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Charlotte L. Canelli, Library Director

Library Board of Trustees

John Hall, Chair
Marguerite Cummings, Vice-Chair
Sarah Begg
Donna Montgomery
Leah O'Leary
George Michalec

**MEETING OF THE BOARD OF LIBRARY TRUSTEES
Minutes of the August 13, 2020 Meeting**

Those present: Trustees, John Hall, Marguerite Cummings, Donna Montgomery, Leah O'Leary, and George Michalec; Molly Kean Director of Human Resources for the Town of Norwood, Sharon Flaherty with Community Paradigm Associates LLC, Bernard Lynch with Community Paradigm Associates LLC, and Sandy Moore Town of Norwood IT.

Recording Secretary: Casey Argyrou

Mr. Hall called the meeting to order at 6:02 p.m.

The meeting was arranged by Ms. Kean to receive and discuss a presentation by representatives of Community Paradigm Associates, a consulting firm proposed by the Town General Manager, on the process they propose for identifying and selecting a successor to Charlotte Canelli as Library Director. The meeting will be taped and made available for Sarah Begg who was unable to attend in person. Community Paradigm specializes in executive recruiting for municipal management roles. They have assisted multiple towns and libraries with their Library Director search. Prior to starting his firm, Mr. Lynch served as Town Manager of both Chelmsford and Lowell. He also served on the Library Board of Trustees in Lowell, which has provided him a unique dual sided perspective when approaching a Library Director search.

Ms. Kean shared her screen which showed the Norwood Library Director Recruitment Process. It broke the process into four phases: Preparation and Recruitment, Review of Applications, Initial Interviews and then the role of the Library Trustees. The first phase "Preparation and Recruitment" typically involves polling the Trustees, staff members and community members to create a profile of the community and their needs. As a firm, they want to understand what makes the library work now and what the needs and challenges will be in the future. They will then use that information to determine recruitment parameters.

Once the recruitment has commenced, the firm will receive all of the resumes to confirm that they will be kept confidential. The firm will screen the resumes and file them into three categories: "highly qualified", "qualified" and "not qualified". The applications are then given to a Steering Committee for review in Executive Session. They will pick an initial pool of 6-7 candidates to interview. A final selection of 3-4 candidates will be sent to Mr. Lynch to begin CORI checks and to The Board for final review and interviews. The board may ask the final candidates to meet with staff, the former director, or community members to see how they interact. Then the final choice is made. This entire process takes 12-16 weeks.

Mr. Hall opened the floor up to questions. Mr. Michalec made the point that the firm must see a lot of the same candidates when dealing with local Library Director searches. He asked if the Board or Steering Committee would be notified of a candidates search history, for example if they were a top candidate at another Library, or if they were passed over by other selectors for a particular reason. Mr. Lynch explained that due to confidentiality, he wouldn't be able to say where a candidate had applied, but he can share if the firm has interviewed them before.

Ms. Montgomery asked if the current director, Charlotte Canelli would be included in interviews and whether Mr. Lynch's firm had worked on Dedham's Library Director search. Mr. Lynch replied that Community Paradigm had not worked with Dedham on their Library Director search, but they did participate in their Town Manager search. He said Ms. Canelli could be involved to whatever extent she and the Board preferred, and in most cases the final candidates will spend time talking to the Director.

Mr. Hall asked if Mr. Lynch was familiar with the resources offered by the Massachusetts Board of Library Commissioners (MBLC). Ms. Flaherty confirmed that they were familiar with the MBLC and they have used them to aid in Director searches in the past. Mr. Hall also suggested looking at the Library's financial reports. Mr. Hall explained that the Morrill Memorial Library is bigger than the libraries the firm has previously worked with (Northborough and Mattapoisett). A good candidate for our library would need to have experience and familiarity balancing a large amount of non-tax revenue, as well as a strong familiarity with state guidelines for material expenditure. He'd also like to know that their perspective on the ratio of print versus digital materials is in line with what Ms. Canelli has established over her tenure and how the Board feels it should proceed in the future. Mr. Lynch agreed the material John suggested will be helpful. He did acknowledge that the libraries he dealt with are smaller, but as a Trustee in Lowell he did have experience seeing how libraries deal with strategic planning and balancing various types of material expenditure and resources.

