore and develop new partnerships

2) Representative of the community

- The library board should be an extension of the people in the community and, consequently, should represent all of the interests.
- Strive for a balanced representation from the various sectors of the community: artists, business people, children's interests, people of diverse racial, ethnic and cultural backgrounds, government officials, grandparents, handicapped people, hobbyists, parents, professionals, pre-school oriented, seniors, students, teachers, age range, representative of new people in the community, geographic representation, etc., etc.

- Focus on encouraging people with these qualities and who are representative of the cultural and ethnic diversity in the community to apply.

Remember the trustee's job is to:

- set policy
- reflect the community as a whole
- plan for the future
- link with the community
- advocate for the library in the community and with funders and legislators
- explore and support partnerships to achieve goals

Should you look for experts

Boards sometimes feel the need for experts in finance, law, architecture, construction, computers or even, librarianship. Many boards feel that these specific areas of expertise are sure-fire ways to a dynamic, well-functioning board. Sadly, disappointment often results. Too often experts are so well-qualified, that they go beyond their roles as policy-makers.

RESOURCES TO USE

Your board's assessment

Criteria specified by the Public Libraries Act, Revised Statutes of Ontario, Chapter P 44, Section 10

#4 Guidelines for the Position of Library Trustee

If your board feels that you need an expert, make sure that the qualifications are relevant to the needs of your board and that it is for the appropriate reason. Previous experience

can be an asset or a liability. The real key is to find a team player who understands the role of the library board and the goals to be achieved over the next three-year term.



CHAPTER FIVE

Choose an Approach

Choose an Approach

It is almost impossible to define one approach and expect it to work in every community. The approach used by a large metropolitan library board is unlikely to suit a small rural library board. Likewise, the approach used by a municipal public library board may not be useful to county boards. Vary the approach, depending on the specific needs of your board, community and council.

Council

Trustees reported that council was usually willing to take suggestions if boards made an approach. Although there is always the possibility that council will resist the approach, preparing in advance may help ensure success.

What you can do to prepare

- **determine what you want to accomplish with council**

Library boards should be more active in targeting council about their role. Councils do have their own concerns and are sometimes uninformed about the recruitment process. The key to approaching council is to make them aware of your needs and concerns, while at the same time, recognizing theirs.

A good place to start is with the councillors who sit on your own board. Find out how they felt about their experience and discuss how to approach council.

Refer to the Case Study included in this kit to see how the Niagara-on-the-Lake Public Library Board approached council with their concerns.

Identify the issues that you want council to be aware of when they are making appointments. For example, you may wish to discuss the following with council:

- the skills and qualities you are looking for
- suggestions for the content and placement of advertisement
- goals the library wishes to accomplish
- suggested questions for candidates interviews
- school board appointments with council
- appointing the maximum allowable number of applicants so that the board has a full complement of trustees

■ **prepare an information package for council**

Include items in this package such as:

- #1a - OLTA pamphlet "Creating the Effective Library Board"
- #3 - Burlington Public Library "Factors to be considered" and sample "Interview Questions"
- #15 - "Selecting candidates for the Board"
 - TV Ontario Trustee Video
 - #5 - Guidelines for the Position of Library Trustee

■ **meet with council to discuss the board's concerns about recruitment**

One county board visited each municipal council and made a presentation about recruitment. The board's delegation included the council representative, other board members and "friends". Your meeting could be:

- part of a regular meeting with council when the library board is on the agenda
- a presentation at a council meeting

You might also:

- invite council to have a regular meeting in the library

What else can you do?

- host an all-candidates meeting in the library
- attend all-candidates meetings to ask library-related questions, to advise candidates on the needs of the library and to ask their views on library issues.
- lobby candidates running for council


Community

The board can have a significant influence on recruitment simply by ensuring that information about the board's mission and the role that trustees are expected to play in achieving it reaches the community. There should also be additional information available to applicants if they wish to have it.

