Mission and Strategic Plan
2001-2003

Approved May 30, 2001
Revised August 9, 2001
Revised November 2, 2001-values added
Revised January 11, 2002-Appendix A
Revised February 20, 2002-Staff Development Committee
We are the Charles B. Sears Law Library of the University at Buffalo Law School.

We provide legal information, instruction and an environment for study, research and collaboration to the Law School, University and the general public.

We teach the Law School community to use the full complement of tools, skills, and strategies necessary for professional careers.

We give value to our communities by providing access to legal information with courtesy, efficiency, knowledge, and creativity.

We treat others as we would like to be treated.

We serve with enthusiasm, energy, and respect for all.

We constantly seek ways to improve our skills and how we do our jobs.

We are committed to making the Charles B. Sears Law Library one of the best academic law libraries in the United States.
Goal I: Research Knows No Bounds.

**Objective 1:** Revitalize and restructure the Librarian/Law Faculty Liaison program so there is an efficient, formal vehicle to exchange information and ensure that the Law School’s research needs are met.

**Action 1:** The Head of Information Services will coordinate with the librarians to identify entities and individuals who will benefit from a liaison, including faculty concentrations/centers, clinics, administrators, support staff, law reviews & journals.

Target Date: May 2002

**Action 2:** The librarians will divide responsibilities for liaison contacts and devise a core list of questions and issues to be discussed with liaisons.

Target Date: August 2002

**Action 3:** Librarian liaisons will communicate with their faculty and staff counterparts, determine their needs and the library’s response, including collection development and service issues.

Target Date: Ongoing

**Objective 2:** Develop and implement new faculty research services so that the Law Library can contribute actively to law faculty research and teaching.

**Action 1:** The Head of Information Services will survey the faculty to determine their research interests and needs.

Target Date: Fall 2001

**Action 2:** The Head of Information Services will research the professional literature and other law school websites to determine what services are offered at other law schools.

Target Date: May 2002
Action 3: The Head of Information Services will draft a proposed plan for new faculty services and their suggested dates for implementation.

Target Date: September 1, 2002

Objective 3: Evaluate and develop new models for teaching legal research to both first-year and upper division students so that our graduates have the full complement of tools for their professional careers.

Action 1: The Director will reassign and/or hire a new Librarian to implement this objective. The Reference Librarians will develop a model for an upper division legal research course.

Target Date: September 2002

Action 2: The International Law Librarian will teach International Legal Research.

Target Date: Spring 2002

Action 3: The Head of Electronic Information Services, in consultation with the reference librarians, will design a new methodology for computer assisted legal research instruction.

Target Date: By August 2001, for implementation during the Spring 2002 semester. Proceeding

Objective 4: Evaluate the collection so that it meets the current and projected curriculum needs.

Action 1: The Head of Acquisitions will coordinate the librarians' continual review of serial subscriptions.

Target Date: December 2001.

Action 2: The Head of Acquisitions, in coordination with the librarians, will develop a weeding schedule.

Target Date: At the beginning of each semester.

Action 3: The Head of Acquisitions, in coordination with the librarians, will evaluate segments of the collection for replacement with space saving formats.

Target Date: January 1, 2002, and thereafter on a continuing basis.
Action 4: The Head of Acquisitions, in coordination with the librarians, will develop a plan and timetable to review and revise the Collection Development Policy, taking into account information obtained from new software evaluation programs, the liaison program, and other sources.

Target Date: November 2001

Goal II: It’s Not Just Another Box, It’s Creative Space.

Objective 1: Constantly evaluate existing space and investigate space-saving techniques so that the Law Library will have sufficient room for its expanding collections and services.

Action 1: The Head of Information Services and the Head of Circulation will investigate compact shelving as a possible option to save space.

Target Date: December 2001

Action 2: Each Law Library staff member will examine their work area with the intent of making sure it is set up to achieve the maximum level of comfort and the most logical workflow.

Target Date: Ongoing

Action 3: The Director will seek approval and implement plans for a storage area under the center stairs.

Target Date: August 2001 COMPLETED

Action 4: The Director will investigate the current use of the 7th floor carrels and develop a plan for their optimal use.

Target Date: August 2001

Action 5: The Director will continue to pursue plans to enhance student spaces (e.g., furniture, lighting, and other amenities).

Target Date: Ongoing

Action 6: The Director and the Head of Electronic Information Services will convert the current WESTLAW/LEXIS room (Room 218) to office space.

Target Date: August 1, 2001 COMPLETED
**Objective 2:** Evaluate signage needs throughout the Law Library.

