

# Reorganization & ILL:

Supporting Staff Through  
Growth & Transition.

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&

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Resource Sharing Coordinator



# Who we are

Binghamton University Libraries:

Over 3 million items

FTE 17,000

2 million visits a year

**ILL Lending:** 32,000 processed/16,000 filled

**ILL Borrowing:** 15,000 processed/13,500 filled

80 Library employees

5 dedicated ILL employees

6 support to ILL from other branches/departments



# from the old to the new reorganizing resources

Version 2010:

## ILL Borrowing moves to Technical Services

- Retirement of Head of ILL & Head of RS leads to re-org
- Growth of Purchase on Demand
- Document Delivery - a function of borrowing
- Lending stays with Reader Services
- Challenges of geography





# New(?) Org Structure reimagining resource sharing

Version 2013:

## **ILL Goes Home to Reader Services**

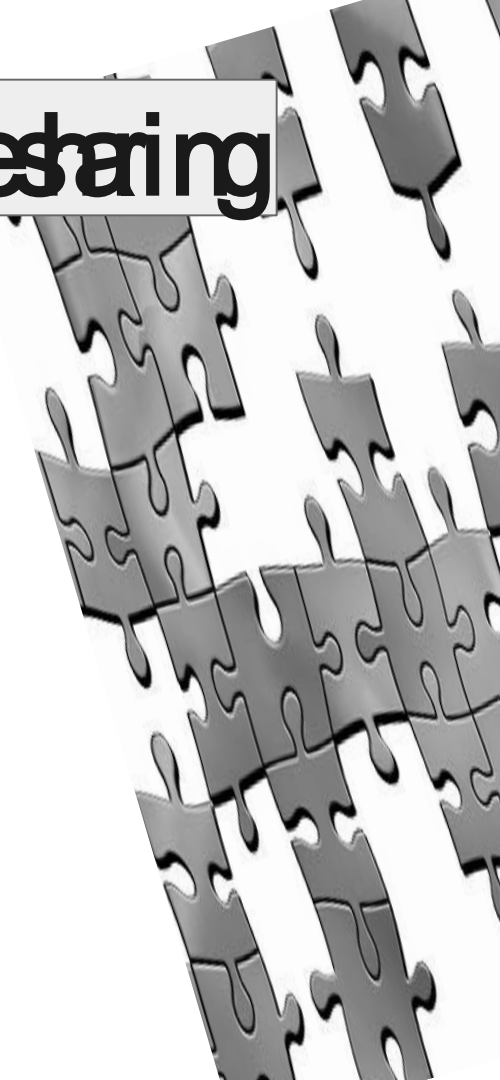
Resignation of Resource Sharing Coordinator

Staff relocated but centralized

Temporary but functional leadership

Interim Dean

Borrowing and Lending still split





# ~~Ete: Resource~~ ~~Serial~~ ~~Coordinator~~ (BmBmBm...).

Previously at Georgia State University

Interlibrary Loan experience: Yes.

Supervisory experience: ?

Started at BU in August 2014





# ET&P Leadership Development program

## Creating a “Premier University”

Introduction to transformational leadership

Perfect timing for department in transition

Opportunity to put theory to into practice





# Transformational Leadership

“When leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group” (Bass, 1990).





# four components of transformational leadership

Idealized Influence

Inspiration Motivation

Intellectual Stimulation

Individualized Consideration





# Sick points in workflow

Redundancy between ils and illiad

Email templates

Writing and centralizing documentation

Uncoupling Borrowing and Document Delivery

Branch Libraries





# Adopting Best Practices

(THANK YOU STRONG!!)



## #IdealizedInfluence

Making decisions based on thoughtful analysis and input from others.

Streamlining our services and increasing efficiency

Using the Workflow toolkit as a base

How?



# adding new services and procedures

Website redesign

New overdue workflow/Emails

Branch printing

Writing up job procedures and centralizing them in one place

Separating Document Delivery from Borrowing transactions

**#Inspirational Motivation:** Using your employees to update your vision, mission, and strategies

**#Intellectual Stimulation**





# encouraging participation & innovation

**#Intellectual Stimulation:** Inspire employees to share their own ideas for new procedures or better ways to handle old ones

Encourage reevaluating the status quo

Encourage sharing ideas without of fear

Resource Sharing Roundtable

Shared Folders

Developing Document Delivery policies and procedures





# minimizing workplace disruption

**#Individualized Consideration:** Advise each employee according to individual needs

Creating a safe and inclusive work environment

Creating an innovative environment

Communication is key

Document, document, document

Transparent: workflow

Corrective: coaching, discipline,





# what do we learn during our initial transformation?

Be **open** to **learning** from one's mistakes.

Be open to **changing** course midstream-try new things!

Be **persistent** and **consistent** in maintaining **trust** and **buy-in** within department and across the Libraries.

Introduce staff to new and **exciting** projects throughout the organization to increase their sense of **value**.

Everything is **iterative**, and ever changing-stay **innovative**!

Encourage employee generated **ideas** to improve **motivation** and increase **self-determination**.

WHAT'S NEXT...



# Nonmigrating Face Services and Resource Saving

Growth: Adopting Access Services

Transition:

- 5 new employees in the department
- Stacks Maintenance responsibilities
- Remote Storage & Courier Services

Benefits of this Transformation:

- Opportunities for promotion
- Emerging Leadership
- Seamless Document Delivery





# INtegrating ..

We'll never stop changing, ever.

Determine your best leadership strategy and stay focused on practicing the theory.

There is always room for improvement-always.

Stay positive and enthusiastic!

Give feedback generously and receive feedback with an open mind.



# Questions/discussion/comments?

ASKAWAY

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# References

Bernard Bass and Ronald E. Riggio. (2006). Transformational Leadership. Lawrence Erlbaum Associates, Inc.

Leadership Development Program. (2014) Presented by Binghamton University's Center for Leadership Studies.