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Law Librarianship in the 21st Century,

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Law Librarianship in the Twenty-First Century

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Contents

Chapter 3

Administration

Lisa Smith-Butler

Since the mid-1990s, law library administration has changed significantly.[1] The increasing development and use of technology as well as an expanding global economy have resulted in an explosion of information resources and a corresponding need to access this information immediately from any place. Blackberrys, Treos, and PalmPilots are some of the new tools that allow library users to access the library at any time, from any place. These changes in patron behaviors have created corresponding changes in the services provided by libraries as well as the formats of their collections. Full-text electronic retrieval of primary and secondary sources of law, once a futurist vision, is now a daily occurrence for most law faculty, law students, and attorneys. Everyone is now connected. Responding to these changes, law libraries in the academic, firm, and county settings[2] have expanded the scope of their activities. Academic law libraries are frequently responsible for providing technology services[3] in addition to traditional information services. Firm libraries, in addition to traditional library services, are often now responsible for conflict checks and records management within the law firm.

In this changing environment, law libraries are reaching out and creating relationships with other organizations in order to expand their services and survive. Once a well-defined concept, autonomy within the academic law library setting as required by ABA Standard 602(a) is now in flux,[4] allowing the academic law library to accommodate a multidisciplinary approach to legal education.[5] Exploding patron interests and reduced budgets are forcing law libraries to develop strategies to increase patron services while holding the bottom line steady. To accomplish these conflicting goals, academic law libraries are partnering with local public,

academic, and other law libraries, joining and creating consortia,[6] adding value to the services that they provide, and increasing the services offered. Firm libraries also have been affected by these trends. Intimate working relationships exist within local legal communities, allowing firm librarians to work closely with their counterparts in rival firms. These close relationships enable firm librarians to quickly obtain information needed by their patrons. County, court, and state law libraries are also being affected. Since many resources are now on the Internet,[7] legislatures are either drastically reducing funding for county and state law libraries or closing them altogether. As funding dries up[8] among county and state law libraries, many of their collections and services are absorbed into local public libraries.

Traditionally law library administration has been concerned with the process of acquiring and cataloging a collection, making this collection accessible to patrons, providing staff to assist patrons with information retrieval, and preserving the information for future patrons.[9] While all of this still occurs, library automation has vastly reduced the time and labor needed[10] to accomplish these tasks. Consequently, law library administrators and their staffs have expanded their services to meet the information and technology needs of today's patrons.

WHAT IS LIBRARY ADMINISTRATION?

A well-organized law library functions quietly but effectively, acquiring, processing, and distributing information to its patrons—while a disorganized library lurches from crisis to crisis, never resolving any of its issues. To function effectively, library administration needs to work through numerous issues. Reduced or flat budgets, loss of space, changing job descriptions, and additional responsibilities are just a few of the issues facing law library administrators today. Carefully crafted mission statements allow law libraries to effectively plan while retaining flexibility, an essential characteristic necessary for the future.[11] Organizational structure determines working relationships within the library while affecting relationships with various patron constituencies. Collection development affects budget and space constraints. Add responsibility for technology to this existing mix, and you will understand what today's law library administrator deals with on a daily basis. Responses to these issues create a road map, making it easy for fellow and future travelers to follow.

A mission statement is essential.[12] Some view mission statements as faddish; however, they are important as a road map. While brief and to the point, a good mission statement forces a library to focus on its services and patrons while analyzing its mission in relation to the greater organi-

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zation to which it is attached. If the two don't match, conflict is inevitable. Mission statements highlight the direction into which the law library intends to head. According to Dean Richard A. Danner, a mission statement should answer the following five questions:

What business are we in (or should we be in)?
Who are our customers (or who will they be by the end of the plan period)?
What products or services do we provide (or should we be providing)?
Who are our competitors?
What competitive advantages do we have (or should we develop)?[13]

Once a mission statement exists, strategic planning is next.[14] To accomplish the library's mission as defined, general-purpose goals are created. To achieve the goals, objectives that are easily identifiable and measurable are then added. Finally, strategies are developed to help libraries accomplish these objectives, meeting their goals.

Mission statements and strategic planning also reflect the organizational structure of a library. In terms of structural organization, academic law libraries traditionally were organized into departments by function—for example, technical services, public services, and administration.[15] If technology now falls under the umbrella of the library, where do computer services, Web development, video conferencing, and audiovisual services fit within the organizational structure? Are there now additional departments within the academic law library: administration, technical services, public services, and computer services? If so, do technology professionals and the librarians interact and under what conditions? How do their relationships affect the relationships throughout the organization? Should librarians also learn how to handle basic technology questions and issues at the reference desk? Should technology staff learn how to conduct a reference type interview in order to more effectively diagnose and service patrons' computer issues?

While generalizations are possible, each library must ultimately design its organizational structure to best fit its people, its mission, and the larger organization that it serves. Choices of organizational structures include a flat organization, a traditional hierarchy, or a team-centered approach.[16] While flat organizational structures work effectively with smaller staffs, they become unwieldy in larger organizations. In larger organizations, it is too time consuming for everyone to report to the director. In the past, traditional hierarchical structures were effective to train departmental heads to become directors—but this approach is less appealing to newer generations of law librarians as well as older librarians who have no interest in heading an academic law library.[17] Newer approaches attempt to

mimic what often actually happens at work, that is, a team-oriented approach in which various members of the library work together to achieve specific goals and tasks. Each member then assumes responsibility for ensuring that tasks are accomplished.[18] Whatever organizational structure is chosen, it should be clearly defined and understood by all. An organization chart that is adhered to[19] is essential for everyone.

In terms of structure, it is most important that individuals who work together effectively communicate with each other and see that the library's work is completed. Conflict and disagreement are inevitable. How this conflict is handled determines relationships both within and outside of the library. Colleagues should be able to effectively discuss differing opinions and perspectives without allowing their viewpoints to disintegrate into personal attacks.[20]

Relationships with others outside the library are vital. At an academic law library, there are relationships with the dean, the law faculty, the law library staff, law students, the wider university community, alumni, local attorneys, and finally the general public. All of these groups have differing needs.

In an academic law school setting, the law library director usually reports to the dean of the law school. The director is responsible for managing a materials budget; building and shaping a library collection; creating and maintaining information services for faculty, staff, students, and the public; managing a staff; and oftentimes managing technology resources for the law school. In order to accomplish these tasks and satisfy the various constituencies, management and leadership skills are essential.[21] Management skills see that the library functions smoothly, providing order and consistency in operational functions, while leadership skills allow a leader to motivate staff to adapt and become comfortable with change.[22] To effectively lead and manage the information and technology resources of a law library, it is imperative that relationships be forged with the dean, the library staff, the faculty, and law school administrative colleagues.

