

Minutes

Approved

CEDAR SPRINGS PUBLIC LIBRARY

SPECIAL BOARD MEETING

Friday March 15, 2024

7:00 PM MEETING

CEDAR SPRINGS PUBLIC LIBRARY

107 N Main Street, Cedar Springs, MI 49319

I. CALL TO ORDER

Meeting called to order by Chair Smith at 7:01pm

Roll Call

Present: Tim Smith, Heidi Armock, Mark Dykstra, Tony Owen, Michelle Gritter, Ron Howell, John Lehmoine

Quorum present to do business

II. PLEDGE OF ALLEGIANCE

Chair Smith led the pledge

Approval of Agenda

MOTION by Owen 2nd Lehmoine

To Approve agenda as submitted

Voice Vote

Ayes-All

Nays-None

Motion Passes

III Library Director Candidate

Discussion-Chair and Carol Dawe reviewed the selection process of 5 candidates that led to the interview of James Pugh tonight. James Pugh was brought into the meeting and Carol Dawe led a series of 9 questions from the her and the Board for his answers. The Chair checked with the Board if there were any additional questions. The candidate was thanked for his time and he was excused from the meeting.

The library staff left the meeting with the candidate.

The chair then went around the table and asked for impressions from the Board of the interview.

The Board comments were favorable and noted the positive responses to the various questions.

PUBLIC COMMENT

The Board then agreed to accept public comment at this part of the meeting rather than later as reflected in the agenda.

Public Comment-The staff was present and expressed comments like: excited; honest answers; personable and work with community, work with us; asked us questions right in the interview D. Clark was pleased to hear about the candidate’s efforts to work with all the community.

IV Next Steps

Discussion-The Chair led a discussion on what to do next regarding making an offer to J. Pugh by the Chair on behalf of the Board.

MOTION by Owen 2nd by Lehmoine to authorize the Chair to extend an offer including salary of \$57,500 and cash benefits up to \$6,000 to J. Pugh including 3 weeks’ vacation and seek an agreement with J. Pugh to be brought back to the Board for final hiring approval to take form in a possible Letter of Understanding.

Discussion: It was noted the salary at \$57,500 was already set and most benefits granted to salaried exempt employees was already defined in the Personnel Manual i.e. sick leave, work hours etc. It was noted the cell phone provision may have to be revised. The candidate does have limited employee supervisory experience and could benefit from education and mentoring. C. Dawe said she would provide support and there is a young group of Library Directors in the Lakeland Cooperative who meet regularly and support each other. C. Dawe also said the Board can also help with mentoring but must remember to speak as one voice such as through the Chair. The preliminary budget work showed there were sufficient funds to support the \$6,000 additional cash compensation in the motion.

Roll Call Vote

Ayes: Armock, Dykstra, Owen, Gritter, Howell, Lehmoine, Smith

Nays: None

Motion Passes

V. Motion to Adjourn

Time 8:27pm

MOTION by Owen 2nd by Lehmoine

Discussion: The Chair and Carol Dawe were thanked for their efforts in the hiring process to bring the Board to this point.

Voice Vote: Ayes: All Nays: None

Motion passes

Respectfully submitted by Secretary Howell

Paul M. Howell

18 MAR 24

Board Approved-

Tina Smith

March 25, 2024

Next regular meeting scheduled for Monday, April 22, 2024, 7:00 pm at the library.

Meeting Attachments:

- o Candidate Resume Questions/Answers

James Pugh, MMLIS

480-745-5094 | jamespugh83@gmail.com

January 30, 2024

To the Hiring Committee:

I am contacting you today regarding the Library Director position at the Cedar Springs Public Library as seen on the Michlib-l listserv. Drawing on nine years of comprehensive experience in library operations, I have undertaken diverse responsibilities, ranging from circulation services and collection development to program planning and library marketing. My professional journey has encompassed roles such as Support Services Clerk, Cataloger, Youth Library Assistant, Community Relations Specialist, and Business & Marketing Librarian providing me with a breadth of expertise.

Library leadership has been a passion of mine since I started my LIS career. I have been privileged to participate in numerous professional development opportunities to learn, share, and grow effective leadership skills. My commitment to effective library leadership prompted my enrollment in the Master of Management in Library and Information Science program at the Marshall School of Business, University of Southern California. Focusing on the American Library Association Core's 14 Foundational Competencies for Library Leaders and Managers, the program has reinforced my professional development, enhancing my capabilities in project planning, collaborative teamwork, grant acquisition, organizational partnerships, and professional communication.

