

TABLE OF CONTENTS

CHAPTER 1

Strategic Planning

§ 1.01	Introduction	1-2
§ 1.02	Understanding Strategic Planning	1-6
§ 1.03	Ensuring a Flexible Strategic Plan	1-11
	[1] Engaging the Strategic Planning Team	1-12
	[2] Enabling the Strategic Planning Team to Be Effective	1-18
	[a] Time Frame	1-18
	[b] Budget	1-20
	[c] Making Non-Team Members Part of the Process	1-21
	[d] Meeting Space	1-21
	[3] Consultants	1-22
	[4] Sample Strategic Planning Timeline	1-22
§ 1.04	The Strategic Planning Process	1-25
	[1] Mission, Vision and Values	1-25
	[a] Sample Mission and Vision Statements	1-32
	[2] Environmental Scan for Strategic Priorities and Objectives	1-36
	[a] Background Documents	1-40
	[b] Data Collection: Eliciting Patron Input	1-44
	[i] Focus Groups	1-44
	[ii] Surveys/Questionnaires	1-48
	[c] SWOT Analysis	1-49
	[3] Goals, Objectives, Strategies, Executions and Tactics	1-52
	[a] Goals	1-53
	[b] Objectives	1-59
	[c] Strategies	1-64

LEGAL RESEARCH

	[d] Executions or Action Items	1-70
	[e] Tactics	1-71
§ 1.05	Presentation of the Plan	1-73
§ 1.06	Ongoing Monitoring, Evaluating and Revising of the Plan	1-76
§ 1.07	Preventing Plan Failure	1-78
§ 1.08	The Balanced Scorecard in the Strategic Plan Implementation	1-81
§ 1.09	Appendix: Sample Strategic Plans	1-92
	[1] University of Montana School of Law, William J. Jameson Law Library Strategic Plan	1-92
	[2] Yale Law School, Lillian Goldman Law Library Strategic Plan	1-95
	[3] Minnesota State Law Library Strategic Plan FY18-FY20	1-97
	[4] A Strategic Plan for the Connecticut Judicial Branch Law Library Services Unit 2015-2020	1-105
	[5] James E. Rogers College of Law, Daniel F. Cracchiolo Law Library Strategic Plan	1-122
	[6] Texas Tech University School of Law Library Strategic Plan	1-124
	[7] University of Wisconsin Law Library Strategic Plan	1-128
	[8] American University Washington College of Law, Pence Law Library Strategic Plan	1-132
	[9] University of Baltimore Law Library Strategic Plan	1-137
§ 1.10	Recommended Resources	1-143

CHAPTER 2**Managing Financial Resources**

§ 2.01	Introduction	2-2
	[1] Understanding the Cost of Legal Information	2-3
§ 2.02	Creating a Budget	2-11
	[1] Accounting Basics	2-12
	[2] Types of Budgets	2-15
	[a] Line-Item Budget	2-15

TABLE OF CONTENTS

v

	[b] Lump-Sum Budget	2-16
	[c] Formula Budget	2-17
	[d] Program Budget	2-17
	[e] Performance Budget	2-18
	[f] Zero-Based Budget	2-18.1
	[3] Financial Forecasting and the Budgeting Process	2-18.1
	[a] Define Assumptions	2-18.2
	[b] Gather Information	2-18.3
	[c] Preliminary/Exploratory Analysis	2-18.5
	[d] Select Methods of Forecasting	2-18.5
	[e] Implement Methods	2-18.6
	[f] Use Forecasts	2-18.6
	[4] Sample Budget Calendar	2-18.9
§ 2.03	Managing the Finances of the Academic Law Library	2-19
	[1] Alternative Sources of Funding	2-29
	[a] Fundraising	2-29
	[i] Development Plans	2-32
	[ii] Solicitation Methods	2-35
	[iii] Donors	2-37
	[iv] Library Policies for Gifts-in-Kind	2-39
	[v] Additional Resources	2-45
	[vi] Glossary	2-46
	[2] Grants	2-47
	[a] Grant Resources	2-49
	[i] Databases and Online Indexes	2-49
	[ii] Directories	2-50
	[iii] Online Funding Newsletters	2-50
	[iv] Affinity Groups	2-50
	[v] Grant Proposal Writing Resources	2-51
	[vi] Grant Proposal Writing Monographs	2-51
	[vii] Web Resources	2-52
	[3] Crowdfunding	2-52
	[a] Crowdfunding Webpages	2-54
	[b] Books, Articles, and Blog Postings	2-55
	[4] Revenue Raising Initiatives	2-55
§ 2.04	Managing Private Law Library Finances	2-57
	[1] Cost Recovery for Online Legal Research	2-58