To work effectively with the law school dean, it is essential to understand the dean's work style, vision, goals, objectives, and pressures.[23] Working effectively with the dean requires the law library director to problem solve, bringing suggested solutions along with problems to the dean's office. Keep the dean informed; surprises are unpleasant. Discover whether the dean wants daily, weekly, semimonthly, or monthly reports and updates. Learn whether the dean prefers details or anecdotal reports. Ultimately, the dean wants to be reassured that the law library director has details under control, is ready to resolve any problems that arise, manages money and staff effectively, eases administrative burdens, and helps the dean maintain a positive image of the law school.

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Managing staff effectively is essential. In order to effectively lead staff, listen. People want to be acknowledged. They want directors to hear their ideas and concerns. They want attribution and praise for their successes.[24] To learn what is going on within the library, walk the floors, visiting all departments and library staff. This allows a director to observe and provides an opportunity to informally exchange greetings and ideas.

Problems and problem employees exist and present challenges. Once someone comes to the director with a problem, the director must decide how this problem will be resolved, communicate this, and then follow through. If the director thinks the issue is exaggerated and does not constitute a problem, he or she should say so. If the director intends to take steps to resolve the problem, the employee should be told what steps will be taken and be updated as needed. Conflict is inevitable. If handled properly, it can be productive, allowing employees to share and explore divergent perspectives. If handled badly and left unresolved, it festers, destroying morale.[25]

Keep library staff updated as to their performance. Catch people doing excellent work, tell them the work is excellent, thank them, and then tell the dean or managing partner.[26] Meet with staff several times a year to keep them updated about performance.[27] Keep a file with notes from others as well as your own observations to use when preparing performance reviews. Make expectations about performance very clear. "Do your best" might not be the best directive if the director and the employee have different perspectives as to what constitutes the employee's best. If performance issues arise, make sure employees understand precisely what is expected in terms of behavior and performance. If corrections, discipline, or reprimands are needed, this should be done in private and in person rather than via e-mail or the telephone, if at all possible.

Some employees will never be satisfied or happy. If you inherited one of these, be very clear about what behaviors will and will not be tolerated. When interviewing and hiring, "select out the negative, maladjusted, trouble-making faultfinders who derive little satisfaction in anything about their jobs."[28]

Relationships with faculty, students, and other law school administrators are essential to effectively do the job. Again, walk the floors, visiting individuals in their own environment. Talk to faculty, students, and staff to find out what their technology and information needs are. Again, listen. Promptly respond to faculty, administrator, and student requests, even if telling them no. Annually survey the law faculty and law students to learn what services are working and which services need tweaking. Attend faculty workshops, presentations, and luncheons. A director's support is noticed and appreciated; as an added benefit, you will learn of any information or technology concerns that exist. Establish relationships

with other library and technology directors on campus. Ideas and occasionally resources can be shared.

Alumni and local attorneys are also important. Services can be provided to these two constituencies in a manner that benefits both the law library and the law school. Providing access to continuing legal education (CLE) tapes for alumni and local attorneys can often reap financial rewards in the forms of donations, gifts, or bequests. Another service of use to local alumni and attorneys includes providing them with a room within the library in which to do research. Consider providing access to word processing equipment and electronic subscriptions.[29] Document delivery can be provided to local area attorneys too.

SERVICES

Frequently the law library is responsible for providing both information and technology services to its patrons. After consultation with the appropriate individuals,[30] decide what services will be provided. Once that decision is made, be certain that excellent service is being provided.

Some of the traditional library information services that can be provided include current awareness updates; research assistance with information retrieval for scholarship, classes, and class preparation; preparation of subject bibliographies and research guides to assist faculty and students with information retrieval; and training and technology assistance for faculty and students.[31]

With a liaison program, the above services can be effectively and efficiently organized. Traditional liaison programs match individual librarians with individual faculty members. Once matched, the librarian will handle the faculty members' interlibrary loans (ILLs), research requests, handle requests for special lectures on research topics, and set up current awareness resources. This process also assists the faculty in discovering new materials for their research needs, introducing new electronic resources, and training research assistants.

There are numerous resources to help faculty maintain current awareness. Faculty should have their own RSS feeds (Really Simple Syndication, a format that sends headlines to news aggregators and libraries), Westclips, and Lexis alerts in their subject areas. Tables of contents from journal pages can be downloaded with the University of Washington's CILP,[32] which is distributed electronically. Smartclips can be set up in CILP so that faculty are alerted whenever articles in their subject area are published. Blogs can be used to disseminate current information about what is happening in the library, in the law school, and in the legal community. Create your own library blog to accomplish this. Once created,

link it to Jurist's Paper Chase[33] and other blogs.[34] Create a Special Legal Bulletins page that provides links to recent, newsworthy legislation, cases, and articles.[35] Publish this information to faculty, staff, and students via e-mail alerts.

Interview faculty to learn what courses they teach and what their research interests are.[36] Set up Alerts or Westclips in the Index to Legal Periodicals as well as local newspaper databases on Westlaw or Lexis so that the librarian and the faculty member are alerted when a faculty member is cited or quoted. Offer the routing of journals as well as a photocopy/print service for faculty. Publish a monthly newsletter that provides information about the library's resources and lists recent faculty publications. Maintain the faculty publication list from each newsletter and then annually publish a bibliography of faculty publications. Publish research guides and subject-specific bibliographies as well. Distribute this material electronically via e-mail and on the law library's website.[37] Offer faculty guest lectures on specialized legal research topics. Train faculty, staff, and students to cost effectively use print and electronic resources in individual and group training sessions.[38]

Provide reference assistance to faculty, staff, students, alumni, local attorneys, and the general public if the public is included in the library's mission. Provide this assistance via several resources, including in-person reference service at a reference desk,[39] electronic reference service via e-mail, virtual reference service with chat and URL push functions,[40] and telephone reference services. Maintain reference and liaison statistics electronically to gauge the effectiveness of information services provided as well as determining staffing levels for appropriate times.