**Action 1:** The Signage Committee will complete an inventory of current signage and make recommendations.

Target Date: June 2001  COMPLETED

**Action 2:** The Director and the Administrative Assistant will purchase new signs as needed.

Target Date: August 2001

**Action 3:** The Director will designate a standing committee to review ongoing signage needs and make recommendations as appropriate.

Target Date: September 2001  COMPLETED: Anne Marie Popovici and Leslie Wolf-Baker

**Objective 3:** Renovate a portion of the Faculty Library for Special Collections and Archives space.

**Action 1:** The Director will work with the Law School Faculty Lounge and Conference Room Committee to ensure that the Law Library’s priorities for special collections, archives, and other needs are achieved.

Target Date: Summer and Fall 2001  ONGOING

**Action 2:** The Circulation Department and the Archives and Special Projects Librarian will begin weeding the Faculty Library. First stage weeding completed.

Target Date: May 2001  ONGOING

**Objective 4:** Participate in planning for a University Libraries storage facility.

**Action 1:** The Director will keep informed of progress toward construction of a storage facility and will transmit appropriate information to the librarians and department heads.

Target Date: Ongoing

**Action 2:** Reference and Circulation staff will evaluate the collection and identify appropriate material for off-site storage.

Target Date: Ongoing
Objective 1:  Develop and increase support for staff development opportunities so that there is better access to programs and to encourage staff revitalization.

Action 1: The Director will appoint a committee (hereafter called Staff Development Committee or SDC) consisting of one faculty librarian, one SL, and one classified employee. Director will announce committee at next staff meeting: 8/29/01 at 9:00am. 2001-02 Anne Marie Popovici, Melissa Bednarz, and Karen Spencer

Target Date: October 2001

Action 2: The SDC will meet regularly to report various learning opportunities that might not obviously be known to the entire staff. The SDC will submit its findings for approval by the Director. Upon approval, the Director or his designee will post the results in a format accessible by all staff. Nov. 2001 Staff Development notebook and web page created.

Target Date: Ongoing

Action 3: The SDC will draft a written staff development policy, including guidelines for monetary support and staff release time. Nov. 2001 Policy written and on web page.

Target Date: December 2001

Action 4: The SDC will be responsible for recognizing individuals and teams who excel. Rewards could be pizza parties, luncheons, etc. The SDC will see that the achievements are submitted for publication in appropriate avenues of communication such as Law Library News, AALL Spectrum, and the ALLUNY Newsletter.

Target Date: Ongoing

Objective 2: Develop an in-house training program so that staff members are able to carry out their duties in a more efficient and confident manner.

Action 1: The SDC will regularly solicit ideas from all staff members for programs and training to be presented. Programs may be offered by Law Library personnel, University Libraries personnel, law school personnel, and others.

Target Date: Ongoing
Action 2: The SDC will arrange for tours of departments at the convenience of department heads.

Target Date: Ongoing

Action 3: The SDC will develop a regular schedule of programs and training.


Objective 3: Develop written manuals so that staff has documentation regarding procedures, policies, and values.

Action 1: The Director, in consultation with the Strategic Planning Committee, will create a Law Library values document. Karen will distill the existing list for the next LDH meeting on 8/23/01 at 12:00pm. Done and on the web.

Target Date: June 2001 August 23, 2001

Action 2: Each department head will develop a written document to be used for new employees and as a resource for existing employees. This document will be distributed in paper format and on the web. Each manual will contain a copy of the values document developed by the Strategic Planning Committee.

Target Date: September 2002

Objective 4: Develop a training and orientation program for student assistants so that each new and existing student assistant will be familiar with the policies and practices of the department in which he or she is employed.

Action 1: Each department head will develop a program that introduces new students to their duties, the functions of the department, and the role the student assistant plays in the efficient operation of the Law Library.

Target Date: September 2002

Action 2: The department heads will develop a joint library-wide orientation program, including instruction in the Law Library Mission and Values.

Target Date: September 2002

Objective 5: Review Law Library personnel needs.

Action 1: Supervisors and team members will meet periodically to discuss strengths and interests so that needs of individuals and of the Law Library are met.

Target Date: Ongoing

Action 2: The Law Library Director will seek funding for additional personnel as necessary.
Objective 6: Maintain an effective meeting process.

Action 1: Meetings will be conducted in accordance with the procedures described in the memo dated February 28, 2001 (Appendix A).

Target Date: Ongoing

Goal IV: We Have the Technology, and We Know How to Use It.