CHAPTER 3

Collection Development

§ 3.01	Introduction	3-6
	[1] Demand Driven Collection Development	3-11
	[2] Technical Services Staff Time Considerations in Collection Development	3-16
	[3] Inter-Library Loan Considerations	3-16.3
	[4] Unique Issues in Law Firms	3-16.4
§ 3.02	Elements of a Collection Development Plan	3-17
	[1] Mission	3-18
	[a] Academic Law Library	3-19
	[b] County Law Library	3-21
	[2] Policy Introduction	3-22
	[a] Purpose Statement	3-22
	[b] Description of Institution and Clientele	3-22.3
	[c] External Standards	3-22.6
	[d] Depository Status	3-22.9
	[i] Generally	3-22.9
	[ii] All or Mostly Online Federal Depository Libraries	3-22.10
	[e] Intellectual Freedom and Copyright Compliance	3-22.11
	[3] Overview of the Collection	3-22.12
	[a] Special Collections	3-25
	[b] Collection Locations	3-26
	[c] Branch, Satellite and Special Libraries	3-28
	[d] Electronic Resources	3-29
	[4] Cooperative Collection Development	3-30.3
	[5] Selection Guidelines	3-30.5
	[a] The Conspectus Approach	3-34
	[b] Selection Responsibilities, Tools, Process and Criteria	3-43
	[c] Format Criteria	3-48
	[d] Duplications	3-50
	[e] Limitations or Exclusions	3-50
	[f] Resource Allocation	3-52
	[6] Retention and Weeding	3-52
	[7] Policy Review	3-54.2
§ 3.02A	Managing Contracts and License Agreements	3-54.4

TABLE OF CONTENTS

vii

§ 3.03	Appendix	3-55
	[1] Collection Development Policy—	
	Private Academic Law Library.	3-55
	[a] Introduction	3-55
	[b] Overview of the Collection.	3-56
	[c] General Policy Guidelines.	3-57
	[i] Collection Level	3-57
	[ii] Criteria Used for Determining Collection Intensity Level	3-59
	[iii] Selection Process.	3-60
	[iv] Selection Criteria.	3-60
	[v] Collection Locations.	3-60
	[vi] Format Criteria	3-62
	[vii] Duplication	3-62
	[viii] Depository Status	3-62
	[ix] Jurisdiction	3-62
	[x] Language	3-63
	[xi] Cooperative and Interlibrary Loan Agreements	3-63
	[xii] Weeding and Retention Policies	3-63
	[xiii] Faculty Spending Accounts	3-63
	[xiv] Gift Policy.	3-64
	[d] Categories and Types of Materials	
	Selected	3-64
	[i] Federal Materials.	3-64
	[ii] State Materials.	3-65
	[iii] Foreign and International Law	3-65
	[iv] United Nations	3-65
	[v] Looseleaf Services and Newsletters	3-66
	[vi] Periodicals	3-66
	[vii] Treatises.	3-66
	[viii] Restatements and Uniform or Model Laws	3-66
	[ix] Course Materials and Study Aids	3-67
	[x] Law School and Bar Exams.	3-67
	[xi] Audio and Video Tapes	3-67
	[e] Levels of Collecting	3-67
	[i] Comprehensive Level	3-67
	[ii] Research Level	3-68
	[iii] Instructional Support Level	3-68
	[iv] Basic Information Level.	3-68
	[v] Out of Scope.	3-68

LEGAL RESEARCH

[f]	Harvard Law Library Collection Development Policy	3-68
[2]	Acquisitions Policy—Private Law Library	3-70
[a]	Introduction	3-70
[b]	Selection Criteria	3-71
	[i] Need	3-71
	[ii] Cost	3-71
	[iii] Quality	3-71
	[iv] Duplication	3-72
	[v] Currentness	3-72
	[vi] Availability	3-72
[3]	Law Firm Collection Development Policy	3-72
[4]	Collection Development Policy— County Law Library	3-72.1
[a]	Mission Statement	3-72.1
[b]	Definitions	3-72.1
[c]	Purpose of Collection Development Policy	3-73
[d]	Seattle Library and Kent Library	3-73
[e]	Collection Development Principles	3-73
	[i] Responsibility for Selection	3-73
	[ii] Selection Criteria	3-73
	[iii] Current Materials vs. Retrospective Materials	3-74
	[iv] Selective Supplementation	3-74
	[v] Format Selection	3-74
	[vi] Gifts	3-75
	[vii] Collection Development by Jurisdiction	3-75
	[viii] Collection Development by Subject	3-80
[f]	Weeding and Retention	3-81
	[i] General Weeding Policy and Responsibility for Weeding	3-81
	[ii] General Weeding Guidelines	3-81
	[iii] Specific Retention Guidelines	3-82
[g]	Superseded Policies	3-84
[h]	Review and Revision	3-84
[5]	Collection Development Policy (Partial)— Minnesota State Law Library	3-84
[a]	Policies	3-84
	[i] Introduction	3-84
	[ii] Overview of the Collection	3-85
[b]	General Guidelines	3-86
	[i] Selection of Materials	3-86