While discussing services, a twenty-first-century discussion of law libraries would not be complete without a discussion of technology services. Whether technology services are housed within the law library or in a separate computer services department,[41] law schools expect a network infrastructure that supports faculty, staff, and students as well as databases and Web pages that provide information about the school, its resources, classes, and region. Electronic classrooms and courtrooms with Webcasting, videoconferencing, simulcasting, and audiovisual capabilities are becoming the norm rather than the exception. Wireless networks, once unique, are now expected by students.[42]

In terms of network infrastructure, an internal law center network with servers that provides faculty and students with access to e-mail, word processing, databases, and the Internet is essential. Once this infrastructure is in place, a centralized help desk, located within the law school, is necessary to provide hardware and software support for patrons. In addition, most technology departments also support law school computer labs, building wide wireless networks, Internet service providers (ISPs)

for faculty and students, and virtual private networks (VPNs) that allow the faculty's and staff's home computers to behave as though at work.[43]

Before applying to law school, prospective students expect to be able to chat live and online with the admissions director or with part of the admissions committee. Students expect to apply to law school online. Once admitted, students expect to register for classes online and obtain grades, class rankings, and transcripts via the Internet. They will rank faculty online; collaborate with one another via electronic message boards, instant message, and e-mail; submit assignments electronically; print wirelessly from within anywhere in the law school; review digital audio recordings/podcasting of classes; telecommute via videoconferencing for classes from distant clinics; and take exams and the final bar exam with their laptops, using secure computerized software.[44] They expect to research electronically and retrieve information resources from the library and the law school's website from any place at any time.[45] They expect to provide employers with electronic business cards that contain a resume, writing sample, and video clip of a presentation, mock negotiation, or Moot Court experience. They expect to search for and apply for jobs with online software as well. They expect to publish law reviews and journals online. If the library is in charge of technology, it is responsible for meeting the students' expectations.

Given these expectations, faculty expectations about technology services have increased.[46] Faculty teach in electronic classrooms that allow them to poll students within the class, show bits and clips of legal-related movies on DVDs, examine physical evidence via a document camera, project PowerPoints and statutory provisions via an LCD on an overhead screen, and connect to the Internet in order to answer questions that arise about a case or piece of legislation. To use these classrooms, they must be trained.

To communicate effectively, efficiently, and quickly with students, faculty use class distribution lists to e-mail students, post messages and assignments on electronic bulletin boards, and post syllabi on the website. To alert others of their specialization and interests, they also post their CV, bibliographies, and other documents on their website. Many want the ability to use their Web page to link to other websites. Digital video or audio recordings of class preserve lectures for students while a digital photobook, password protected, allows professors to view photos of their students by class.

Information access from any place at any time is important for a law center's faculty, staff, and students. To achieve this, many law libraries provide an easy proxy server that authenticates students and faculty, allowing them to access and retrieve electronic information resources[47] from anyplace. An intranet allows faculty and students to retrieve passwords and

documents while away from the office/school. Web design and maintenance for the various law school departments, such as admissions, alumni, career development, faculty, library, and student affairs, provide crucial information to faculty and students about these departments.

Should technology be housed in the law library or exist as an independent, separate department? Again, it depends on the law school's mission and organization. Given how closely intertwined library and technology concerns are,[48] many schools are now housing technology within the law library. Reference librarians are learning to respond to frontline technology queries while computer professionals develop service skills to better assist patrons.

COLLECTION DEVELOPMENT

One of the intellectual challenges of a law library director includes collection development. Collection development varies from library to library. Some libraries have a collection development librarian while others use a collection development committee that is composed of various professionals. A law library's collection should support the needs of its primary patrons. In an academic setting, those patrons are the law students and the law faculty. This means that the law library should provide a core collection of primary sources of law, indexing and finding aids, updating tools, secondary sources, treatises, and monographs to support the law school's curriculum and the faculty's research and scholarship needs.

In order to comply with American Bar Association (ABA) Standards,[49] a law library must have a written collection development policy that is periodically reviewed and updated.[50] Along with the collection development policy, a collection retention policy, while not required, is extremely useful. Weeding is essential, and it is imperative that a library decide what will be kept and what will later be discarded because libraries have limited shelf space. This means format (microform, print, or electronic) becomes a consideration in collection development. Microforms and electronic collections reduce the need for shelf space. Once electronic collections are introduced, access versus ownership, discussed in a later chapter, becomes an issue. While some new electronic products are being sold in a manner similar to the sale of print products, many electronic resources continue to provide access only rather than ownership.[51] This format is changing collection development as well as the job of the acquisitions librarian.

Presently the annual *ABA Report* requires both the volume and title count of academic law libraries. Many believe that the volume count provides an inaccurate measurement of the breadth and depth of a law library's collection. Counting also raises other issues. Can electronic titles

be counted? If so, how are they measured? As academic law libraries move into the twenty-first century, many directors and staff are discussing the need to more accurately measure a collection and determine if it does indeed support a law school's curricular, research, and scholarship needs.

In addition to space considerations, there are numerous other reasons to buy electronic resources. Electronic serial subscriptions coupled with an easy proxy server allow law faculty and students to access primary and secondary sources of law at any time from any place. If a law school has a mandatory laptop program for students, electronic resources, if not limited to a certain number of simultaneous users, can literally put a resource in every patron's hands.

To develop this collection, a number of tools exist. Hein's green slip service[52] and Yankee Peddler's Gobi yellow slip service[53] alert librarians of new monographic and serial titles being published. Annual publications such as *Legal Information Buyer's Guide and Reference Manual*[54] and *Recommended Publications for Legal Research*,[55] as well as *Law Library Journal's* quarterly column "Keeping Up with New Legal Titles" also assist librarians working with collection development. There are also other collection development tools available.[56]

BUDGETING

Given the size of most law library budgets,[57] budgeting is an essential skill needed by a law library director. All academic law schools must annually file a report with the ABA. Included within that report is a library report that lists, among other things, library expenditures by the following categories:

- serials
- online resources
- monographs
- ILL expenses
- bindery expenses
- preservation expenses
- computer bibliographic expenses
- computing equipment
- equipment repair and purchase
- postage, telephone, paper, and office supplies
- travel
- professional dues and memberships
- all other expenses

Budgeting is a critical issue in today's environment. Costs of legal serials have often seen double-digit increases in the past twenty years[58] while most law library budgets have either increased modestly or stayed flat. In order to remain within budgets, most law libraries are now taking a long, hard look at their collection and making choices.[59]

To stay within budget, review library and technology (if within one's purview) accounts by account number as well as vendor on a weekly basis. Annually review serial subscriptions by vendor.[60] When reviewing these subscriptions, check not only the updating costs but also verify the name of the requestor of the item. Cancel items that are appropriate for cancellation. As technology has made the online or virtual library more of a reality, firm libraries have been quick to remove many print resources, relying primarily on electronic resources. While academic law libraries have moved more slowly with regards to print, academic law library directors are reviewing print legal serials and canceling duplicative print coverage. They are also reviewing decisions to pay for resources in both print and electronic formats. Many academic law libraries are moving from print Shepard's to online updating services such as KeyCite or Shepard's.

