



References:

Purpose: The Banff Public Library Board works within a procedural framework to ensure effective governance of the Banff Public Library. The Board will provide its trustees with the opportunity to participate in the decision-making process through committee and Board meetings while ensuring that respect, courtesy, and fairness is maintained at all levels.

1. Definitions

- 1.1. Agenda: means the order of business for regular or special meetings of the Board or its committees
- 1.2. Board: refers to the Banff Public Library Board.
- 1.3. Library Director: means the Library Director or any person who holds the position of Library Director in an acting capacity.
- 1.4. Chair: means the trustee elected annually as Chair of the Board.
- 1.5. Committee Chair: means that trustee appointed as chair of a Board committee.
- 1.6. Committee: means all committees that come under the jurisdiction and the appointment of the Board.
- 1.7. Policy: means the policies of the Board.
- 1.8. Presiding Chair: means the Board trustee presiding at the regular meeting of the Board.
- 1.9. Quorum: means half plus one members of the Board or half of the members of a Committee.
- 1.10. Regular Meeting: refers to the regular scheduled meetings of the Banff Public Library Board.
- 1.11. Special Meeting: refers to a meeting of the Board which is called by the Board pursuant to section 4.9, and 4.10 of this policy.

2. Applications of Board Governance Policy

- 2.1. This Policy applies to:
 - 2.1.1. all regular and special meetings of the Board; and,
 - 2.1.2. all committee meetings.
- 2.2. From the date of the passing of this Policy; the rules and procedures contained herein shall be observed for the good order of dispatch and business of the Board and of its committees, and all motions, rules or regulations existing at the time of the passing of this Policy which are inconsistent with this Policy are hereby repealed by the Board.
- 2.3. Where this Policy does not provide guidance, the rules and procedures as contained in the most current Robert's Rules of Order shall be followed.

3. Authority of the Board Chair

- 3.1. At the Annual Organizational Meeting (AOM), Board Trustees will elect one Trustee as Chair of the Board, one Trustee as Vice-Chair, one Trustee as Treasurer, and one Trustee as Secretary.
- 3.2. The Board Chair shall have the following duties and responsibilities:
 - 3.2.1. The Board Chair shall be the Presiding Chair;
 - 3.2.2. Call all special meetings of the Board;
 - 3.2.3. Speak on behalf of the Board and represent the Board to the media and public.



References:

- 3.2.4. In consultation with the Library Director liaise with officials of the Town of Banff, municipal, provincial and national agencies, Library Board associations and other relevant agencies on library matters.
- 3.2.5. Regularly attend committee meetings as an ex-officio member.
- 3.3. When the office of the Chair is temporarily vacant, the Vice-Chair will assume the position of Board Chair in an acting capacity.
- 3.4. Should the office of the Chair become vacant permanently, the Vice-Chair will assume the position of Board Chair to the end of the year. An election will be held for the position of Vice-Chair.
- 3.5. The Chair may designate a trustee to represent the Board on specific occasions.

4. Meetings

- 4.1. The Board Chair shall prepare the agendas for all regular and special meetings of the Board in consultation with the Library Director when necessary, and for all committee meetings in consultation with the Chairs of the committees when necessary.
- 4.2. Each agenda shall set forth the matters and issues of business to come before the Board or committee.
- 4.3. The agenda for every regular meeting of the Board shall include the following items, as required:
 - 4.3.1. Consent Agenda -- including minutes of previous Board meeting, reports from standing committees, the Chair, the Marigold representative, the Town of Banff representative, and the Library Director.
 - 4.3.2. Action Agenda – including all items requiring an individual Board motion.
 - 4.3.3. Items for Discussion.
 - 4.3.4. Adjournment.
- 4.4. No other agenda item shall be added to an agenda if not received in time pursuant to section 4.4 unless the majority of the trustees at the meeting direct otherwise.
- 4.5. The Secretary shall ensure that Board agendas are prepared and delivered to Board trustees no later than one week prior to the day of the meeting and that committee agendas are prepared and made available to all Board members two working days prior to the day of the meeting.
- 4.6. The Board Secretary or designate shall be responsible for recording the minutes of meetings of the Board.
- 4.7. Meetings of the Board shall not continue if a quorum is not present. Committee meetings lacking a quorum may continue for discussion only; no recommendations may be referred to the Board when quorum is not met.
- 4.8. Special meetings of the Board may be called by the Board Chair by giving notice to all Board trustees at least 24 hours prior to the meeting indicating the business to be transacted. The Chair may call a special meeting of the Board upon shorter notice if at least two thirds of all the trustees give their consent to such notice prior to the commencement of the meeting.
- 4.9. When requested by a majority of the Board trustees in writing, the Chair shall call a special meeting of the Board and shall notify all the trustees at least 24 hours prior to the meeting.