TABLE OF CONTENTS

[ii]	Principles of Selection	3-86
[iii]	Exclusions	3-87
[iv]	Gifts	3-87
[v]	Interlibrary Loan	3-87
[vi]	Cooperation	3-87
[vii]	Replacements	3-87
[viii]	Duplication	3-87
[ix]	Electronic Resources	3-88
[x]	Preservation	3-88
[xi]	Weeding and Storage	3-88
[xii]	Standards	3-88
[c]	Special Collection Areas	3-88
[i]	Audiocassettes	3-88
[ii]	Book Exchange	3-89
[iii]	Depository Collections	3-89
[iv]	Government Publications	3-89
[v]	Judicial Archives	3-89
[vi]	Microform Materials	3-89
[vii]	Minnesota Appellate Court Documents	3-90
[viii]	Outreach Services Collection	3-90
[ix]	Reading Lounge	3-90
[x]	Special Collections Room	3-90
[xi]	Videocassettes	3-90
[6]	ABA Standards and Rules of Procedure for Approval of Law Schools 2019-2020	3-91
[6A]	Collection Development Guidelines for Selective Federal Depository Libraries	3-92.3
[7]	Executive Committee Regulations of the Association of American Law Schools	3-103
[8]	Standards for Accredited Law Schools— American Bar Association	3-105
[a]	Standard 606. COLLECTION	3-105
[b]	Overview of Changes to ABA Standard 606	3-107
[9]	County Law Library Standards—American Association of Law Libraries	3-109
[10]	Standards for Appellate Court Libraries and State Law Libraries	3-110
[11]	Weeding and Retention Guidelines— Florida State University Law Library	3-116
[a]	General Collection: Basic Guidelines	3-116
[b]	Cases and Digests	3-116

LEGAL RESEARCH

[c]	Shepard's Citators	3-117
[d]	Legal Encyclopedias	3-117
[e]	Treatises	3-117
[f]	Directories and Reference Works	3-118
[g]	Newsletters	3-118
[h]	Magazines and Newspapers	3-118
[i]	Periodical Indexes	3-119
[j]	Other Materials	3-119
[k]	Federal Materials: Federal Legislative Materials	3-120
[l]	Federal Cases and Digests	3-120
[m]	Federal Administrative Regulations	3-121
[n]	Other Federal Materials	3-121
[o]	Florida: Florida Legislative Materials	3-121
[p]	Florida Cases and Digests	3-122
[q]	Florida Administrative Regulations	3-123
[r]	Other Florida Materials	3-123
[s]	Other States	3-124
[t]	Foreign Materials	3-124
[12]	Weeding and Archives Policy: Pace Law Library	3-124
[a]	Weeding Policy	3-124
[b]	Archives Policy	3-126
[13]	Collection Development Policies on the Web	3-128
[14]	Selected Resources	3-129
[a]	Articles	3-129
[b]	Books	3-130
[c]	Websites	3-130

CHAPTER 4

Marketing the Law Library

§ 4.01	Introduction	4-1
[1]	Positive Impression Management	4-2
[a]	Meeting with Library Patrons and Stakeholders in Person	4-2.1
[b]	Speaking with Library Patrons and Stakeholders on the Phone	4-2.2
[c]	Making a Positive Impression with Library Space	4-2.3
[d]	Create Positive and Professional Biographies	4-2.4

TABLE OF CONTENTS

xi

§ 4.02	The Marketing Mix	4-3
§ 4.03	Building a Twenty-First Century Brand	
	Reputation for a Law Library	4-6
	[1] Logo and Design Management Branding	4-8.1
§ 4.04	Marketing Tools and Techniques	4-8.3
§ 4.05	Developing a Marketing Plan	4-13
	[1] Marketing Research	4-13
	[2] Elements of a Plan	4-14
§ 4.06	Sample Marketing Plan	4-16
§ 4.07	Public Relations	4-20
	[1] Press Release	4-21
	[2] Sample Library Press Releases	4-22
	[a] Personal Public Relations	4-26
	[3] Annual Reports	4-27

CHAPTER 5

Emerging Technologies

§ 5.01	Introduction	5-4.2
§ 5.02	Mobile Technology	5-5
	[1] Ethical Issues	5-6
	[2] Sample Mobile Technology	
	Security Policy	5-7
	[3] Law Libraries and Mobile Devices	5-10
	[a] Mobile-Accessible Library Web Sites	5-10
	[b] Short Message Service	5-12
	[c] Bluetooth	5-12
	[d] Mobile Apps for Lawyers and	
	Law Librarians	5-13
	[e] Connectivity: WiMAX and LTE	5-16
	[4] E-Book Readers and Tablets	5-17
	[a] E-Books in Private Law Libraries	5-18
	[b] E-Books in Academic Law Libraries	5-20
	[c] Libraries Lending Kindles	5-21
	[d] Kindle Circulation Policies	5-21
	[i] Rye Public Library Kindle	
	Circulation Policy	5-21
	[ii] University of Alabama Kindle	
	Circulation Policy	5-22.1
	[iii] Grace Doherty Library Kindle 2	
	Policy	5-22.2
	[e] Tablets in Legal Research Instruction	5-22.3
§ 5.03	Smart Objects	5-23

	[1] Quick Response Codes	5-23
	[a] Quick Response Codes in Libraries	5-25
	[2] Radio Frequency Identifiers (RFID)	5-26.1
§ 5.04	Augmented Reality	5-31
§ 5.04A	MOOCs in Legal Education	5-32.1
§ 5.04B	Gamification: Game-Based Learning	5-32.3
§ 5.04C	Digital Badges	5-32.7
§ 5.05	Next Generation Catalogs, Library Service Platforms, and Discovery Interfaces	5-33
	[1] Background	5-33
	[2] Integrated Library System Options	5-37
	[a] In general	5-37
	[b] Library Services Platform Options	5-40
	[c] Open Source Options	5-42
	[d] Collaborative Open Source Library Services Platform Options	5-44
	[3] Discovery Interfaces	5-44.1
	[a] Discovery Interface Vendors	5-44.2
	[b] Negotiating with ILS Vendors	5-44.6
§ 5.06	Social Media in Libraries	5-45
	[1] Introduction	5-45
	[2] Blogs	5-45
	[a] Sample Blog Acceptable Use Policy	5-49
	[3] RSS	5-50
	[4] Wikis	5-51
	[5] IM and Embedded Chat	5-54
	[6] YouTube	5-56
	[7] Podcasting	5-58
	[a] Podcasting Policies	5-59
	[b] Uses of Podcasting by Libraries	5-60
	[8] Flickr	5-61
	[9] Tagging and Social Bookmarking	5-63
	[10] Social Networking	5-64
	[a] Sample Social Software Acceptable Use Policy	5-65
	[b] UT Southwestern Library Social Media Policy	5-66
	[11] Twitter	5-68
	[a] Twitter Applications for Law Libraries	5-71
	[b] Twitter Feeds for Law Librarians	5-72
	[i] Law Libraries and Professional Organizations	5-72
	[ii] Vendors	5-72