With electronic access via Lexis, LoisLaw, Westlaw, VersusLaw, and official government sites on the Internet, law libraries are asking crucial collection development and budgetary questions.[61] Should print Shepard's be maintained? Should every print digest be continued? If not, which digests should be discontinued? Should the library continue to carry print law reviews or discontinue current coverage since many are now available online? Is it necessary to consult legal research instructors before making such a decision? Should print statutes for all fifty states be continued or will a combination of print and online statutory provisions suffice?[62] These are some of the questions the director must ponder.

The law library director also needs to annually compile and justify a materials budget to the dean, managing partner, or a board of trustees.[63] To help justify rising costs, there are several resources to consult, including the *Price Index for Legal Publications*,[64] which allows the director to review serial costs by title or type of publication.[65] Other resources[66] that discuss price increases are also available.

POLICIES

A law library director is also expected to implement policies and procedures.[67] These policies are created in conjunction with the dean, law faculty, and librarians with the goal of seeing that the library functions efficiently and provides faculty and students with teaching, learning,

research, and scholarship support. If technology or records management is included, these need to be satisfactorily handled as well.

In addition to crafting and creating law library policies, the director needs to enforce any institutional policies as well. Frequently there are institutional policies[68] covering various legal topics such as the Americans with Disabilities Act,[69] the Family Medical Leave Act,[70] Title VII prohibited employment practices,[71] overtime,[72] and workers' compensation.[73]

Finally, a director needs to be familiar with an institution's disciplinary actions, employee grievance process and procedure, and prescribed ethical standards of conduct as well as promotional, reclassification, and raise policies. These are all issues with which the director will eventually grapple.

TEACHING AND FACULTY RESPONSIBILITIES

According to the ABA Standard 603 for Approval of Law Schools, the law library director, except in extraordinary circumstances, is to hold a faculty tenure/tenure track slot.[74] As a practical matter, this means that the law library director must also satisfy service, teaching, and scholarship requirements in addition to seeing to the administration of the law library. Some law libraries also provide tenure for all librarians. If this is true for a library, librarians must also fulfill scholarship, teaching, and service requirements in addition to handling the day-to-day responsibilities of their jobs.

Service requirements can be fulfilled with law school, university, and law library committee work. Volunteer to serve on law school and university committees. Offer to serve law library organizations at the local, regional, and national levels.[75]

In terms of teaching, some law schools require that legal bibliography be taught by the law school librarians while others utilize legal research and writing instructors. In addition to teaching legal bibliography, law library directors usually teach an advanced legal research course.[76] Sometimes the director is given the opportunity to teach a substantive legal course. Seize this opportunity if it occurs. The director, working with other librarians, may also be responsible for training first-year students to use Westlaw and Lexis.

Scholarship is essential. Write about topics that are of interest. Maintain a notebook or electronic folder with articles that catch the eye. Volunteer to speak at meetings and turn those topics into articles. Offer to edit a newsletter. Opportunities to write will be plentiful.

CONCLUSION

The law library director wears many hats: colleague, administrator, technologist, teacher, and researcher. In order to effectively run a law library, the director needs leadership, management, budgeting, planning, teaching, researching, listening, writing, and technology skills.

To implement his or her vision of the library and technology center, the director needs to effectively market[77] the library's resources and services in order to attract patron attention and resources. Prepare brochures, handouts, manuals, newsletters, and bibliographies. Invite faculty and students to attend training and informational sessions. Draft an annual report,[78] sharing it with the dean, managing partner, or trustees. Invite feedback[79] from patrons. Listen. Ask what patrons want and need. Trying to accomplish these tasks and answer these questions creates law library directors.

NOTES

1. Kathleen M. Price, "Rededication Symposia: Evolving Technology and Law Library Planning: Technology and Law Library Administration," *St. John's Law Review* 70 (Winter 1996): 145–61.

2. Susan Westerberg Prager, "Expectations of the Twenty-First Century Law Library for the Support of Faculty Scholarship: Law Library and the Scholarly Mission," *Law Library Journal* 96 (Spring 2004): 513–24. See also "The Value of a Public Law Library," *State, Court, and County Law Libraries, American Association of Law Libraries,* www.aallnet.org/sis/sccll/pdfs/Sccllguide2.pdf (accessed January 2, 2006).

3. Carol Bredemeyer, "What Do Directors Do?" *Law Library Journal* 96 (Spring 2004): 317–23.

4. "Standards for Approval of Law Schools," *American Bar Association,* www.abanet.org/legaledu/standards/2005–2006standardsbook.pdf (accessed January 2, 2006).

5. James G. Miles, "Leaky Boundaries and the Decline of the Autonomous Law School Library," *Law Library Journal* 96 (Summer 2004): 387–423.

6. According to the American Association of Law Libraries' website, there are presently nineteen law library consortia. See "Consortia," *American Association of Law Libraries,* www.aallnet.org/chapter/consortia.asp (accessed January 2, 2006).

7. There appears to be widespread belief that all information is now accessible via the Internet. See Michelle Wu, "Why Print and Electronic Resources Are Essential to the Academic Law Library," *Law Library Journal* 97 (Spring 2005): 233–56. For a list of government information that is permanently available in electronic format, see "State by State Report on Permanent Public Access to Electronic

Government Information," *American Association of Law Libraries*, www.11 .georgetown.edu/aallwash/State_report.pdf (accessed January 2, 2006).

8. Florida's County Law Libraries are facing draconian budget cuts after the filing fee structure was changed. See Florida Statute '939.185 (2005). See also Robert Riger, "The Florida Saga Continues," *State, Court & County Law Libraries News* (Winter 2005): 7–8; and Meredith Hobbs and Greg Bluestein, "State Law Library May Be on House's Chopping Block," *Fulton County Daily Report*, March 29, 2005, p. 1 for information about closing the public's access to the State Law Library of Georgia.

9. Richard A. Danner, "What Are Law Libraries For?" *Law Librarian* 30, no. 4 (December 1999): 211–15.

10. A. B. Veaner, "Paradigm Lost, Paradigm Regained? A Persistent Personnel Issue in Academic Librarianship," *College and Research Librarianship* 55 (1994): 389.

11. Thomas Friedman, "How Companies Cope," in *The World Is Flat: A Brief History of the Twenty-First Century* (New York: Farrar, Strauss, & Giroux, 2005).