References:

- 4.10. Include that the meeting has been called at the request of the trustees and the business to be transacted.
- 4.11. In accordance with the Libraries Act, R.S.A. 2000, c.L-11, 31(1), any trustee finding it necessary to miss more three (3) consecutive Board meetings must have a resolution of the Board authorizing such absences. If a resolution is not passed, the trustee is disqualified from remaining a trustee of the Board.

5. Committees

- 5.1. The Board shall have the following standing committees: Human Resources & Finance (HR&F), Board Development & Policy (BD&P). The terms of reference for these committees are outlined in Attachment 1 – *Board Committees - Mandates*.
- 5.2. The general responsibility of all committees shall be to analyze all matters which come within its terms of reference and indicate to the Board by recommendation the ways and means of dealing with the matters before it and to advise on a course of action which in its opinion is necessary and expedient and shall include, without limiting its general responsibilities, any specific matters or responsibilities to it by the Board which are included in its terms of reference.
- 5.3. The Board Chair may from time to time in consultation with Board trustees establish any ad hoc committees as may be necessary to carry out the business of the Banff Public Library.
- 5.4. The Board shall review the standing committees at the AOM, at which time the Board shall appoint Board trustees to committees.
 - 5.4.1. Each standing committee shall consist of a minimum of four Board trustees and the Board chair as an ex officio member.
 - 5.4.2. The Library Director, and administrative staff as appropriate, shall attend all standing and ad hoc committees in an advisory capacity.
- 5.5. The Board may invite individuals to sit on committees. Such individuals may not vote.
- 5.6. The trustees may attend meetings of committees of which they are not members. Such trustees may not vote.
- 5.7. In the absence of the committee chair, another committee member shall preside as chair at a committee meeting.

6. Control and Conduct of the Meetings

- 6.1. The Presiding Chair shall preside over the conduct of meetings of the Board subject only to being overruled by a majority vote of the trustees. Such a vote is to be taken without debate
- 6.2. The Presiding Chair shall:
 - 6.2.1. maintain order and preserve decorum;
 - 6.2.2. decide points of order without debate or comment other than to state the rule governing;
 - 6.2.3. determine which trustee has a right to speak;
 - 6.2.4. ascertain that all members who wish to speak to a motion have had the opportunity to do so;
 - 6.2.5. rule when a motion is out of order.



References:

- 6.3. Each trustee shall address the Presiding Chair. All others shall remain quiet and shall not interrupt the speaker except on a point of order.
 - 6.3.1. Any trustee of the Board may raise a point of order when they/them believes that a rule, procedure or bylaw of the Board has, or is about to be, violated by a motion or in a speech by another member or officer
 - 6.3.2. The Presiding Chair will decide on the point of order raised.
- 6.4. When a trustee or officer of the Board is addressing the Board he or she shall:
 - 6.4.1. not shout or raise his or her voice or use profane, vulgar or offensive language;
 - 6.4.2. not speak on matters other than the matter then before the Board;
 - 6.4.3. obey the rules of procedure of the Board.
- 6.5. A trustee called to order by the Presiding Chair shall immediately cease speaking.
- 6.6. No trustee shall leave the meeting after a motion is made until the vote is taken.