Objective 1: Work with University Libraries toward implementation of the Ex Libris ALEPH system so that patrons have better access to information resources.¹

Action 1: The Associate Director and Heads of Cataloging and Circulation will assist in choosing, preparing, and carefully reviewing Law data from the UB online catalog when it is loaded into the UB ALEPH test system. They will participate in "train the trainer" sessions given by Ex Libris staff and will then participate in local training provided for other University Libraries staff, including those of the Law Library. The staff of Acquisitions, Cataloging and Circulation will also participate in preparing data for conversion and reviewing it after conversion.

Target Date: Ongoing

Action 2: The Head of Electronic Information Services will work on the UB Aleph Catalog Interface Usability Committee to aid in the design of a user-friendly and accessible interface to the UB ALEPH catalog.

Target Date: Ongoing

Action 3: The Circulation and Koren Center staff will be trained in the circulation module during Summer/Fall 2001 Spring 2002 and will implement this module during Fall 2001 June 2002.

Action 4: The Acquisitions staff will be trained in the acquisitions and serials modules during the Summer/Fall 2001 Spring 2002 and will implement this module during Fall 2001 June 2002.

Action 5: The Cataloging staff will be trained in the cataloging/authorities module during Summer/Fall 2001 Spring 2002 and will implement this module during Fall 2001 June 2002.

Action 6: The Reference staff will be trained in the web-based OPAC during Summer/Fall 2001 Spring 2002 and will provide user training in the Ex Libris ALEPH system during Spring June 2002.

¹ All timeframes are subject to negotiation between UB, SUNY and Ex Libris and may change as necessary.
Objective 2: Evaluate policies on copying from print, electronic, and microform sources so that users gain a realistic awareness of the associated costs of photocopying and printing.

Action 1: The Director, in consultation with the Heads of Electronic Services and the Koren Center, will review the current policy on photocopying in light of the University’s policy of providing free computer printouts and will make the results of the review available.

Target Date: December 1, 2001.

Objective 3: Develop new services to off-site student and faculty users so that the Law Library continues to meet the needs of all members of the Law School community.

Action 1: The Director and the Head of Electronic Information Services will oversee the installation of standalone WESTLAW and LEXIS/NEXIS printers in the Flint Village apartment complex.

Target Date: September 2001 COMPLETED

Action 2: The Head of Electronic Information Services and the Head of Information Services will continue to explore opportunities for implementing electronic reference services.

Target Date: Ongoing

Objective 4: Use technology to assist law library staff in performing their job responsibilities in a more efficient method.

Action 1: The Head of Electronic Information Services will survey the law library staff to determine what software might be acquired to assist staff in performing library-related tasks.

Target Date: December 2001.

Action 2: The Head of Electronic Information Services will compile a list of expert staff within the Law Library and University Libraries willing to train staff members in various software applications.

Target Date: December 2001

Action 3: The Head of the Koren Center will determine the need for training law faculty in the use of instructional and support software and hardware.

Target Date: December 2001.

Objective 5: Develop standards for the selection and acquisition of technology acquired and used in support of law school instruction and/or information dissemination.

Action 1: The Head of the Koren Center will develop a set of equipment criteria and a replacement/upgrade schedule for technology-specific media services.
Objective 6: Investigate the feasibility of using various forms of web-based or other technologies to deliver information and instructional content.

Action 1: The Head of the Koren Center and the Head of Electronic Information Services, in consultation with the Assistant Dean for Information Technology, will investigate and report to the Director of the Law Library the use of dynamic media in the development of instructional web services.

Target Date: Ongoing

Action 2: The Head of Electronic Information Services, in consultation with the law librarians, will conduct a review of the Law Library web site and make recommendations for additions, deletions and restructuring.

Target Date: June 2002

Action 3: The Head of the Koren Center will complete a review of new and emerging instructional and space saving technologies that have potential application in the new law school classrooms and Moot Court Room.

Target Date: January 2002

Objective 7: Develop a technology plan that will address law library needs within the next 2 years.

Action 1: The Head of Electronic Information Services, working with the Assistant Dean for Information Technology, will investigate the feasibility of installing a wireless lab within the Law Library.

Target Date: January 2002 COMPLETED

Action 2: The Head of Electronic Information Services, in consultation with the Head of the Koren Center and the Assistant Dean for Information Technology, will explore options that will provide the law librarians with better access to technology-equipped classrooms and will report to the Director of the Law Library.

Target Date: Ongoing
Action 3: The Head of the Koren Center will explore the use of space saving technologies such as plasma screens within the Law Library.

Target Date: December 2001

Action 4: The Head of Electronic Information Services and the Head of the Koren Center will make recommendations to the Director concerning the need for additional technology-related staff.