TABLE OF CONTENTS

xiii

	[c] Web Resources on Twitter	5-73
	[12] Social Media Competencies	5-73
§ 5.07	3D Printing	5-75
§ 5.08	Best Practices in Supporting Distance Learning, Training and Working During the COVID-19 Pandemic and Beyond	5-77
	[1] Academic Environments	5-77
	[a] Online Programs Challenges	5-78.1
	[b] Examples of How Law Schools Offer Online Programs	5-78.3
	[c] Student Interactivity, Community and Engagement	5-78.4
	[2] Law Firm Environments	5-78.5
	[a] How Law Firms Are Handling Summer Associates and Training with Distance Education	5-78.8
	[3] Challenges for Law Libraries	5-78.9
	[a] Reopening Law Libraries After COVID-19	5-78.14
	[b] Additional Resources for Reopening Libraries After COVID-19	5-78.22
§ 5.09	Altmetrics	5-79
§ 5.10	Digitization Projects	5-83
§ 5.11	Big Data and Legal Data Analytics	5-86
	[1] Big Data and Legal Data Analytics Products	5-88
§ 5.12	Intranets	5-90
§ 5.13	Deep Web Research	5-95
	[1] Best Practices for Searching the Deep Web ...	5-96
	[2] The Dark Web	5-97
§ 5.14	Competitive Intelligence	5-101
	[1] Examples of Competitive Intelligence Tasks	5-103
	[2] Competitive Intelligence Resources: Websites, Databases and Alert Services	5-105
	[3] Competitive Intelligence: Further Reading	5-107
§ 5.15	Artificial Intelligence	5-109
	[1] Use of Artificial Intelligence	5-110
	[a] Legal Research	5-110
	[b] E-discovery	5-112
	[c] Case Outcome Prediction	5-112.1
	[d] Document Drafting	5-112.1
	[e] Contract Analysis	5-113

LEGAL RESEARCH

	[f] Guidance and Compliance	5-113
[2]	AI: Roles For Law Librarians and Legal Information Professionals	5-113
	[a] Research	5-114
	[b] Execution and Review of AI Projects	5-115
	[c] Training Users on AI Software	5-116
	[d] Keeping Up with AI Legal Research: AI and Ethics	5-117
§ 5.16	Blockchain	5-121
	[1] Bitcoin	5-123
	[2] Potential Uses for Blockchain in Addition to Bitcoin	5-125
	[3] Blockchain Law	5-126
	[a] Federal	5-128
	[i] Courts	5-128
	[ii] The Internal Revenue Service (IRS)	5-128
	[iii] The Treasury Department's Financial Crimes Enforcement Network (FinCEN)	5-129
	[iv] Federal Securities Issues	5-130
	[b] Bitcoin Regulation in Europe	5-131
	[i] European Union	5-131
	[ii] The United Kingdom's Definition of Bitcoin	5-132
	[iii] Germany's Definition of Bitcoin	5-132
	[iv] Liechtenstein's Token and Trusted Technology Service Providers Act	5-132
	[c] Other Uses of Blockchain in Legal Practice Areas	5-132.1
	[i] Smart Contracts	5-132.1
	[ii] Intellectual Property Rights	5-132.2
	[iii] Land Registry and Property Deeds	5-133
	[iv] Evidence/Chain of Custody	5-133
	[v] Wills, Trusts and Estates	5-133
	[vi] Corporate Filings	5-133
	[vii] Document Notarization	5-134
	[viii] Public Services Records	5-134
	[ix] Criminal Cases	5-134
	[x] Dispute Resolution	5-134