12. Virginia J. Kelsh, "The Law Library Mission Statement," *Law Library Journal* 97 (Spring 2005): 323–34.

13. Richard A. Danner, *Strategic Planning: A Law Library Management Tool for the 90s* (Dobbs Ferry, NY: Glanville, 1991), 10. See the later edition, Richard A. Danner, *Strategic Planning: A Law Library Management Tool for the 90s and Beyond*, 2nd ed. (Dobbs Ferry, NY: Glanville, 1997).

14. Danner, *Strategic Planning*, 1st ed., 12. See also Donald E. Riggs, *Strategic Planning for Library Managers* (Phoenix, AZ: Oryx Press, 1984).

15. Roy M. Mersky, "Administration of Academic Law Libraries," in *Law Librarianship: A Handbook*, ed. H. Mueller and P. Kehoe (Littleton, CO: Fred B. Rothman, 1983).

16. For a thorough discussion of library staff organization, see Martha J. Dragich, "Organizational Structures in Law Libraries: A Critique and Models for Change," in *Law Library Staff Organization and Administration*, ed. Martha J. Dragich and Peter C. Schnack (Littleton, CO: Fred B. Rothman, 1990).

17. Jonathan A. Franklin, "Why Let Them Go? Retaining Experienced Librarians by Creating Challenging Internal Career Paths: Introducing the Executive Librarian," *Law Library Journal* 88 (Summer 1996): 352–81.

18. Herb Cihak and Sue Burch, "Leading Your Law Library Staff: Four Principles of Effective Leaders," *Virginia Libraries* (July 1996): 18–19.

19. If the circulation manager reports to the head of public services, the manager should first address complaints or issues with the head rather than going around and above this position directly to either the associate director or director. Only if the circulation manager and head of public services are unable to resolve the issue should the conflict be taken to the next level.

20. Kenneth W. Thomas, "Conflict and Conflict Management: Reflections and Update," *Journal of Organizational Behavior* 13 (1992): 266–74.

21. Jean M. Holcomb, "Learning to Lead: Debunking Leadership Myths," *Law Library Journal* 97 (Spring 2005): 729–34 discussing Michael Feiner, *The Feiner Points of Leadership: The Fifty Basic Laws That Will Make People Want to Perform Better for You* (New York: Warner Books, 2004).

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& County Law Libraries
Bluestein, "State Law Li-
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& Giroux, 2005).
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E. Riggs, Strategic

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O: Fred B. Roth-

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Models for
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22. Holcomb, "Learning to Lead," 730–31. According to Holcomb, Feiner defines management skills as those involving planning, budgeting, problem solving, and resource allocation while leadership skills are defined as relationship building, coaching, feedback, and direct communications.

23. Janis Johnston, "Managing the Boss," *Law Library Journal* 89 (Winter 1997): 21–29.

24. Stephen R. Robbins, "Truth 36: Hearing Isn't Listening" and "Truth 63: Beware the Quick Fix" in *The Truth about Managing People . . . and Nothing but the Truth* (London: Prentice Hall 2003), 106–8, 195–97.

25. Rachel Singer Gordon, "Managing People: Communication and Leadership" in *The Accidental Library Manager* (Medford, NJ: Information Today, 2004). See also John Lubans Jr., "On Managing: Disagreeing Agreeably," *Library Administration & Management* 19 (2005): 36.

26. Gordon, *The Accidental Library Manager*, 135.

27. Robbins, *The Truth about Managing People*, 162–64.

28. Robbins, *The Truth about Managing People*, 13.

29. Examples of some electronic subscriptions that permit walk-in patron access include HeinOnline, LexisNexis Academic Universe, and Westlaw Patron Access.

30. Most academic law libraries have a library committee to which faculty are appointed. At some institutions, this committee is simply advisory while at other institutions, the committee actually makes policy. According to ABA Standard 602, "the dean and director of the law library, in consultation with the faculty of the law school, shall determine library policy." See "Standards for Approval of Law Schools," *American Bar Association*, www.abanet.org/legaledu/standards/chapter6.html (accessed January 23, 2006).

31. For a description of two deans' perspectives about the services to be provided by the law library in the twenty-first century, see Mary Kay Kane, "The Law School Library Director of the Twenty-First Century: What Deans Think: Technology and the Law School Librarian of the Twenty-First Century," *Law Library Journal* 95 (Summer 2003): 427–29; and John Makdisi, "The Law School Library Director of the Twenty-First Century: What Deans Think: Improving Education Delivery in the Twenty-First Century: The Vital Role of the Law Librarian," *Law Library Journal* 95 (Summer 2003): 431–34. For a faculty perspective, see also Robert M. Jarvis, "Expectations of the Twenty-First Century Law Library for the Support of Faculty Scholarship: What Law Professors Will Want from Law Librarians in the Twenty-First Century," *Law Library Journal* 96 (Summer 2004): 503–6.

32. "Current Index to Legal Periodicals," *Marian Gould Gallagher Law Library, University of Washington School of Law*, http://lib.law.washington.edu/cilp/cilp.html (accessed January 17, 2006).

33. "Jurist: Legal News and Research: Paper Chase," *University of Pittsburgh School of Law*, http://jurist.law.pitt.edu/paperchase (accessed January 17, 2006).

34. "Legal Blogs," *The Law Library & Technology Center of the Shepard Broad Law Center, Nova Southeastern University*, nsulaw.typepad.com/novalawcity (accessed September 9, 2006).

35. "Special Legal Bulletins," *Law Library & Technology Center*, http://www.nsulaw.nova.edu/library_tech/library/services/bulletins.cfm (accessed September 9, 2006).

36. Sheri Lewis, "A Three-Tiered Approach to Faculty Services Librarianship in the Law School Environment, *Law Library Journal* 94 (Winter 2002): 89–100.

37. "Library Publications," *Law Library & Technology Center*, http://www.nsulaw.nova.edu/library_tech/library/publications/index.cfm (accessed September 9, 2006).

38. For an excellent and concise work on developing legal research skills, see Nancy P. Johnson, Robert Berring, and Thomas Woxland, *Winning Research Skills*, 5th ed. (Eagan, MN: West, 2002).

39. Rhea Ballard-Thrower, "A Day in My Law Library Life: If Only the Desk Could Talk," *Law Library Journal* 89 (Spring 1997): 161.

40. With chat reference, a librarian responds to text messages received from a patron. The librarian is then able to push URLs/Web pages to the patron to respond to his or her query. QuestionPoint, by OCLC, is an example of a chat reference service. An additional benefit of this service is that it usually provides a transcript of the chat between the librarian and patron. "24/7 Reference Services," *QuestionPoint*, www.questionpoint.org/ (accessed January 18, 2006).