■ Promote the library in the community

Although the municipality places the advertisement for library board positions, the board can support this by:

- posting the advertisement in the library
- enhancing the advertisement with newspaper articles or photos of library activities (see Resource #8, the sample ad placed by the Waterloo Library pointing out the TV Ontario/SOLS program on library trustees and suggesting that citizens consider trusteeship as a way to serve their community)
- flyers to patrons, volunteers and "friends",



other organizations, and local businesses notifying them that the municipality is seeking applications for positions on the library board

■ **define the commitment**

- be specific from the beginning about the time and effort required
- expectations include attending 10 meetings per year, advocating for the library, occasional out of town travel

■ **tell potential trustees what they might gain by becoming a trustee**

although the rewards might seem intangible, there is much to be gained from serving on the library board:

- leadership and communications skills
- understanding and appreciation of group dynamics
- opportunity to work with people from different backgrounds and cultures, with different viewpoints and opinions
- expanded personal and intellectual horizons
- hands-on project experience
- knowledge about the library and the community
- self-confidence

■ **prepare an information package**

- define the board role clearly stressing that it is proactive and future-oriented
- include current library information
- discuss past successes and future challenges
- show the contribution made by the library to the community

- **encourage potential trustees to make application**
 - compile a list of potential names
 - approach potential trustees and personally invite them to apply
 - be enthusiastic, using your own commitment and passion for the library to encourage prospective applicants
- **think of where you might find potential trustees**

If there does not seem to be enough people to sit on the board and you always have difficulty finding interested applicants, try some of the following:

- get suggestions of names of patrons and library supporters from staff; board could then approach them to consider applying
 - Friends' groups members often make good trustees
- **invite potential trustees to an information session in the library**

Applicants may be interested but they often do not understand what is required. Setting up an information session in the library can help prospective trustees learn more about the position, meet the board and staff and tour the library.

- schedule the meeting at a time when the maximum number of people could attend; for example, don't schedule the meeting on Grey Cup Sunday
 - consider more than one meeting time to accommodate more interested people
 - make the session relaxed and appealing
 - present your library and the job of the board in the best possible light

- build a library awareness/information session around the TV Ontario video

■ Take information sessions out to other meetings

- local service clubs might also be sources of new members
- board should be "public" and go to functions and events and promote the library
- take the video along to show at the meeting

School Board


Contact between the library board and the school board is usually infrequent. The notification regarding library board appointments is likely to go directly from council to the school boards. Nevertheless, the board may wish to approach the school board about guidelines and expectations for library board trustees.

RESOURCES TO CONSIDER

- #1b "You should be on your library board"
- #3 "Information sheet" - Burlington Public Library
- #5 Guidelines for the Position of Library Trustee
- TV Ontario/SOLS Video: Speaking up for libraries: Library Trustees in Action", long or short version
- Your library's Annual Report (see #7 - sample annual report from Kirkland Lake)

■ Prepare an information package

Based on what you want to accomplish, prepare an information package similar to the one prepared for council and include such documents as the Statement of Purpose for Ontario's Public Libraries, the CLA Statement on Intellectual Freedom and the OLA Statement on the Intellectual Right of the Individual. These will help in discussing the principles underlying public library service. These are all included in the Resources section of this Kit.

- 
- **Invite the school board to an information session in the library**

Meeting with the school board will afford a chance to discuss reporting and liaison opportunities once appointments are made to the library board. It is important for trustees recommended by school boards to realize that while they can voice concerns about library issues that reflect the school constituency, once they are appointed to the library board, their allegiance is to the library board.

- **Plan a thorough orientation for all new board members**
 - understanding of the board's role is essential
 - outgoing board should be active in orientation of new members



CHAPTER SIX
Case Study

Niagara-On-The-Lake

Niagara-on-the-Lake board vice-chairman, Bob Allen and CEO, Gerda Molson, both discussed their board's solution to recruitment concerns. They were faced with three vacancies during the previous three-year term and formed a special Recruitment Committee to develop an approach for the upcoming municipal elections.

Their concerns centred around the timing of appointments in the community and lack of knowledge about the requirements of the position. They arranged to meet with the Town Administrator to discuss their concerns. The Mayor also attended the meeting.

The committee shared their ideas and the town administration supported them by presenting a report to council. It recommended specific timelines for appointments and required that all applicants for municipal boards and committees be given an opportunity to be briefed on their duties prior to deciding whether they wish to let their names stand. The town drafted a policy and procedure which was later adopted by council.

This committee's approach to Town Council has resulted in a new policy developed by the town to provide better guidelines for the appointments to all municipal boards and committees. The board worked proactively through the proper channels and the dialogue was constructive for all concerned.