TABLE OF CONTENTS

xv

	[4] Possible Downsides to Blockchain and Its Implementation	5-135
	[5] Further Reading	5-136
	[a] Books	5-136
	[b] Articles	5-137
	[c] Websites/News	5-138
	[d] Organizations	5-138
§ 5.17	Lawyers and Coding	5-139
§ 5.18	Appendix: Sample Coding for Lawyers Syllabus	5-143
§ 5.19	Algorithms, Litigation, and Research.	5-145
§ 5.20	Appendix	5-154
	[1] Questions for Legal Compliance When Using Algorithms.	5-154
§ 5.21	Legal Research and Algorithms	5-156
	[1] What Are Algorithms?	5-156
	[2] When Did Algorithms First Appear in Legal Research?	5-157
	[3] The Automation of Legal Research.	5-158
	[4] How Algorithms Underpin Legal Research.	5-158
	[5] Different Algorithms Result in Different Search Results	5-163
	[6] Next Wave of Algorithm Based Legal Research.	5-164
	[7] Limitations of Algorithms	5-165
	[8] Limitations of Algorithms in Legal Research	5-167
§ 5.22	Robots in the Library	5-168
	[1] Introduction.	5-168
	[2] Types of Robots in the Law Library.	5-168.1
	[3] Future Robots in the Law Library.	5-171
	[4] Benefits of Robots in the Law Library.	5-173
	[5] Purchasing a Robot for the Law Library.	5-175
	[6] Preparing Library Staff for Robots in the Library	5-176
§ 5.23	Drones in the Library	5-180
	[1] History of Drones.	5-181
	[2] Library Use of Drones for Book and Document Delivery.	5-183
	[3] Checklists for Implementing and Running a Drone Delivery Service in the Library.	5-184
	[a] Prerequisites for Executing a Drone Delivery Service in the Library	5-184

LEGAL RESEARCH

[b]	Generating Awareness	5-184
[c]	Documenting Requirement	5-185
[d]	Financial Requirement.	5-185
[e]	Positive Attitude of the Library and Organizational Leadership	5-185
[f]	Consultation with Expert IT Professionals.	5-185
[g]	Building Awareness and Educating Library Users.	5-185
[4]	Best Practices for a Drone Delivery Program	5-185
[5]	Limitations to a Library Drone Delivery Service.	5-186
[6]	Additional Library Uses for Drones	5-187
[7]	Additional Resources	5-187
[a]	Registration Requirements.	5-187
[b]	Restricted Air Space	5-187
[c]	Laws.	5-188
[d]	Examples of Drone Use for Activities and Business	5-188

CHAPTER 6

**Library Facilities in a Post-Covid World:
Flexible, Inclusive, Eco-Friendly Spaces**

§ 6.01	Introduction	6-1
§ 6.02	Inclusive Library Space	6-7
[1]	Issues Related to Mobility	6-7
[2]	Increase Privacy in Large, Open Spaces. . .	6-9
[3]	Separate Noisy Areas from Quiet Areas. . .	6-9
[4]	Reservable Private Work/Study Rooms Meet Various Needs	6-10
[5]	Physical Spaces Should Have a Web Presence.	6-10
§ 6.03	The Eco-Friendly Law Library.	6-12
§ 6.04	Environmental Audit.	6-13
§ 6.05	Developing a Sustainability Plan	6-15
§ 6.06	Sample Sustainability Plan.	6-17
§ 6.07	Bibliography	6-20
[1]	Books and Articles.	6-20
[2]	Blogs and Web Sites	6-20

CHAPTER 7

Library Consultants

§ 7.01	Introduction	7-1
§ 7.02	Hiring Considerations	7-4
§ 7.03	Consulting Selection Process	7-6
§ 7.04	Suggested Format for Request for Proposal for Library Consultant	7-8
§ 7.05	Sample Requests for Proposals	7-10.1
	[1] Request for Proposal for Strategic Planning	7-10.1
	[2] Sample Request for Proposals for the Law Library Web Site for the Newville Law Library	7-14
	[3] Request for Proposal for Library Consultant Services—County Law Library	7-19
§ 7.06	Library Consultants	7-32

CHAPTER 8

Legal Research Instruction and Training

§ 8.01	Introduction	8-2
§ 8.02	A History of Legal Research	8-4
	[1] Crampton, MacCrate, Carnegie and Beyond	8-4
	[2] After Crampton, MacCrate and Carnegie	8-9
§ 8.03	Gen Z—The New Generation	8-11
	[1] Gen Z Students—Personality	8-12
	[2] Gen Z Students and Legal Research	8-16
§ 8.04	Legal Research Costs	8-21
§ 8.05	Research Skills Needed in Practice	8-25
§ 8.06	Training Attorneys in Private Law Libraries	8-29
	[1] Designing Training Sessions	8-36.1
§ 8.07	Legal Research Texts—To Use or Not Use	8-38
§ 8.08	The Duty of Technology Competence When Conducting Legal Research	8-46
	[1] Teaching and Training on the Competent Use of Algorithms	8-50
§ 8.09	Sanctions for Legal and Factual Research Failure	8-52

LEGAL RESEARCH

	[1] State Imposed Fines in California	8-52
	[2] Federal Sanctions Under Rule 11	8-53
	[3] Glaring Lapses in Federal Court Briefs	8-54
	[4] Frivolous Research Conduct Under State Law	8-57
§ 8.10	Legal Research Instruction—Selective Bibliography of Articles	8-59
§ 8.11	Sample Legal Research Syllabus for Advanced Legal Research	8-61
§ 8.12	Appendix	8-65
	[1] AALL Principles and Standards for Legal Research Competency	8-65
	[2] The Boulder Statement on Legal Research Education	8-72
	[3] <i>Report of the ABA Task Force on Law Schools and the Profession: Narrowing the Gap</i> (“The MacCrate Report”) 1992	8-74