7. Motions

- 7.1. Each committee shall make recommendations to the Board by way of motion. No recommendation of any committee shall be binding on the Board unless the Board has authorized the same.
- 7.2. Any trustee may make a motion on any matter discussed or dealt with pursuant to an item appearing on the agenda for a Board meeting.
- 7.3. Any trustee may make a motion to table a matter before the Board or its committees. Such a motion must include a specific date for inclusion in the agenda
- 7.4. Any trustee may make a motion to refer a matter back to a committee or person for further consideration. Such a motion must include the terms under which the motion is being referred
- 7.5. Each motion shall be moved except at committee meetings where no second will be required. Once a motion has been moved the motion shall be read and the trustees will have the opportunity to discuss the motion
- 7.6. The mover may withdraw or amend his or her motion at any time prior to the vote
- 7.7. All motions before the Board shall be decided by a majority of the members present and voting.
- 7.8. All trustees shall vote unless excused under Policy G.1, Clause 2. The Presiding Chair shall not vote except in the case of a tie vote. Except in the case of 7.7, voting will only be recorded as carried or lost; no count of votes for or against the motion will be recorded.
- 7.9. A Board trustee may introduce a motion to have a vote recorded before a vote is taken. If the motion is carried, votes will be recorded for each trustee present. If a trustee refuses to vote, his or her vote shall be recorded as negative.

8. Amendments

- 8.1. Where any motion has been moved, any trustee may make a motion to amend that motion prior to the vote on that motion.
- 8.2. A motion to amend shall be put to a vote prior to the vote on the original motion.
- 8.3. The original motion may be amended only once.
- 8.4. The following motions shall not be amended or debated:



References:

- 8.4.1. a motion to adjourn;
- 8.4.2. a motion to table;
- 8.4.3. a motion to nominate;
- 8.4.4. a motion to withdraw a motion.

9. Electronic Motions

- 9.1. Electronic motions are appropriate when the items in question are not controversial and do not require extensive background and explanation. If the Chair, in consultation with the Board, believes that the item might require extensive discussion will defer the voting until the next meeting.
- 9.2. If any Board member wishes to request that voting on a particular issue be at a regular meeting and not via e-mail, they must inform the Chair prior to the end of the 72-hour voting period or otherwise defined timeframe, which would end the voting and the motion would be deferred to an in-person vote.
- 9.3. Electronic motion procedures:
 - 9.3.1. All electronic motions will originate with the Secretary or Chair and the subject line will include the word “Electronic Motion”. The motion should be worded as a motion. Information related to the motion may be distributed with the motion via e-mail.
 - 9.3.2. All Board members are assumed to have received the email containing an electronic motion, if it is sent to the email address on record.
 - 9.3.3. Comments circulated should be clearly marked as comments by preceding the discussion with the word “Comment”.
 - 9.3.4. The Secretary or Chair shall determine when the discussion should conclude – the minimum voting period is 72 hours. The Secretary or Chair will make it clear in the email when voting begins and when voting ends.
 - 9.3.5. The motion must be passed by the majority of board members.
 - 9.3.6. When Board members cast a vote on an electronic motion they must “reply all” so that all other Board members know how they have vote.
 - 9.3.7. If a motion is defeated because too few Board members have cast ballots, the motions may be re-introduced at the earliest opportunity.
 - 9.3.8. Amendments to the original electronic motion should be handled by the Chair during the discussion and the same protocol outlined in Section 8.
 - 9.3.9. The Secretary will count and record the ballots and report the outcome.
- 9.4. All votes completed by email will be ratified in the minutes of the following Board meeting.

10. Appeal

- 10.1. Any decision of the Presiding Chair may be appealed by motion to the trustees by a trustee challenging the decision of the Presiding Chair.
- 10.2. The appeal shall be put to the trustees for a decision and the question shall be decided by a majority vote of the members present without debate.



Town of Banff
Public Library

Policy: G.2 - Governance
Title: Board Governance
Motion No. 27-3-19-2
Reviewed: March 27, 2019

References:

11. Amendments to the Board Governance Policy

- 11.1. Any changes to the Policy shall be provided to all Board trustees at least one regular meeting prior to the meeting at which the changes are to be debated and voted on.
- 11.2. Notwithstanding Section 7.6, this policy may be amended, repealed or suspended by a vote of two-thirds of Board members.
- 11.3. Notwithstanding Sections 10.1 and 10.2, this policy may be amended, repealed or suspended at any meeting of the Board by the unanimous vote of all trustees.