Vice-chairman Bob Allen stressed the role of their Recruitment Committee as a "liaison with the town and buttressing the democratic process."

The Town of Niagara-on-the-Lake's policy is included as #20 in the Resources Section of this kit.





CHAPTER SEVEN
Formalize the process into a recruitment policy

Formalize the process into a recruitment policy

Policy is a major way to ensure that the governance of the organization lasts over time. While policies must be reviewed regularly so that they are always meeting current needs in the community, writing them down establishes a permanent record of the board's value statement on specific issues.

It is also important to provide some continuity of members so that there is an overlap of experienced members. Although returning members cannot be assured of reappointment, their indication that they are willing to serve is important.

Municipalities often have a policy regarding the number of consecutive terms that volunteer board and commission members may serve. At some point, it is wise for boards to consider limiting the number of consecutive terms a library board member may serve if the municipality has not already done so. A balance between new and experienced members is desirable.

After your approach to this year's recruitment, assess the experience and develop a formal policy for your board.

Consider the following headings in developing your policy:

Purpose

Why is the board establishing a policy on recruitment?

- desired impact on recruitment?

Policy Statement

What does the policy cover?

- recruitment committee?
- timelines?
- information meeting?
- information package?
- limited number of terms?



Procedures to follow

How specifically is the policy to be implemented?

- what will the board do?
- what will the CEO do?
- are information meetings to be scheduled?
When?
- what background materials should be
provided?

Approval date/Effective date

When was the policy approved?/effective?



CHAPTER EIGHT

A Final Word

The Final Word

Showing council that you have carefully thought through the recruitment process and have identified specific qualifications, in addition to those specified in the library legislation is simply being proactive. Remember, unless you determine what you want and communicate it, council has no way of knowing.

Your current relationship with municipal council will help you in determining the kind of impact you might have in recruitment. At the very least, you can advise council of your concerns about recruitment and your anticipated goals for the next three years.

Recruitment is a cyclical process which begins as soon as new members are appointed. The board should constantly assess its needs and those of the community and develop an awareness of people who are interested in the library. The Recruitment Process is an excellent opportunity to **ADVOCATE** for your library.



*Additional Materials, Resources
and Acknowledgements*

ADDITIONAL MATERIALS

1. **Trustee Video: "Speaking up for libraries: Library Trustees in Action"** advocacy video - full-length or short version - available from TV Ontario or may be loaned from professional collections at SOLS and OLS-North. The edited seven-minute version is included with this kit.
2. **Municipal Councillor's Public Library Handbook** - developed by OLS-North and sent to all boards and councils last fall.
3. **Municipal Councillor's Public Library Handbook #2** - developed by the Provincial Marketing Committee and scheduled to be available in fall 1994. This kit will include overheads, video and provincial statistics. It will be sent to all CEOs for presentations to council at no cost for the initial kit. It is anticipated that additional ones will be available at minimal cost.
4. **Trustee Orientation Kit**, including **Sourcebook: The Public Library Board**, SOLS, Ottawa, 1991 and the **Public Libraries Act, Revised Statutes of Ontario, 1990, chapter P.44**.

RESOURCES

1. OLTA Pamphlets: "Creating the effective Public Library Board" and "You should be on your Library Board."
2. Trustee Tips/Recruitment
3. Sample Recruitment Package - Burlington Public Library
Information Sheet (for applicants)
Factors to be considered when making appointments to the Burlington Public Library Board
Sample advertisement
Sample questions
Criteria Matrix
4. "Recruitment Process" and "New Library Boards" reprinted from **Sourcebook: The Public Library Board**. SOLS, Ottawa, 1991, pp 5-6.
5. "Guidelines for the Position of Library Trustee", reprinted from **Sourcebook: The Public Library Board**. SOLS, Ottawa, 1991, Sample 3.
6. "Guidelines for the Position of Library Trustee" as adapted by Kanata Public Library