CHAPTER 9

Management Trends

§ 9.01	Introduction to Lean Six Sigma	9-2
	[1] What Is Lean Six Sigma?	9-3
	[2] Getting Started with Lean Six Sigma During the Pandemic and Beyond	9-5
	[3] Examples of How Law Firms Have Used Lean Six Sigma	9-9
	[4] Lean Six Sigma in the Law Library	9-11
	[5] Challenges with Implementing Lean Six Sigma	9-13
	[6] The DMAIC Method	9-16
§ 9.02	Case Study and Steps Needed for Implementation of Lean Six Sigma	9-18
§ 9.03	Glossary	9-25
§ 9.04	For Further Reading	9-26
§ 9.05	Introduction to Personality Tests for Managing and Hiring Staff	9-27
	[1] MBTI	9-28
	[a] Introversion v. Extraversion	9-31
	[i] Attorneys	9-33
	[ii] Librarians	9-33
	[b] Sensing v. Intuition	9-37

TABLE OF CONTENTS

xix

	[c] Thinking v. Feeling	9-37
	[d] Judging v. Perceiving	9-38
	[2] Benefits of Giving the MBTI Test to Staff	9-38
	[3] Limitations to MBTI	9-40
	[4] MBTI Further Explained	9-43
	[5] Big Five OCEAN Model	9-46
	[6] DiSC	9-47
§ 9.06	For Further Reading	9-49
§ 9.07	Building Teams for Change	9-50
	[1] Introduction	9-50
	[a] On Your Own	9-52
	[b] Lip Service	9-52
	[c] Islands of Safety	9-52
	[d] Way of Life	9-52
	[e] Change is Difficult	9-55
	[f] Approaching Change with Empathy	9-57
	[i] Fear	9-57
	[ii] Comfort	9-57
	[iii] Uncertainty and Confusion	9-58
	[iv] Professional Identity	9-58
	[2] Team Building Exercises	9-59
	[a] Agreeing on Shared Values	9-59
	[b] The “Values Sort” Leadership Exercise	9-62
	[c] Change Management Exercises	9-63
	[i] “Fishbowl Discussion”	9-63
	[ii] The Switch Places Exercise	9-64

CHAPTER 10

Disaster Planning

§ 10.01	Introduction	10-2
§ 10.02	The Planning Process	10-5
	[1] The Disaster Response Team	10-5
	[2] Risk Assessment	10-7
	[a] Identifying Risks	10-8
	[b] Risk Assessment Report	10-11
	[c] Decreasing or Eliminating Risks	10-12
§ 10.03	Responding to Specific Emergencies	10-14
§ 10.04	Disaster Supplies and Equipment	10-20
§ 10.05	Salvage Priorities	10-21
§ 10.06	Salvage Procedures	10-26

LEGAL RESEARCH

[1]	Water Damage	10-26	
	[a] Print Materials	10-27	
	[b] Computer Media	10-28	
	[c] Audio and Video Recordings	10-28	
	[d] Microform	10-28	
[2]	Mold and Mildew	10-29	
	[a] Books and Print Materials	10-29	
	[b] Microforms	10-30	
[3]	Fire Damage	10-30	
	[a] Removing Soot	10-30	
	[b] Dealing with Char Damage	10-31	
	[c] Reducing Odors	10-31	
[4]	Dirt	10-31	
[5]	Insects and Rodents	10-32	
§ 10.07	Sample Disaster Plan	10-33	
§ 10.08	Emergency Preparedness Exercise	10-61	
§ 10.09	Disaster Experts and Consultants	10-63	
§ 10.10	Bibliography and Internet Resources	10-79	
	[1] Essential Resources	10-79	
		[a] Disaster Recovery Yellow Pages	10-79
		[b] Emergency Response and Salvage Wheel	10-79
	[2] Articles	10-80	
	[3] Books and Book Chapters	10-81	
	[4] Disaster Plans	10-81	
	[5] Disaster Plan Templates	10-82	
	[6] Internet Resources	10-83	
	[7] Pamphlets and Leaflets	10-84	
	[8] Proceedings	10-85	
	[9] Videos	10-85	

CHAPTER 11

Law Library Space Planning

§ 11.01	Introduction	11-1	
§ 11.02	Space Planning	11-5	
	[1] Elements of a Library Space Plan	11-5	
§ 11.03	Resources for Library Renovations	11-10	
§ 11.04	Library Space Planning Consultants	11-12	
§ 11.05	Downsizing and Moving the Collection	11-14	
	[1] Library Moving Resources	11-17	
		[a] Books	11-17

TABLE OF CONTENTS

xxi

	[b] Articles	11-17
	[c] Other Resources	11-18
§ 11.06	Appendix	11-19
	[1] Sample Library Space Planning Guide Worksheet with Formulas	11-19
	[2] Checklist: Planning Considerations for Sustainability	11-28

CHAPTER 12

Safety and Security Issues

§ 12.01	Introduction	12-2
§ 12.02	Security Risk Assessment	12-4
§ 12.03	Securing the Physical Library	12-8
	[1] The Building Exterior	12-8
	[2] Building Interior	12-9
	[a] Public Spaces	12-9
	[b] Staff Spaces	12-11
§ 12.04	Securing the Collection	12-13
	[1] General Collection	12-13
	[2] Special Collections and Archives	12-14
§ 12.05	Patron and Staff Safety and Security	12-16
§ 12.05A	Library Security Personnel	12-18.1
§ 12.06	Appendix	12-19
	[1] Sample Library Security Reports	12-19
	[a] UCSF Library Task Force Report	12-19
	[b] University of Maryland Libraries Security Study Summary	12-23
	[2] Safety, Security and Patron Conduct Policies Adaptable to Law Libraries	12-29
	[a] Library of Congress	12-29
	[b] University of Georgia Libraries	12-35
	[c] Cornell University Library	12-36
	[d] Library of Virginia	12-39
	[e] University of Kentucky Libraries	12-41
	[f] WNMU Libraries	12-43
	[g] University of Maryland Libraries	12-45
	[h] Poughkeepsie Public Library District; Excerpts	12-56
	[3] Sample Library Opening and Closing Procedures Adaptable to Law Libraries	12-56.1
	[a] JSU Houston Cole Library	12-56.1
	[b] Princeton Mendell Library	12-56.2
	[c] UNCP Library	12-56.3