References:

ATTACHMENT 1A – COMMITTEE MANDATE – HR&F COMMITTEE

Committee Mandate: Human Resources and Finance

General Purpose:

The Human Resources and Finance Committee is responsible for recommendations and leadership to the Banff Public Library Board of Trustees in matters relating to personnel and financial governance. The committee is responsible for Human Resources and Finance policy development, revision, and presentation to the Board. The committee will ensure policies are in place that uphold standards reflecting current legislation and guiding principles.

Finance

Roles and Responsibilities

1. To monitor and review revenue and expenditures on a monthly basis relative to approved budget.
2. To monitor and review capital project expenditures, when applicable, relative to approved capital project budgets.
3. Review the proposed and operating and capital budgets as drafted by management and prepare a projected financial request that follows the municipal budget cycle.
4. Present the reviewed operating and capital budgets and projected financial request to the Board for approval by October of each year.
5. Present the final fiscal budget, with approved Town funding level, to the Board by January of each year.
6. Meet with stakeholders (e.g. Town Council, Gov't of Alberta, etc.) to present the funding request, where necessary.
7. To review the annual reviewed financial statement with the accountant and present at the following Board meeting
8. Ensure that the approved annual reviewed financial statements are forwarded to financial stakeholders (i.e. Town of Banff, ID9, Municipal Services, Marigold) on a timely basis;
9. Manage bank, investment, and credit account arrangements, including up-to-date signing authorities.

Human Resources

1. Undertake recruitment and recommend selection of Library Director when and as directed by the Board.
2. Prepare and conduct annual evaluations of the Library Director. Present annual evaluation of the Library Director to the Board for approval prior to conducting the evaluation.
3. Review, update, and maintain policies with respect to staff safety, conduct, and interactions with patrons.



References:

4. Review and approve the remuneration and benefit program to ensure staff members are fairly compensated for work expectations within the fiscal capacity of the Library.

Composition and Appointment

1. The Board will be equally divided between two Standing Committees plus the Board Chair. Chairperson of this committee shall be appointed from within the committee. The Library Director shall be present for advice and counsel, as required.
2. All membership appointments will be for one year. Re-appointments are permitted.

Meetings

1. Meetings will occur monthly to a minimum of eight (8) times per year and are called by the Chair of the committee.

Review:

1. Review of the committee shall be carried out annually to ensure that the committee is reaching its goals and adhering to the Mandate.
2. The Mandate statement and committee membership will be reviewed annually at the November meeting by the Board.

Formation of Ad Hoc Committees

1. Ad Hoc Committees may be established by a motion of the Board to deal with a specific issue before the Board
 2. Ad Hoc committees may have any number of members from all levels (Board, Management and Staff)
 3. Ad Hoc committees will report recommendations to the Board upon completion of its assignment shall be discharged by a motion of the Board.
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References:

ATTACHMENT 1B – COMMITTEE MANDATE – BD&P COMMITTEE

Committee Mandate: Board Development and Policy

General Purpose:

The Board Development and Policy Committee advises the Board on matters relating to external communications with stakeholders (Town of Banff, ID9, media, public, library members, etc), board recruitment, development, and training, and the physical infrastructure of the library. The Committee functions to ensure that new and returning Board members are adequately trained and informed to fulfill their role as a Library Board trustees, to ensure that stakeholder relationships are cultivated and nurtured, that the community at large are informed of library activities, and to ensure that the physical space of the library and its surroundings remain sound and functional.

Board Development

Roles and Responsibilities:

1. To recruit potential board members on advisement from:
 - a. Current board members
 - b. General public
 - c. Through advertisement
2. To recommend potential board members to the Board. The Board will then make their recommendations to the Town Council
3. To keep the Board informed of training opportunities.
4. To hold an annual board professional development day.
5. To develop and update a handbook/manual for board members.
6. To provide orientation to new board members.
7. To review assigned policies according to the schedule outlined in the Policy on Policy Making G.7. Policies to be presented to the Board for approval.