Leaning on my knowledge and education, I have been provided valuable contributions to OTPL. I have honed my project management skills, streamlining my productivity. I have also collaborated with, motivated, and encouraged co-workers from across departments to ensure projects are on time and high in quality. Noteworthy achievements include spearheading the successful brand identity rollout, writing both the Marketing and Crisis Communication Plans, drafting the first iteration of the Social Media policy, and establishing a collaborative programming initiative with the Orion Community Road Rally in 2021. I have also facilitated the \$2,000 2019 LSTA Grant which provided the Sensory Kits for our patrons with special needs, the \$5,799 2020 CARES Act Grants which initially purchased the circulating Wi-Fi Hotspots and Chromebooks, and most recently the \$2,500 2023 Dollar General Literacy Foundation Grant which supplemented our Summer Reading Program.

My passion for libraries and leadership extends beyond OTPL's walls. My continued involvement with the Michigan Library Association allows me to share my enthusiasm for libraries with colleagues across the state. I have been able to be a part of the planning workgroups for two state-wide library conferences while presenting on ways to share how libraries can advance to meet the needs of their communities. Most notably, I presented on how to make community connections with local organizations at the 2022 Spring Institute conference for Youth Services and moderated a panel on library leadership at the 2022 MLA Annual Conference. I will even be presenting at the 2023 ALA Annual Conference in San Diego on the research I conducted on implementing stay interviews in libraries. Stay interviews are a way for management to meet with employees with the purposes of retention and job satisfaction.

I am confident that my leadership style, characterized by setting and achieving production goals, upholding quality standards, and fostering individual creativity, aligns seamlessly with the Library Director role. I am eager to contribute to Cedar Spring Public Library's success by leveraging my skills in leadership, brand management, and collaboration.

Enclosed with this correspondence is my resume providing my professional background. Professional references can be given upon request. I welcome the opportunity for further discussion regarding the Library Director position at your earliest convenience.

Thank you for your time and consideration.

Sincerely,



James Pugh, MMLIS

James Pugh

(480) 745-5094
jamespugh83@gmail.com

Summary

Accomplished and results-oriented professional with years' experience in the library and information science field and a track record of success in community relations, marketing, and program development.

Education

Master of Management in Library and Information Science Marshall School of Business, University of Southern California, Los Angeles, CA

Bachelor of Arts in English Arizona State University, Tempe, AZ

Associate in Applied Science, Library Technical Services Oakland Community College, Bloomfield Hills, MI

Professional Affiliations

Michigan Library Association (MLA)

- Member: 2016-Present
- 2016 MLA Michigan Author Award Work Group Chair
- 2020 MLA Annual Conference Work Group Member at Large
- 2020-2021 MLA Mentorship Program
- 2021-2022 Michigan Library PR/Marketing Group
- 2023-24 MLA Annual Conference Work Group Member at Large

American Library Association (ALA)

- Student Member: 2017-2023

Professional Experience

Community Relations Specialist/Business & Marketing Librarian (March 2023 – Present)
Orion Township Public Library, Lake Orion, MI

- Spearhead the promotion of library programs and services through strategic multichannel marketing approaches, resulting in increased community engagement and awareness.
- Successfully oversee and manage the marketing budget, ensuring cost-effective and impactful promotional initiatives.
- Establish and develop local business and organization partnerships.
- Co-host the library's podcast, *We Blame Our Shelves*, covering topics of the history of cookbooks and children's literature, book banning and censorship, the problematic features of current library classification systems, and more.
- Chair the Marketing Committee, orchestrating effective marketing strategies and tactics to drive library visibility and patronage.
- Led the successful rollout of a new library logo and brand identity, garnering positive feedback from both staff and patrons.
- Develop and implement the library's current Marketing Plan, aligning it with the organization's overall strategic objectives.

Library Assistant (April 2017 – March 2023) Orion Township Public Library, Lake Orion, MI

- Established and maintained partnerships with local public and private preschools for outreach services, leading to increased library usage among young children.
- Provided excellent reference assistance to patrons, demonstrating strong knowledge of library resources and services.
- Planned and executed a variety of engaging youth programs, including PreK-5th Grade activities, storytimes, craft programs, and virtual events.
- Collaborated with cross-functional teams for inter-department coordination of large library-wide programs, such as Star Wars Day, Harry Potter Day, International Games Day, and Orion Fandom Fest.
- Utilized ILS reports for collection development, ensuring efficient weeding and budget allocation.
- Initiated a new collection of Sensory Bins for in-library use, catering to patrons with sensory needs.
- Established Orion Community Road Rally with local government and non-profit organization partners.