LEGAL RESEARCH

	[4]	ALA/ACRL Guidelines on Library Safety and Security	12-56.5
		[a] Library Security Guidelines	12-56.5
		[b] Guidelines Regarding Thefts in Libraries	12-76
		[c] Guidelines for the Security of Rare Books, Manuscripts, and Other Special Collections	12-82
	[5]	State Legislation Regarding Theft and Mutilation of Library Materials.	12-92
		[a] California: Excerpts	12-92
		[b] Massachusetts.	12-95
		[c] New York.	12-97
		[d] Virginia	12-98
		[e] Washington	12-100
		[f] Draft of Model Legislation: Theft and Mutilation of Library Materials	12-100
	[6]	Bibliography	12-104
	[7]	Other Resources	12-104.4
§ 12.07		Active Shooters	12-106
	[1]	Background Information	12-106
	[2]	How to Respond When an Active Shooter Is in the Area— Run/Hide/Fight.	12-107
	[3]	Developing an Active Shooter Policy	12-108
§ 12.08		Appendix: Active Shooter Plan	12-111
	[1]	Additional Resources	12-111
	[2]	CISA Emergency Action Plan—Active Shooter Template.	12-111
	[3]	Sample Active Shooter Procedures and Policies	12-121
		[a] Active Shooter Procedures for the Law Library.	12-121
		[b] Binghamton University’s Active Shooter/Physical Threat Emergency Response Plan	12-122

CHAPTER 12A

Cybersecurity

§ 12A.01	Introduction	12A-1
§ 12A.02	Practical Considerations	12A-5

TABLE OF CONTENTS

xxiii

[1]	Roles for Law Librarians and Legal Information Professionals	12A-5
[2]	Best Practices for Cybersecurity	12A-6
[a]	Uphold Third-Party Vendor Compliance with Cybersecurity Policies	12A-6
[b]	Multiple devices and data access	12A-10
[c]	Pinpointing the data that is most likely to be targeted or damaging if it is breached	12A-11
[d]	Data Encryption	12A-12
[e]	Password Practices	12A-12
[f]	Fine-Tuning Employee Behavior Policies	12A-12
[g]	Training on Cybersecurity Rules	12A-13
[h]	Cybersecurity Liability Insurance	12A-13
[i]	New Threats: Ransomware	12A-14
§ 12A.03	Appendix	12A-18
[1]	Cyber Incident Preparedness Checklist	12A-18
[2]	Selected Federal Laws Relating to Cybersecurity	12A-19
[3]	Cybersecurity Glossary	12A-22
[4]	Further Reference	12A-29

CHAPTER 13

Human Resources: Redefining Roles and Responsibilities

§ 13.01	Introduction	13-2.1
§ 13.02	Educational Standards for Law Librarians	13-8
§ 13.03	New Roles and Responsibilities in Private Law Libraries	13-12
§ 13.04	New Roles and Responsibilities in Academic Law Libraries	13-28
§ 13.05	Defining New Roles and Responsibilities	13-34
[1]	Developing Job Descriptions	13-36
[2]	Job Analysis	13-39
[3]	Writing Job Descriptions	13-44
[4]	Legal Issues	13-48
§ 13.06	Sample Job Descriptions	13-53
[1]	Academic Law Library Positions	13-53
[a]	Electronic Services and Empirical Research	13-53

LEGAL RESEARCH

	[b] Technology, E-Learning, Instructional Design	13-55
	[c] Foreign, International and Comparative Law	13-57
	[d] Public Services Librarians.....	13-59
	[e] Digital Services	13-66
	[f] Technical Services.....	13-71
	[g] Management Positions.....	13-80
	[h] Training	13-81
[2]	State, Court and County Law Library Positions.....	13-84
	[a] Management.....	13-84
	[b] Public Services.....	13-89
	[c] Technical Services.....	13-93
[3]	Private Law Library Positions.....	13-98
	[a] Electronic Services	13-98
	[b] Business Development, Competitive Intelligence and Knowledge Management.....	13-99
	[c] Management.....	13-103
	[d] Public Services.....	13-107
	[e] Technical Services.....	13-123
[4]	Computing and Technology Support Job Descriptions.....	13-127
	[a] Hardware and Software Support.....	13-127
	[b] Web Development	13-131
[5]	Mean Salary Information for Law Library Positions	13-134
§ 13.07	Action Verbs Commonly Used in Job Descriptions.....	13-137
§ 13.08	Best Practices in Workforce Management Planning: Supporting the Library's Strategic Plan	13-151
	[1] Blank Roles and Responsibilities Chart ...	13-152
	[2] Sample Roles and Responsibilities Checklist.....	13-152
	[3] Sample Quick Responsibility Assignment Chart.....	13-153
	[4] Checklist for Determining Future Workforce Requirements.....	13-154
	[5] Checklist: Workforce Action Plan for Skills Gaps.....	13-154