7. Sample Annual report - Teck Centennial Library, Kirkland Lake
8. "Proud to be part of our community" - sample promotional ad, Waterloo Public Library
9. Board Evaluation Matrix, reprinted from Paquette, Marion. **Handbook for Cultural Trustees**. University of Waterloo Press, 1987.
10. Governance Needs Assessment Tool, reprinted from Paquette, Marion. **Handbook for Cultural Trustees**. University of Waterloo Press, 1987.
11. OLA Statement on the Intellectual Right of the Individual
12. CLA Statement on Intellectual Freedom
13. Purpose of Ontario's Public Libraries/Goals of the Ontario Public Libraries Strategic Plan
14. "What Public Libraries Do" reprinted from Municipal Councillor's Public Library Handbook. Ontario Library Service - North, Kirkland Lake, 1993, p.3.
15. "Selecting Candidates for the Board" reprinted from **Municipal Councillor's Public Library Handbook**. Ontario Library Service - North, 1993, p.16..
16. "Specific Duties of the Library Board" duplicated from **Trustee Tips**, "The Board's Role in Recruiting New Members"
17. "Ontario Public Libraries" reprinted from **Municipal Councillor's Public Library Handbook**, Ontario Library Service - North, Kirkland Lake, 1993, p.2.
18. "Public Library Usage" reprinted from **Count On Us**, Provincial Marketing Committee, 1993.
19. "Recession spells boom for libraries" reprinted from **Count On Us**, Provincial Marketing Committee, 1993.
20. Niagara-on-the-Lake Town Policy and Procedure.

SUGGESTIONS FOR OTHER MATERIALS

- annual report (see sample from Teck Centennial Library, Kirkland Lake)
- SOLS/OLS-North newsletters (**Signal**, **OLS News**)
- library newsletters
- **InsideOLTA**, **OLTAlert**.

Our Thanks to Those Who Helped Us

SOLS TRUSTEE COUNCIL MEETINGS

Thames, April 30, 1994

Claire Anderson, Middlesex
County/SOLS, chair
Robert Adams, Lambton County
Ed Down, Oxford County
Neal Fleming, Strathroy
John Martel, Windsor/SOLS
Lorraine Reiger, Huron County
Marlene Turkington, Woodstock
Pat Moody, Woodstock
Hilary Bates-Neary, London/OLTA
Harry Nesbitt, Stratford/OLTA
Maud-Mary Swalm, Gravenhurst/OLTA

Saugeen, May 2, 1994

Isabel Easton, Huron County, chair
Stephen Barker, Hanover/SOLS
Rose Ahrens, Hanover
Michael Graham, Kitchener/SOLS
Sue Milne, Kitchener
Clayton Leigh, Erin Township
Roy Mansell, Grand Valley
Eileen Mountain, St. Mary's
Harry Nesbitt/OLTA
Fred Robins, Fergus
Geraldine Robinson, Flesherton
Anne Marie Smith, Waterloo
Bonnie Lauber, Waterloo
Patricia Symon, Bruce County
Catherine Thompson, Cambridge
Wanda Richardson, Cambridge
Jean Trask, Wellington County
Betty Wickett, Guelph
Doug Wilcox, Orangeville
Maud Mary Swalm, Gravenhurst/OLTA

Escarpment, May 9, 1994

Michelle Quinn, Burlington/SOLS, chair
Robert Allen, Niagara-on-the-Lake/SOLS
David Black, St. Catharines

Judy Brennan, Port Colborne
Garfield Disher, Dunnville
Janet Doan, Fort Erie
Marju Drynan, Dundas
Charlotte Duguid, Oakville/SOLS
Enid Horning, Oakland Township
Michael Kitchen, Nanticoke
Catherine Kuckyt, Pelham
Frank Loreto, Halton Hills
Jim MacDonald, Brantford
Vince Marchesano, Simcoe
Ethan Mings, Lincoln
Joan Packham, West Lincoln
Theresa Ross, Welland
Colmar Russell, Delhi
Pat Cranshaw, Delhi
Joan Swain, Haldimand
Margaret Vance, Wentworth
Anne Vanwyngaarden, Wainfleet
Hazel Thornton-Lazier, East York/OLTA

Trent, May 11, 1994

Mary Ascah, Huntsville/OLTA/SOLS, chair
Anne Atkins, Markham
Margie Birch, Georgian Bay
Evelyn Langley, Georgian Bay
Lee Boetto, Ajax
Carol Brooks, Sidney Township
Captain Gylane Dumulon, Sidney
Township
Ron Brown, Muskoka Lakes
Archie Campbell, Penetanguishene
David Cannon, Uxbridge
John Cole, Cramahe
Lesley Coe, Bradford West Gwillimbury
Bill Hodgkinson, Mara Township
Maud Mary Swalm, Gravenhurst/OLTA
Olive Kirk, Ennismore
Pam Kirkpatrick, New Tecumseth
Marnie Ellis, New Tecumseth
John Lewis, Peterborough
Joanne Lynch, Cobourg
Betty McCullough, Norwood
Renee Mihalic, Port Hope
Irene Mowat, Whitchurch-Stouffville