Support Services Clerk (December 2014 – April 2017) Orion Township Public Library, Lake Orion, MI

- Proficiently managed Polaris ILS software, handling tasks such as placing holds, circulating items, and catalog searches.
- Assisted in the processing, packing, and circulation of Interlibrary Loan items, contributing to a seamless resource sharing experience for patrons.
- Volunteered as a database management specialist for the James Ingram Orion History project, showcasing dedication and commitment to preserving local history.

Cataloger (December 2014 – April 2017) Clarkston Independence District Library, Clarkston, MI

- Maintained accurate MARC records and performed copy cataloging using Polaris ILS software.
- Programmed RFID tags for streamlined library operations.
- Processed library materials, ensuring prompt availability to patrons.
- Conducted minor repairs on materials, enhancing the longevity of the library's collection.
- Actively participated in various library committees, including Public Relations, Logo, and Maker Space, making valuable contributions to organizational initiatives.

Core Competencies

- Exceptional communication skills with the ability to effectively engage with diverse audiences.
- Proven experience in change management, leading teams through successful transitions.
- Strong collaborator and relationship builder, fostering partnerships to enhance library services.

- High emotional intelligence, enabling the establishment of positive connections with staff and patrons.
- Analytical problem solver, employing evidence-based decision-making to address complex challenges.
- Proficient in budget creation and presentation, ensuring fiscal responsibility and resource optimization.
- Forward-thinking and critical mindset, constantly seeking innovative solutions to improve library operations.
- Adept at project management, from planning to execution, resulting in the successful implementation of various programs and initiatives.
- Demonstrated expertise in marketing and advocacy, effectively promoting library services and programs to the community.
- Deep commitment to library ethics and core values, upholding the integrity and mission of the library profession.

References available upon request.

Cedar Springs Public Library Director Search 2024

Please answer the following questions:

1. Please provide a detailed example of how you made your professional vision a reality, including details about the process and outcomes.

For the past 9 years, I have worked diligently and strived to become a leader in the Library and Information Sciences (LIS) field. I started out as a volunteer at my hometown library when I began my education into LIS at the Oakland Community College's (OCC) Library Technical Services program. The program became the foundation of my LIS skills such as collection development, the reference interview, and technical services like cataloging and book repair. I was hired as a part time Support Services clerk during my time at the OCC program and was soon granted full-time work status due to my on-the-job experience as well as educational background. I then worked really hard to complete my bachelor's degree through a job-title change, becoming the Youth Library Assistant, and a global pandemic. My time as a Library Assistant allowed me to hone my LIS skills and add to them program planning, outreach coordination, and even library marketing. With all of this experience under my belt, I wanted to pursue a degree in library leadership, and the Master of Management in Library and Information Science (MMLIS) from the Marshall School of Business at the University of Southern California provided the best opportunity for me to pursue that goal. Finally, as I was completing the MMLIS, I was able to put into practice the management skills I learned in the program. I was put in charge of the Orion Township Public Library's new branding identity while simultaneously marketing the strategic planning project. I was able to keep each department on task with their responsibilities with the new branding by using Gantt and RACI Charts and regular check-ins while also garnering a 6% response rate for the strategic planning survey. I achieved such a high response rate, the strategic planning consultants were only expecting a 1-2% response, through a social media, in-library, and community partner ad campaign. From March through September of 2023, I was able to successfully roll out two marketing campaigns thanks to my work experience in libraries as well as the education I received. I believe that my professional vision of becoming a successful library leader is well under way due to these invaluable assets I possess.

2. What are some of the core issues/projects a director should focus on and what skills do you bring to the table and what you might need from the staff and board.