Target Date: December 2001

Goal V: Partners in Legal Education.

Objective 1: Develop and implement a Law Library orientation program for Law School faculty and staff to enable them to benefit from all the resources of the Law Library.

Action 1: The Associate Director of Information Services and Head of Circulation will consult with the Associate Dean for Resource Management to determine specific information and orientation needs for Law School staff.

Target Date: September 2001

Action 2: The Head of Information Services, as coordinator of the Faculty Liaison program, will consult with the Vice Deans for Academic Affairs to determine specific information and orientation needs for Law School faculty.

Target Date: December 2001

Objective 2: Revitalize the Law School Library Committee to provide valuable input from interested law faculty into Law Library planning.

Action 1: The Director will ask the Law School Dean to appoint a balance of traditionally oriented and technology-savvy faculty to the Law School Library Committee.

Target Date: Fall 2001.

Action 2: The Director will use effective meeting process to keep the Committee active and productive and to avoid wasted time.

Target Date: ONGOING

Objective 3: Develop and offer CLE programs in legal research to increase the Law Library’s value to alumni and the practicing bar.

Action 1: The Archives and Special Projects Librarian will coordinate with the Law School and the Erie County Bar Association and other bar associations to determine the feasibility and assess the need for such programs.
Objective 4: Establish a formal, integrated group with members from the Law Library and the Law School to discuss technology planning and implementation issues.

Action 1: The Director will advise the Dean on establishing a charge for such a committee.

Target Date: December 2001

Objective 5: Investigate new forums for communication with law students to ensure that the Law Library continues to meet law student needs.

Action 1: The Director will host periodic “Lunch with the Director” informal meetings with students.

Target Date: September 2001

Action 2: The Director will institute a formal complaint and comment process.

Target Date: Fall 2001

Action 3: The Director will continue monthly publication of Law Library News and posting of archived issues on the Law Library web site.

Target Date: Ongoing

Objective 6: Encourage the recruitment and retention of students to the profession of law librarianship so that the Law Library plays an active role in preparing new law librarians.

Action 1: The Director will propose, plan and seek funding for a dual JD/MLS program between the Law School and the School of Informatics at The University of Buffalo.

Target Date: June 2001 COMPLETED

Action 2: The Director, in consultation with Librarians, will seek to hire a new librarian with a JD to manage the dual degree internship program.

Target Date: September 2001

Action 3: The new librarian Director will implement a trial dual degree internship as part of the dual JD/MLS degree program.

Target Date: Fall 2002 ONGOING

Action 4: The Director will encourage law librarians to participate in teaching opportunities within the School of Informatics.

Target Date: ONGOING
I. Librarians and Department Heads

A. Scheduling
1. Librarians and Department Heads meetings are held every 2nd and 4th Thursday at Noon.

B. Agenda
1. Agenda items should be submitted to that meeting’s facilitator by the Monday before the meeting.
2. Agenda items should include essential background information so that all participants may be prepared for discussion. Essential information includes:
   a) the name of the “point person” sponsoring the item;
   b) sufficient descriptive information so that all participants have a clear idea of what the item is about; and
   c) the stage of presentation of the item:
      (1) Information (information-gathering or notice-giving; only clarification questions are appropriate);
      (2) Discussion (substantive questions are expected); or
      (3) Consensus (decision-making)

Examples:

Berman Collection (Karen – Information)
See my e-mail on “Berman Collection” dated 2/1/01, or

Food Policy: Publicity (Jim – Discussion and Consensus)
The revised food policy was announced in Law Library News 1.2 (February 2001). What further publicity is needed to make sure students and other users are aware of the rules (no messy foods, clean up after yourself)? An exhibit? Signage? A paper memo to student mailboxes?

3. The facilitator will email the agenda to all library staff on the Tuesday before the meeting.
4. Any staff member who has a question to ask or information to add on a particular item should contact the “point person” directly.
5. Information that can be distributed in other ways, such as by email, should be distributed that way.
6. If no agenda items are submitted by 5:00 PM on the Monday before the meeting, the meeting will consist solely of “around the table” updates.
7. If the person submitting an agenda item is unable to attend, the item will be postponed until the next meeting.
8. Any member of the Librarians and Department Heads group may request postponement of a decision on an agenda item. If unable to attend the meeting, written comments by the person requesting the postponement should be submitted for consideration during the discussion of the issue at the meeting.
9. The Director of the Law Library may overrule the request to postpone a decision on an agenda item.

C. Minutes

1. The purpose of minutes is to record decisions and “to do” items. Minutes should not attempt to be a transcript of discussion.