Mr. Hall asked Mr. Lynch when he would expect Mr. Mazzucco's input in the selection process. Mr. Lynch believed that Mr. Mazzucco will most likely not be part of the selection process until the firm and the Steering Committee have narrowed it down to the final set of 2-4 candidates at which point they would also be meeting with Ms. Canelli, The Board and the community so everyone can make the best decision.

Ms. O'Leary asked Mr. Lynch if there were any controversies or conflicts during their previous Director searches between Board Members or Search Teams. Mr. Lynch said that the nature of municipal government will always be differing opinions, but he can't think of any group where the differences were so broad that they couldn't come to an agreement that benefitted everyone. He says that he thinks their role is making sure the candidate is the best fit and finding someone that people will all rally behind. They aim to unite all of the different factions.

Ms. O'Leary asked Mr. Lynch if internal candidates will be given interviews as a matter of course. He said it's up to the Steering Committee, and it will depend on the organization. The aim of the firm is never to build up false expectations, but he does prefer to see internal candidates given the opportunity to interview if they are qualified candidates.

Mr. Hall invited Mr. Lynch to give more information about who might be on the Steering Committee. Mr. Lynch explained that he is supportive of the open meeting law and full transparency, but it can

cause issues in a search like this. The law does allow for a Steering Committee, which can contain Board Members, but it can't be comprised of the entire Board or only Board members. The Steering Committee can meet outside of Open Meeting. This committee could be comprised of some Board members, Friends of the Library, Town Department Heads or managers, etc. Mr. Hall explained that there is already a Personnel Committee which includes 3 members of the Board (Ms. Begg, Ms. Cummings and Mr. Michalec) with himself as a sometime ex officio member. To that number, he'd like to invite Patricia Fanning who is a former Library Trustee and Norwood Historian. Mr. Mazzucoc has also suggested including a Town Department Head such as Mark Ryan. Mr. Lynch said that selection would be appropriate and a good size. Ms. Montgomery asked if it would be the responsibility of the Board or the Firm to choose the members of the Steering Committee. Ms. Kean confirmed that the Board would choose the members of the Committee.

Ms. Cummings expressed that she would like to see a librarian from the staff such as Elizabeth Reed on the Committee to bring their expertise of the job and the inner workings of the library. Mr. Hall agreed that that skill and expertise will be important, but he does not know if it is appropriate for a staff member to pick their new boss. He suggested inviting a librarian from another town or a former librarian such as former Technology Librarian Alli Palmgren. Ms. Kean agreed that she would be uncomfortable having a staff member on the Committee. Mr. Lynch reminded the Board that staff members could be involved in the final round of interviews even if they were not on the Steering Committee.

As a next step, it was agreed that Mr. Lynch would get everyone's contact info from Ms. Kean, and he would work with either Mr. Hall or Ms. Kean to set up some Zoom meetings to begin polling Board and staff members to get a general consensus about what everyone would like to see in a new Library Director. Mr. Hall asked if he can ask Ms. Canelli about her thoughts and who she thinks would be good to speak with. Ms. Kean said that would be fine, but she should not be included in the Steering Committee.

Mr. Lynch asked when Ms. Canelli is leaving and Ms. Kean replied that it would be the end of January. Mr. Hall expressed concern that a 12-18 week timeline would put their selection period around the holidays, which might delay things. Mr. Lynch said he's been in that situation before, and he is not concerned about the timeline. He asked if the Board would prefer that there is overlap between the current Director and the new Director. Ms. Cummings responded that they would prefer there was an overlap, but she feels confident in the skill of the Assistant Director Lydia Sampson should they not have the time for an overlap. Mr. Lynch expressed that they can plan to make a decision by mid- December so the final candidate will have at least 30 days to announce to their current employer that they are leaving.

A motion was made/seconded (Cummings/O'Leary) to end meeting. The Board went in alphabetical order voting to adjourn. All Agreed. Mr. Hall called the meeting to an end at 7:01pm.

Respectfully submitted,



Casey Argyrou
Recording Secretary