I look forward to utilizing my skills and education for any issue/project that a director might face. The library director is the face of the library. They should be seen as a leader who will ensure the best services are provided to their community stakeholders. The best way to achieve this is to ensure staff are satisfied at work and will bring the best foot forward to a public-facing role. The director should ensure that the library building is a safe space providing facilities that are inclusive and welcoming, ensuring patrons will want to keep coming back to use the library. Finally, the director should help foster library advocates throughout the community in regular users and community partner organizations. If more stakeholders speak well of the library, it will

be seen as an important commodity ensuring it operates for years to come. In my career, I have established good working relationships with not only library employees but with community members. I have coordinated outreach efforts with local organizations like schools and local businesses as sponsors of library programs. Thanks to my education, I have a solid foundation as to what makes a beneficial mutual community partnership and how to keep employees satisfied at work. And while I do not have any facilities issues I have directly solved, my education has prepared me for crisis management and budgeting for unexpected events. What I would need from the staff and board is trust in my abilities as well as grace while I continue to learn and hone my LIS leadership skills.

3. What are one or two major challenges facing public libraries today and how would you address them in a community such as Cedar Springs?

I think the biggest issue facing libraries today is book challenges and bans. Thankfully, as an active member of the Michigan Library Association, I have access to a plethora of materials and resources needed to face such challenges. For example, I fully embrace the "Freedom to Read" campaign as opposed to "Banned Books Week." I prefer the focused message of libraries protecting individuals' right to choose what to read for them and their family as opposed to reading banned books just to read them. Also, again thanks to my education, I learned that having solid library policies in writing, such as a Collection Development policy or a Materials Challenges policy, is key when explaining to the public why the library chooses the books for its collection. I also believe in falling back on the core values of librarianship when it comes to the First Amendment and Intellectual Freedom rights. By relying on such solid foundations as well as drawing on resources from across the state, I believe that I would be able to address not only the issue of book challenges, but a majority of issues the Cedar Springs Library could face.

James Pugh

Finalist

Cedar Springs Public Library Director Candidate

Summary of reference interviews conducted by Carol Dawe 3/13-14/2024.

Three references were contacted.

The following questions were asked and answered. This is a compilation of all 3 individuals.

- 1.) What is your professional relationship with James and how long have you known him? One was a former co-worker, two were former supervisors. All three have known him 5-10 years.
- 2.) Would you hire him again? All 3 said yes without any reservations.
- 3.) Tell me more about James? Team player, fun and enthusiastic coworker. Passionate, creative, and organized. He scheduled all the preschool age activities and was very successful at getting everything planned, implemented, and evaluated. He's great with kids. He's the first to step up and help and no job is too small. He hasn't managed people, but all said that he was up to the task, his MLS degree focused on management, and he is a great people person, kind and a very fast learner. Very open to feedback.
- 4.) Do you think he would make a good director? Again, all 3 said yes without reservation. They know he hasn't done it before but with a supportive board and perhaps a mentor, he would be wonderful. He has great ideas and vision and enjoys working with people.

Cedar Spring Public Library Director Candidates—Final Interviews 2024

Candidate Interview:

Agenda:

1. A 20 minute tour of the library by the designated staff members
2. A 60-minute interview will follow:
 - a. Introductions: Carol will introduce the candidate and the board members:(3 minutes)
 - b. Questions and Discussion will follow and we will allow approximately 5-6 minutes per question. Each board member will ask a specific question. Carol will act as timekeeper and keep things moving forward.

Interview Questions: One per board member except two for Carol and Tim. (Each question is also on a separate sheet so you can take notes.)

1. (CAROL) Although this was addressed in the first interview, please share your reasons for applying: why Cedar Spring Library and this community and why now?
2. (TIM) Your written questions provided a lot of information on your current skillset, How would you define your leadership and management style.
3. (TONY) How do you make difficult decisions? Please give specific examples of how you have managed conflict?
4. (HEIDI) Please talk about how you would manage the budget and budgeting process and if you were given a windfall of \$30,000.00 how would you decide how this money should be spent?
5. (JOHN) Please share 2 experiences that show us your successes and challenges in your career. Please start by telling us about a very positive experience/success and then about one that was less successful and what you learned and how you would do things differently.
6. (MICHELLE) How would you work with the community? How would you make the library a more welcoming place? Please be specific in terms of physical and attitudinal changes that you might make?
7. (MARK) There is a big winter storm coming and the National Weather Service and local authorities have determined that businesses and services in your area should shut down. There is also a board meeting scheduled for this evening. How would you proceed?
8. (CAROL) If you had to substitute for the youth services staff on very short notice, what would you do in terms of a program, craft or story time?
9. (TIM) What questions do you have for the Board?