41. Marie Wallace, "Profile in Partnering: An Interview with Barbara K. Geier," *Law Librarians Resource Exchange (LLRX)*, www.llrx.com/extras/interview.htm (accessed January 17, 2006).

42. For a preview of technology services provided by law schools, see Colleen Gareau, "Top of the Technology Class," *National Jurist* 14, no. 4 (January 2005): 20–23. See also Billie Jo Kaufman, "Taking the Wireless Route at NSU," *Spectrum* (November 1999): 12–13.

43. For a discussion of the function of a VPN, see "VPN Setup," *Help Desk, Office of Information Technologies, Nova Southeastern University*, www.nova.edu/help/internet/vpn/index.html (accessed January 17, 2006).

44. Software that secures laptops for computerized exams include ExamSoft, www.examsoft.com, and Software Secure, www.marketwire.com/mw/fram_multimedia?prid'75214&attachid'158027 (accessed January 17, 2006).

45. For an interesting discussion of the GenX and millennial generations currently shaping and driving technology expectations, see John C. Beck and Mitchell Wade, *Got Game: How the Gamer Generation Is Reshaping Business Forever* (Boston, MA: Harvard Business School Press, 2004).

46. For an early discussion about how technology would influence law professors, see Peter W. Martin, "How New Information Technologies Will Change the Way Law Professors Do and Distribute Scholarship," *Law Library Journal* 83 (Fall 1991): 633–40.

47. I am referring to electronic serial subscriptions to products such as BNA, CCH, Matthew Bender, RIA, and others. See "Online Resources," *Law Library & Technology Center*, http://www.nsulaw.nova.edu/library_tech/library/resources/index.cfm (accessed September 9, 2006).

48. Richard A. Danner, "Redefining a Profession," *Law Library Journal* 90 (Summer 1998): 315–56.

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... pages received from a
... to the patron to re-
... ample of a chat refer-
... ... provides a tran-
... Reference Services,"
... 2006).
... Barbara K. Geier,"
... .../interview.htm

... schools, see Colleen
... (January 2005):
... *NSU," Spectrum*

... *Help Desk, Of-*
... .edu/help/

... ExamSoft,
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... ... cur-
... Mitchell
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... profes-
... change the
... 83 (Fall

... BNA,
... *Library &*
... sources/

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49. See "Standards for Approval of Law Schools," ABA Standard 606c, *American Bar Association,* www.abanet.org/legaledu/standards/chapter6.html (accessed January 23, 2006).

50. To see examples of collection development policies, visit "Law Library Collection Development Policies," *American Association of Law Libraries,* www.aallnet.org/sis/tssis/committees/acquisitions/colldevpolicies/libtype.htm#academic (accessed January 17, 2006).

51. Diane Altimari, Brenna Louzin, Kermit Lowery, Lisa Smith-Butler, and Lorna Tang, "Negotiating License Agreements Reaccessed," paper presented at the annual meeting of the American Association of Law Libraries, Seattle, WA, July 2003, 91–122.

52. See "Electronic Greenslip," *William S. Hein Company,* www.heingreenslips.com/ (accessed January 18, 2006).

53. See "Gobi," *Yankee Peddler,* www.gobi2.com/ge2_Login.asp (accessed January 18, 2006).

54. Kendall F. Svengalis, *The Legal Information Buyer's Guide and Reference Manual* (Littleton, CO: F. B. Rothman, 1967–2005).

55. Oscar J. Miller and Mortimer D. Schwartz, compilers, *Recommended Publications for Legal Research* (Littleton, CO: F. B. Rothman, 1988–2005).

56. Other tools include *Law Books in Print Online,* ed. Merle Slyhoff (Dobbs Ferry, NY: Oceana, 2005); and American Association of Law Schools, *Law Books Recommended for Libraries* (Littleton, CO: F. B. Rothman, 1967–2005).

57. Jane Hammond, "Library Costs as Percentage of Law School Budgets," *Law Library Journal* 80 (Summer 1988): 439–45.

58. Kent Milunovich, "Issues in Law Library Acquisitions: An Analysis," *Law Library Journal* 91 (Spring 2000): 203–15.

59. Laura N. Gasaway, Bruce S. Johnson, and James M. Murray, *Law Library Management during Fiscal Austerity,* ed. Roy Mersky (Dobbs Ferry, NY: Glanville, 1992).

60. Aspen, BNA, CCH, Hein, Lexis, Matthew Bender, RIA, and West are vendors publishing a large number of legal serial titles.

61. ABA Standard 606 indicates that the law library is to provide a core collection of accessible materials through either ownership or reliable access. Interpretation 606-2 states that the collection should be an "appropriate mixture" of formats and further indicates that a "single format" may violate Standard 606. See "Standards for Approval of Law Schools," *American Bar Association,* www.abanet.org/legaledu/standards/chapter6.html (accessed January 23, 2006).

62. Several articles and bibliographies attempt to address these issues. See Paul E. Howard and Renee Y. Rastorfer, "Do We Still Need Books? A Selected Annotated Bibliography," *Law Library Journal* 97 (Spring 2005): 257–83. See also Penny Hazelton, "How Much of Your Print Collection Is Really on Westlaw or Lexis-Nexis?" *Legal Reference Services Quarterly,* no. 1 (1999): 3–22; and Gordon Russell, "Re-Engineering the Law Library Resources Today for Tomorrow's Users: A Response to How Much of Your Print Collection Is Really on Lexis-Nexis?" *Legal Reference Services Quarterly,* no. 2–3 (2002): 29.

63. See the appendix to this chapter as an example of a budget justification submitted to a law school dean. Ultimately, this justification will be submitted to a university president.

64. American Association of Law Libraries, *Price Index for Legal Publications*, 2nd ed. (Chicago, IL: AALL 2005).

65. Publications are divided into the following categories: academic and commercial periodicals, court reporters, citators, codes, digests, newsletters, loose-leaf services, and supplemented legal treatises. See "Price Index," *American Association of Law Libraries*, www.aallnet.org/members/price_index.asp (accessed January 24, 2006).

66. See "Serials Prices 2001–2005 with Projections for 2006," *Ebsco*, www.ebsco.com/home/printsubs/serialspriceporjec06.pdf (accessed January 22, 2006); and Brenda Dingley, "U.S. Periodical Price Index: U.S. Periodical Prices 2004," *American Library Association*, www.ala.org/ala/alctscontent/alctspubsbucket/alctresources/general/periodicalsindex/2004-PPI.pdf (accessed January 22, 2006).