2. The format of the published minutes will be the same as the agenda, annotated to record decisions and “to do” items.

II. Full Staff

A. Scheduling: Monthly meetings will be held on the last Wednesday of the month at 10:00 am.

B. Facilitator: The role of facilitator will rotate among members of the support staff. The facilitator will request agenda items a week before the meeting, email an agenda the Monday before the meeting, and run the meeting.

C. Agenda

1. Requests for information: These are items people would like to know more about. The person asking should be identified so the person responsible for the information can clarify what is needed before the meeting.

2. Information, Discussion & Consensus Items: These items are as described under “Librarians and Department Heads” above.

3. If the person submitting an agenda item is unable to attend, the item will be postponed until the next meeting.

4. Any member of the Law Library may request postponement of a decision on an agenda item. If unable to attend the meeting, written comments by the person requesting the postponement should be submitted for consideration during the discussion of the issue at the meeting.

5. The Director of the Law Library may overrule the request to postpone an agenda item.

D. Minutes

1. The facilitator for the next month will make a brief record of any decisions made, but will not keep full minutes of the meeting.

2. The brief report will be filed in paper by the Director’s Administrative Assistant.

E. The Director will host periodic informal (and voluntary) “chat ‘n chew” lunches at the Tiffin Room with a few professional and support staff persons from across different departments.
Appendix B: Law Library Values

Be Accessible
- Approachable body language
  - warm smile, tone
  - eye contact
  - awake and alert
- Proactive assistance
  - anticipate need & initiate help
  - acknowledge patron’s presence
- Introduce yourself
- Learn & use names

Be Courteous
- Respect questions
- Withhold judgment
- Please, thank you
- Civil & quiet tone of voice
- Use telephone etiquette
- Listen carefully
- Don't interrupt
- Use discretion

Be Creative
- Ask "Why do we do this?"
- Think outside the box
- Foster a sense of humor
- Respect opposition
- Seek win-win resolutions to
  Encourage buy-in
- Jointly problem solve

Be Efficient
- Minimize distractions
- Seek good ergonomics
- Ask, state, & meet deadlines
- Prioritize
- Maintain orderliness
- Balance speed & accuracy
- Be on time & ready to work

Be Knowledgeable
- Share knowledge
- Ask questions, brainstorm
- Seek learning opportunities
- Have contingency plans

Objective 2: Internal Guidelines
- Clean up after yourself
- Change the water bottle when you empty it
- Empty the coffee pot and take action if more is needed
- Pick up any garbage
- Clean tables in staff lounge after use
- Share vacuum cleaning responsibilities
- Give appropriate notice to responsible party when supplies are low
- Clean refrigerator when it’s your turn for the month
- Remove your own items from the refrigerator
- Be aware of public image (standing around)
- Make personal phone calls during lunch or break periods, whenever possible
- After using the copy machine, reset to normal settings when done
- Don’t talk about others
- Be willing to assist in other departments
- Push in chairs
- Try to cut each other some slack (understand we’re human and will not behave in these ways at all times)
Student Assistants

**Be Accessible**
- Approachable body language
  - Warm smile, tone
  - Eye contact
  - Awake and alert
- Proactive assistance
  - Anticipate need & initiate help
  - Acknowledge patron's presence
- Introduce yourself
- Learn & use names

**Be Courteous**
- Respect questions
- Withhold judgment
- Please, thank you
- Civil & quiet tone of voice
- Use telephone etiquette
- Listen carefully
- Don't interrupt
- Use discretion

**Be Creative**
- Ask "Why do we do this?"
- Think outside the box
- Foster a sense of humor
- Respect opposition
- Seek win-win resolutions to encourage buy-in
- Jointly problem solve

**Be Efficient**
- Minimize distractions
- Seek good ergonomics
- Ask, state, & meet deadlines
- Prioritize
- Maintain orderliness
- Balance speed & accuracy
- Be on time & ready to work

**Be Knowledgeable**
- Share knowledge
- Ask questions, brainstorm
- Seek learning opportunities
- Have contingency plans

---

**Objective 1: Internal Guidelines**
- Clean up after yourself
- Empty the coffee pot and take action if more is needed
- Clean tables in staff lounge after using them
- Pick up any garbage
- Remove your own items from the refrigerator
- Be aware of public image (standing around)
- Make personal phone calls during lunch or break periods, whenever possible
- Don't talk about others
- Push in chairs
- Notify Amy Hothow if you take the last of something in the supply room
- Try to cut each other some slack (understand we're human and will not behave in these ways at all times)