Doreen Murphy, Richmond Hill
 Katie Nieman, Cavan
 Louise Parks, Orillia
 Susan Rusaw, Burleigh Union
 Michael Schwartzkopf, King Township
 Shirley Ornsky, King Township
 Margaret Coburn, King Township
 Mary Watson, King Township
 Ethel Tooley, Trenton
 James Van Patter, Lake of Bays
 Vicki Dodds, Lake of Bays
 Christine Whitfield, Northumberland/
 SOLS

Rideau, May 16, 1994

Andrew Christie, chair
 Gunther Abrahamson, Ottawa/SOLS
 Kim Carter, Cumberland
 Francois Givogue, Cornwall
 Chuck Crickett, Goulbourn
 Joan Dodsworth Ware, Kanata
 Mollie Ellard, Perth and District Union
 Patricia Davies, Perth and District Union
 Bill MacPherson
 Donovan Filewod, Augusta Township
 Dorothy Fletcher, West Carleton/OLTA
 Barbara Evans, West Carleton
 Wendy McKay, West Carleton
 Larry Fortin, Athens
 Grace Hone, Merrickville
 Catherine Keating, Nepean
 Celine Kelly, Smiths Falls
 Yvon Leonard, Hawkesbury/SOLS
 Jean-Roch Vachon, Hawkesbury
 Mickey Macdonald, Pembroke
 Cathy Mangan, Front of Leeds and
 Lansdowne
 Debra McKinstry, Edwardsburgh
 Barbara Rowe, Osgoode Township
 Joyce Ellis, Osgoode Township
 Dennis Taylor, Stormont, Dundas and
 Glengarry/SOLS

**OLS-NORTH
 TRUSTEE CONFERENCES**

**"Board Recruitment" -
 Sudbury Annual Conference,
 May 5, 1994**

Armand Landry, Smooth Rock
 Falls/OLS-North
 Betty Crombie, Sudbury
 Brenda Albert, Valley East
 Mary Heasman, Powassan
 Mary Walker, Temagami

**"The Library Board,
 the Council, the Staff" -
 Thunder Bay Annual Conference,
 May 13, 1994**

Linda Cheney, Red Lake
 Edna White, Red Rock
 Evelyn Ford, Sioux Lookout
 Marlene Davidson, OLS-North
 Gwen Black, Terrace Bay
 Cheryl Victor, Dryden
 Verna Sveinsson, Dryden
 Elsie Dugard, Geraldton/OLS-North
 Penny Bower, Oliver Township
 Mia Sokoloski, White River
 Brenda Morgan, White River
 Neddie Diakunchak, Geraldton
 Carol Kowalchuk, Thunder Bay
 Margaret McLean, Thunder Bay

**RESOURCES USED IN THIS KIT
 COURTESY OF:**

Robert Howse, Town Clerk,
 Niagara-on-the-Lake
 Gerda Molson, CEO,
 Niagara-on-the-Lake Public Library
 Wendy Schick, CEO,
 Burlington Public Library
 Joanne Tate, CEO,
 Waterloo Public Library
 Joan Dodsworth Ware,
 Kanata Public Library Board
 Joyce Allick, CEO,
 Teck Centennial Library,
 Kirkland Lake

Evaluation

Your opinion is extremely useful in preparing trustee training materials.

Please complete the following questionnaire and FAX it to the Ontario Library Trustees' Association at 416-941-9581 in the Toronto calling area or 1-800-387-1181 outside the Toronto area. If FAX is inconvenient, mail a copy of this form to OLTA, 100 Lombard Street, Suite 303, Toronto, Ontario M5C 1M3.

1. Did you use this kit actively in your Recruitment Process? _____

2. How did you use it? _____

3. What did you find most useful about the Kit? _____

4. What changes would you suggest? _____

5. Would you like to become involved in trustee activities at the provincial level?

☐ Yes

☐ Not right at the moment

If "Yes", please complete :

Name

Address

City and Postal Code

Library Board