67. At Nova Southeastern University, Shepard Broad Law Center, Law Library and Technology Center, we have several written policies, including a General Library Policy Manual, a Collection Development and Collection Retention Manual, an Information Services Policy Manual, a Technical Services Policy Manual, and an Emergency Procedures Manual. See also Carol Bredemeyer, "What Do Directors Do?" *Law Library Journal* 96 (Spring 2004): 317–23.

68. As an example, see the policies of Nova Southeastern University, at www.nova.edu/cwis/hrd/emphanbk (accessed January 22, 2006).

69. See the Americans with Disabilities Act of 1990, 42 U.S.C. '12101 (Washington, D.C.: Government Printing Office, 2000) and Supp.

70. See the Family and Medical Leave Act, 29 U.S.C. '207 (Washington, D.C.: Government Printing Office, 2000) and Supp.

71. See Equal Employment Opportunities Unlawful Employment Practices, 42 U.S.C. '2000e(2)–(3) (Washington, D.C.: Government Printing Office, 2000) and Supp.

72. See the Fair Labor Standards Act, 29 U.S.C. '207 (Washington, D.C.: Government Printing Office, 2000) and Supp.

73. Workers' compensation is based on state rather than federal law. As an example of a workers' compensation statute, see Florida Workers' Compensation, Florida Statute '440.01 (2005).

74. American Bar Association, *Standards for Approval of Law Schools*, www.abanet.org/legaledu/standards/chapter6.html (accessed January 29, 2006).

75. For a list of law library organizations, see "AALL Chapters," *American Association of Law Libraries*, www.aallnet.org/chapter/chapters.asp (accessed January 29, 2006).

76. Ann Hemmens, "Advanced Legal Research Courses: A Survey of ABA-Accredited Law Schools," *Law Library Journal* 94 (Spring 2002): 209–36.

77. Barbara Bintliff, ed., "Marketing Toolkit for Academic Law Libraries," *American Association of Law Libraries*, www.aallnet.org/sis/allsis/Toolkit/ (accessed January 26, 2006).

78. See Roy Mersky, "The Jamail Center for Legal Research 2000–2001 and 2001–2002," *University of Texas,* http://tarlton.law.utexas.edu/annrep/2002.pdf (accessed January 26, 2006); and "Cornell Law Library Highlights: July 2002—July 2003," *Cornell Law Library,* www.lawschool.cornell.edu/library/INFORMATION/highlights/2003.htm (accessed January 26, 2006).

79. Dwight B. King Jr., "User Surveys: Libraries Ask, 'Hey, How Am I Doing?'" *Law Library Journal* 97 (Winter 2005): 103–15.

APPENDIX TO CHAPTER 3 BUDGET JUSTIFICATION INTEROFFICE MEMORANDUM

Budget Justification
Interoffice Memorandum

TO: Dean and Professor of Law

FROM: Director, Law Library

DATE: December 2005

SUBJECT: 2006–2007 Budget Requests and Justifications

Account   **Consultants/Academic**
$_____ is budgeted to support and maintain Amicus Attorney software, licenses, and a consultant for the clinic law office program. This software trains law students working in the clinics to work with automated billing, document production, and billable hours.

Account   **Contract Services**
$_____ is budgeted for payment to XYZ Enterprises. This organization provides loose-leaf filing and updating on a monthly basis for the law library. This includes filing for BNA, CCH, and other loose-leaf publications as well as updating pocket parts in other publications.

Account   **Equipment Rental**
$_____ is budgeted to maintain office copiers and fax machines and provide servicing of the plants in the law library.

Account   **Supplies/Classroom**
$_____ is budgeted for maintaining erasers, whiteboards, and markers for study rooms as well as copying and any other related classroom expense when librarians provide special lectures for classes. Examples of special classes for students include *Locating Business Information Resources* for the business clinic, *Jump Start Your Clerkship,* and *Locating Ethics Resources.* Librarians also provide a research series for first-year students known as *Glad You Asked* and a series for faculty known as *Faculty Informs.* Librarians also handle student Westlaw and Lexis training, requiring supplies for these sessions as well.

Account   **Supplies/Office**
$_____ is budgeted for office supplies, copying, and printing for a staff of __ and approximately 1,000 students.

Account   **Supplies/Computer**
$_____ is budgeted to purchase various essential computer supplies such as disk drives, mice, batteries, keyboards, and power cords. These replace lost and/or broken faculty staff items.

Account   **Audio Visual Supplies**
$_____ is budgeted for power cords, tripods, video tapes, and CDs for the AV office, which frequently tapes professors' classes and is taping ___ sessions on a weekly basis. Special programs and events, such as the _____ Series, are also taped.

Account   **Supplies/Photocopy**
$_____ is budgeted to pay for copying charges incurred by the law library when requesting interlibrary loans from other libraries. With several new faculty members who are writing to attain tenure, we are using interlibrary loans more frequently.

Account   **Internal/Copying**
$_____ is budgeted to pay for copying by the University Copy Center in the event that the law library is unable to complete a copying project on time.

Account **Internal/Printing**
$_____ is budgeted for printing of business cards for law library staff as well as library stationery by University Publications.

Account **Repair and Maintenance**
$_____ is budgeted for repairing and maintaining various library equipment, including the fiche reader machine.

Account **Equipment Service and Repair**
$_____ is budgeted for servicing the 3M law library entry gates as well as the Helix Universal Server upgrades and maintenance. This sum also includes a service contract for the compact shelving located on the _____ floor. The compact shelving maintenance contracts cost approximately $_____ last year. These agreements are essential as the cost to actually repair would be considerably more. This service is used frequently.

Account **Phone/Fax Expense**
$_____ is budgeted to maintain ___ Nextel phones for _____ staff that need both a cell phone as well as a walkie-talkie to effectively communicate with each other both on- and off-site. It also includes three Blackberrys for the _____ in order to remain in contact with the office when traveling for business.

Account **Postage**
$_____ is budgeted for law library postage expense.

Account **Marketing/Advertising**
$_____ is budgeted to help promote the law library in various sponsored events such as the *AALL Excellence in Marketing Award* and *West's National Legal Research Teach In*.

Account **Nonmarket/Advertising**
$_____ is budgeted to advertise vacant positions within the law library.

Account **Computer Network**
$_____ is budgeted for computer network expenses. This includes monies paid to CompuServe, Solinet, and vendors for electronic resources. This is a substantial increase in this

account as we are beginning to pull away from print re-
sources and are trying to acquire more electronic resources.
To accomplish this, we have canceled several print titles
and tried to hold the print serials budget (9030) at the same
amount even though serials are increasing at a rate of 8
percent for 2005.