Advocacy

Roles and Responsibilities:

1. Develop and maintain communication channels with stakeholders
2. Develop and maintain communication channels with funding bodies
3. Develop and maintain a PR and communication plan
4. Community outreach



References:

Building

Roles and Responsibilities:

1. Advises the Board on property matters in general and in fulfilling its governance responsibilities with respect to
 - a. construction and renovation projects
 - b. leases and permits,
 - c. regulatory commitments, e.g. accessibility, safety, etc.
2. Reviews construction and renovation projects within the Committee's authority and presents recommendations to the Board for approval.
3. Reviews and approves any amendments to a construction or renovation project within the Committee's authority
4. Brings recommendations to the Board on construction and renovation projects
5. Maintains communications with the ToB and other stakeholders regarding construction projects and building maintenance

Composition and Appointment

1. The Board will be equally divided between two Standing Committees plus the Board Chair. Chairperson of this committee shall be appointed from within the committee. The Library Directory shall be present for advice and counsel.
2. All membership appointments will be for one year. Re-appointments are permitted.

Meetings

1. Meetings will occur monthly to a minimum of eight (8) times per year and are called by the Chair of the committee.

Review:

1. Review of the committee shall be carried out annually to ensure that the committee is reaching its goals and adhering to the Mandate.
2. The Mandate statement and committee membership will be reviewed annually at the November meeting by the Board.

Formation of Ad Hoc Committees

1. Ad Hoc Committees may be established by a motion of the Board to deal with a specific issue before the Board
 2. Ad Hoc committees may have any number of members from all levels (Board, Management and Staff)
 3. Ad Hoc committees will report recommendations to the Board upon completion of its assignment shall be discharged by a motion of the Board.
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Town of Banff
Public Library

Policy: G.2 - Governance
Title: Board Governance
Motion No. 27-3-19-2
Reviewed: March 27, 2019

References:

ATTACHMENT 2 – BOARD SELF EVALUATION FORM



Board Self-Evaluation Tool (Sections A-E)

Board Chair Evaluation Tool (Section F)

Evaluation Date: _____



References:

A. HOW WELL HAS THE BOARD DONE ITS JOB?

Circle the answer that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- 1. The Board has a three to five-year strategic plan or a set of clear long range goals and priorities 1 2 3 4 5
- 2. The Board's meeting agendas clearly reflect the Library's strategic plan or priorities. 1 2 3 4 5
- 3. The Board ensures that the Library's accomplishments and challenges and accomplishments and challenges are communicated to members and stakeholders. 1 2 3 4 5
- 4. The Board has ensured that members and stakeholders have received reports on how the Library has used its financial and human resources. 1 2 3 4 5
- 5. The Board ensures that the Library's policies, bylaws, and Plan of Service are reviewed annually. 1 2 3 4 5
- 6. Ensures that it has complied with all policies and bylaws. 1 2 3 4 5

Comments:

My overall rating for Section A (add together the total of the numbers circled):

Excellent (20+); Very Good (17-19); Good (14-16); Satisfactory (11-13); Poor (6-10)



References:

B. HOW WELL HAS THE BOARD CONDUCTED ITSELF?

Circle the answer that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

Note: These questions can relate to the Board or Committee meetings. Please use comments section to clarify your ratings.

- 1. Board members are aware of what is expected of them. 1 2 3 4 5
- 2. The agendas of meetings are well planned so that we are able to get through all necessary business. 1 2 3 4 5
- 3. Most Board members come to meetings prepared 1 2 3 4 5
- 4. We receive written reports to the Board in advance of our meetings. 1 2 3 4 5
- 5. All Board members participate in important Board discussions. 1 2 3 4 5
- 6. We do a good job encouraging and dealing with different points of view. 1 2 3 4 5
- 7. We all support the decisions we make. 1 2 3 4 5
- 8. The Board has taken responsibility for recruiting new Board members 1 2 3 4 5
- 9. Planned and led the orientation process for new Board members. 1 2 3 4 5
- 10. The Board has a plan for trustee education and further Board development. 1 2 3 4 5
- 11. Our Board meetings are always interesting. 1 2 3 4 5
- 12. Our Board meetings are frequently fun. 1 2 3 4 5

Comments:

My overall rating for Section B (add together the total of the numbers circled):

Excellent (50+); Very Good (40-49); Good (34-49); Satisfactory (23-33); Poor (12-22)