TABLE OF CONTENTS

xxv

§ 13.09	Checklist for Writing and the Uses of Job Descriptions	13-155
§ 13.10	Trends in Hiring	13-156
[1]	Virtual Teams	13-156
[a]	Build Trust	13-158
[b]	Set Expectations	13-160
[c]	Attack Remote Challenges as a Team	13-161
[d]	Centralize Communication	13-162
[e]	Be Receptive to New Technology	13-164
[f]	Do Not Micromanage	13-165
§ 13.11	Appendix	13-167
[1]	Sample Virtual Teamwork Situation Judgment Test Items	13-167
[2]	Qualities of Successful Remote Team Members	13-167

CHAPTER 13A

Human Resources: Performance Evaluations

§ 13A.01	Introduction	13A-1
§ 13A.02	The Performance Review Process	13A-3
§ 13A.03	Employee Self-Assessment	13A-4
§ 13A.04	Sample Self-Assessment Questions	13A-6
§ 13A.05	The Written Performance Evaluation	13A-7
§ 13A.06	Performance Evaluation Questionnaires	13A-9
§ 13A.07	Ratings and Ranking Systems	13A-11
§ 13A.08	Sample Performance	13A-14
[1]	Self-Evaluation Form	13A-14
[2]	Employee Self-Evaluation Form (Alternate Form)	13A-14
[3]	Library Self-Evaluation Form (Alternate Form)	13A-15
[4]	Library Employee Performance Evaluation	13A-17
[5]	Public Services Performance Appraisal Form	13A-19
[6]	Employee Performance Evaluation Form (Alternate Form)	13A-21
§ 13A.09	Performance Review Meeting	13A-23
§ 13A.10	Bibliography	13A-25

CHAPTER 13B

Diversity in Law Libraries

§ 13B.01	Introduction	13B-1
§ 13B.02	Increasing Diversity in Law Librarianship	13B-7
	[1] AALL Efforts	13B-7
	[2] Diversity Initiatives by Individual Law Libraries	13B-9
§ 13B.03	Strategic Planning for Diversity	13B-13
	[1] Defining Diversity	13B-14
	[2] Assessing the Need	13B-16
	[3] Mission Statement	13B-17
	[4] Drafting the Plan	13B-20
	[5] Responsibility and Accountability	13B-21
	[6] Sample Library Diversity Plan	13B-22
§ 13B.04	Recommended Resources	13B-25
	[1] Readings	13B-25
	[2] Planning Tools	13B-25
	[3] Organizing for Minority Librarians	13B-25

CHAPTER 14

Copyright

§ 14.01	Introduction	14-2
§ 14.02	Copyright Law—The Basics	14-4
	[1] Rights of the Copyright Holder	14-4
	[2] Duration of Copyright	14-5
	[3] Works for Hire	14-7
	[4] Collected Works and Compilations	14-8
	[5] Notice and Registration	14-8
	[6] Transferring Copyright	14-10
	[7] Copyright Infringement	14-10
	[8] International Law and Copyright	14-11
§ 14.02A	Copyright and Digital Libraries	14-13
	[1] Digitizing Materials Created in Other Formats	14-15
	[2] Purchasing and Licensing Digital Content	14-17
§ 14.03	Copyright Exemptions	14-18
	[1] The First Sale Doctrine	14-18
	[2] The Fair Use Doctrine	14-19
	[a] Generally	14-19
	[b] Fair Use Checklist	14-27

TABLE OF CONTENTS

xxvii

	[3] Interlibrary Loans	14-29
	[4] Other Copying by Libraries and Archives. . .	14-33
	[5] Copying by Patrons	14-34
§ 14.04	Copyright Notices and Signage	14-35
§ 14.05	Obtaining Permission	14-36
	[1] Sample Publisher’s Permission Request Form	14-36
	[2] Leading Legal Publishers’ Permission Policies	14-36.2
	[3] Collective Rights Organizations	14-36.11
	[4] Sample Permission Request Letter	14-36.12
	[5] Managing Copyright and Licensing Issues . . .	14-36.14
	[6] Sample Copyright Policy	14-36.16
	[7] Working with Authors to Manage Their Copyright	14-36.20
§ 14.06	Essential Library Resources	14-36.23
	[1] Primary Authority.	14-36.23
	[a] Statutory Materials.	14-36.23
	[b] New and Pending Legislation.	14-36.23
	[c] Regulations.	14-36.24
	[d] Court Decisions	14-36.24
	[2] Secondary Sources	14-36.25
	[a] Copyright Office Resources	14-36.25
	[b] Current Awareness.	14-36.25
	[c] Periodicals	14-36.25
	[d] Books and Treatises.	14-36.26
§ 14.07	Appendix	14-36.28
	[1] Selected Statutes.	14-36.28
	[2] Selected Regulations	14-90
	[3] AALL Guidelines on the Fair Use of Copyrighted Works by Law Libraries . . .	14-94
	[4] ALA Model Policy Concerning College and University Photocopying for Classroom, Research and Library Reserve Use.	14-102
INDEX	I-1