From this account, electronic resources for other depart-
ments are purchased, including:

$1,000.00 to CALI for Online Consortia membership;
$3,200.00 to West for a Job/Career database;
$3,000.00 for Live Chat software shared among _____ pro-
    grams.

The law library's mission is to provide students with 24/7
access at any time, in any place. To accomplish this goal,
we purchase a variety of electronic resources that allow
students to dial up from home or the office at 2:00 a.m. and
use library resources. Electronic resources allow us to serve
our distance students in the _____ programs. Off-site JD
students, spending a semester in another city, state, or
country for their clinic experience, are also well and easily
served with electronic resources.

Electronic resources help us train students for the changing
world of legal practice that they will be entering where in-
formation is compiled, processed, and retrieved in elec-
tronic formats that allow data to be manipulated.

Electronic resources preserve shelf space, which is needed
for the National Reporter Series, state codes, and case-
finding tools, which are still maintained in print copy.
Presently our shelves are at 68 percent capacity, and we
want to conserve as much of this space as is possible for
print copy items mandated by the ABA. Also, electronic re-
sources allowing for simultaneous users permit us to serve
multiple students at the same time whereas print copies
serve only one student at a time.

Presently our electronic resources include (see also
www.nsulaw.nova.edu/library/resources.cfm#research):

BNA Online, Selected Databases
CALI
Carilaw
CIS Congressional Indexes
Chronicle of Higher Education
Daily Business Review
Disability Compliance for Higher Education
Environmental Law Reporter
GDCS Autographics (electronic index to U.S. government
   documents)
HeinOnline
Journal of Refugee Studies
Law Trio Database
Lexis
LLMC Digital
LoisLaw
Matthew Bender
Oxford English Dictionary
RIA Checkpoint
Westlaw
UN Access
U.S. Congressional Serial Set

With some of the above titles, annual access (Westlaw
and Lexis come readily to mind) is being purchased
while with others, the electronic title itself, with an an-
nual maintenance fee, is being purchased. Recently the
trend has been to allow the purchase of an electronic title
for a substantial sum and then require only an annual
maintenance fee. Recent electronic titles in this category
that would be useful scholarship additions to our collec-
tion include:

Gale/Thomson *Making of Modern Law* (See www.gale
   .com/tlist/moml.pdf for a complete title list.)
Gale/Thomson *Supreme Court Records and Briefs 1832–1978*
Public Documents Masterfile (See www.nellco.org/
   trial_documents/pdm%20brochure.pdf for more infor-
   mation about this resource.)
Wilson's Index to Legal Periodicals Restrospective: 1918–1981

Information about annual pricing increases for serials/periodicals in both print and electronic formats can be found at AALL's Price Index site at www.aallnet.org/members/price_index.asp.

Account   **Conference Travel**
$_____ is budgeted to allow _____ professionals to attend various conferences throughout the United States, speaking, publishing, and promoting _____. Conferences attended include AALL (American Association of Law Libraries), AALS (American Association of Law Schools), ABA Tech Show, Bricks, and Bytes, CALI (Computer Assisted Legal Instruction), Computers In Libraries, IUG (Innovative Users Group), SEAALL (Southeastern American Association of Law Libraries), and _____ ALL (_____ Association of Law Libraries). _____ paraprofessionals are also encouraged to attend local workshops to improve skills.

Account   **Administrative Travel**
$_____ is budgeted to allow the _____ to attend _____ Law Library Director meetings throughout the state as well as to attend committee meetings for various committees at the national and regional level. This sum also includes expenses of the _____ for traveling to conferences. Job candidates' travel expenses are also paid from this account.

Account   **Dues/Memberships**
$_____ is budgeted to pay the dues and memberships of _____professional staff members. Dues are paid to various organizations, including AALL, Attorney's Title Insurance Fund, _____ County Library Association, _____ Bar Association, IALL, IUG, NELLCO, SFALL, and SEALL.

Account   **Promotional**
$_____ is budgeted to provide luncheons and other events, marketing the law library and its services to other organizations and individuals. These include functions such as *Glad You Asked, Faculty Informs,* and *Jumpstart Your Summer Clerkship.*

Account   **Books**
$_____ is budgeted for the purchase of books in electronic, fiche, and print formats. This amount includes requests

from professors as well as collection development done by librarians with various tools, including Hein's green slips, Gobi Alerts, as well as *Recommended Legal Research Publications*. As new professors join the faculty and produce more research, the law library will increase its collection efforts to support expanded faculty research. Collection for new programs and courses _____ is also a necessity as are ongoing collection efforts for existing programs.

Account   **CD-ROMs**
$____ is budgeted to create and purchase CDs for the law library _____ training project. Instructional laptop CDs are created and distributed to students. This account also includes pricing for software to be purchased in ASCIII format for Professor _____ to accommodate his needs.

Account   **Replacements**
$____ has been budgeted to replace lost and/or damaged materials held by the law library.

Account   **Subscriptions**
$____ has been budgeted to continue law library serial subscriptions.
Serials continue to be one of the largest expenses in any law library, and one of the most difficult to control. Since 1998, publishers have increased serial prices between 1.93 percent to 21.69 percent, depending upon the type of serial and year. Double-digit increases in serials are the norm for the 1998–2004 time frame. (See *AALL Price Index for Legal Publications*, 2nd ed., at www.aallnet.org/members/price_index.asp, which contains charts that list serial increases by publication type and year.) Since we began tracking this data in 2002, budget increases have been constant. To contain costs in this area, duplicate copies of the National Reporter System have been canceled so that we now hold only one copy of items in the National Reporter System. This copy allows us to teach first-year law students legal research of primary sources of law as well as comply with ABA holdings requirements.

We review serials on an ongoing basis and have canceled serials that cost $____ for the 2004–2005 year. In order to contain costs, ongoing reviews of serials are conducted on an annual basis. Cancellations continue with limited

cancellations of duplicative digest coverage. Approximately $_____ worth of digests were cut for the 2005–2006 budget year. Serials are reviewed on an annual basis, and decisions are made to cut as appropriate.

This amount includes all of the West National Reporter Series including *Supreme Court Reporter*, *U.S. Lawyer's Edition*, *Supreme Court Reports*, *Federal Supplement*, *Federal Reporter*, regional reporters, digests, state statutes, BNA & CCH print loose leafs as well as other continuations, such as law reviews for all law schools. Print Shepard's for Florida is also included in this. Thus this account provides for the primary sources of American law as well as case-finding tools, case updating tools, and legal treatises, loose leafs and encyclopedias. International serial material is also included.

Account   Binding
$_____ has been budgeted to continue binding over 200 annual law review subscriptions.

Total Requested $_____

cc: Budget Dean