References:

C. BOARD’S RELATIONSHIP TO THE LIBRARY DIRECTOR

Circle the answer that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- 1. Clear understanding of where the Board’s role ends and the Library Director’s begins. 1 2 3 4 5
- 2. There is communication between the Board and the Library Director. 1 2 3 4 5
- 3. The Board trusts the judgment of the Library Director. 1 2 3 4 5
- 4. The Board provides sets new policies or clarifying existing ones to achieve the Board’s goals. 1 2 3 4 5
- 5. Discussed and communicated the kinds of information and level of detail it requires from the Library Director on what is happening in the Library. 1 2 3 4 5
- 6. The Board has developed formal criteria and a process for evaluating the Library Director. 1 2 3 4 5
- 7. The Board, or a committee of the Board, has formally evaluated the Library Director within the past 12 months. 1 2 3 4 5
- 8. The Board evaluates the Library Director primarily on the accomplishments of the Library’s strategic goals 1 2 3 4 5
- 9. The Board provides feedback and shows its appreciation to the Library Director on a regular basis. 1 2 3 4 5
- 10. The Board ensures that the Library Director is able to take advantage of development opportunities. 1 2 3 4 5

Comments:

My overall rating for Section C (add together the total of the numbers circled):

Excellent (40+); Very Good (34-39); Good (24-33); Satisfactory (19-23); Poor (10-18)



References:

D. PERFORMANCE OF INDIVIDUAL BOARD MEMBERS

Circle the answer that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- 1. Aware of what is expected of me as a Board Member. 1 2 3 4 5
- 2. I have a good record of meeting attendance. 1 2 3 4 5
- 3. I read the minutes, reports and other materials in advance of meetings. 1 2 3 4 5
- 4. Familiar with Library's by-laws, governance policies and Plan of Service. 1 2 3 4 5
- 5. Encourage other Board members to express their opinions. 1 2 3 4 5
- 6. Encouraged by other Board members to express my opinions 1 2 3 4 5
- 7. I am a good listener at meetings. 1 2 3 4 5
- 8. I follow through on things I have said I would do. 1 2 3 4 5
- 9. I maintain the confidentiality of all In-Camera discussions. 1 2 3 4 5
- 10. When I have a different opinion than the majority, I raise it. 1 2 3 4 5
- 11. Support Board decisions once they are made even if I do not agree with them. 1 2 3 4 5
- 12. I am satisfied with the role of the Board's Committees. 1 2 3 4 5
- 13. I stay informed about the Library's mission 1 2 3 4 5
- 14. I promote the work of the Library in the community 1 2 3 4 5

Comments:

My overall rating for Section D (add together the total of the numbers circled):

Excellent (55+); Very Good (45-54) Good (32-44); Satisfactory (27-31); Poor (14-26)



References:

E. GENERAL COMMENTS

Please add any general comments you would like to make regarding the self –evaluation of the Banff Public Library Board.

F. FEEDBACK TO THE CHAIR OF THE BOARD

Circle the answer that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- 1. I am aware of the role of the Chair of the Board. 1 2 3 4 5
- 2. The Chair is well prepared for Board meetings. 1 2 3 4 5
- 3. The Chair helps the Board stick to the agenda. 1 2 3 4 5
- 4. The Chair ensures that every Board member has an opportunity to be heard. 1 2 3 4 5
- 5. Skilled at managing different points of view. 1 2 3 4 5
- 6. Tough on us as a group when we get out-of-line. 1 2 3 4 5
- 7. How to be direct with an individual Board member when their behaviour needs to be changed. 1 2 3 4 5
- 8. The Chair helps the Board work well together. 1 2 3 4 5
- 9. The Chair demonstrates good listening skills. 1 2 3 4 5
- 10. The Board supports the Chair. 1 2 3 4 5
- 11. The Chair effectively represents the Board to the public. 1 2 3 4 5
- 12. The Chair is available to fulfill his/her commitments. 1 2 3 4 5

Comments:

My overall rating for Section F (add together the total of the numbers circled):

Excellent (55+); Very Good (45-54) Good (32-44); Satisfactory (27-31); Poor (14-26)