

UW Law Library Strategic Planning & Assessment Report



2020-21



Law Library

UNIVERSITY OF WISCONSIN LAW SCHOOL



The UW Law Library regularly engages in strategic planning and assessment of its effectiveness in achieving our mission and realizing our established goals. Each year, we establish several strategic initiatives designed to forward our mission. This report describes the Law Library's 2020-21 strategic initiatives and our efforts to realize them from July 1, 2020, to June 30, 2021.

The COVID-19 pandemic presented unique challenges for libraries, from staffing and services to spaces and collections. In response, the UW Law Library identified three strategic initiatives, noted below, to support our Law School students, faculty, staff, and one another through these challenges.



Figure 1, Circulation Desk with Plexiglass

Our Mission

To foster research and learning

2020-21 Strategic Initiatives

1. Think creatively to provide outstanding research and learning support through our services and collections, meeting students, faculty, and other patrons where they are, whether on-site or remotely
2. Develop and implement strategies to provide a safe physical space to support law student learning
3. Assess and revise workflows to support library staff in safely and effectively meeting changing student and faculty needs



Strategic Initiative #1

Think creatively to provide outstanding research and learning support through our services and collections, meeting students, faculty, and other patrons where they are, whether on-site or remotely

Meeting Patron Information Needs

Connecting our students and faculty with the information resources they need to support their research and learning is a top Law Library priority. Despite the many challenges presented by the COVID-19 pandemic, our dedicated and creative library staff worked hard to ensure that our collection remained current, available, and accessible to patrons who needed it.

Keeping our collection current and available to patrons required the combined effort of our technical services staff. To avoid the significant backlogs that plagued many other libraries, they rotated days on-site during the lockdown to keep our materials moving and bills paid. They also developed new processes so that remote staff could continue their work. Jay Tucker, Stack Manager, and Carrie Doyle, Head of Acquisitions and Serials, assisted with essential mail deliveries. Carrie and Lisa Pfaff, Acquisitions Assistant, ensured that library acquisitions were received, and invoices were paid promptly. CJ Ullrich, Serials Assistant, processed new serials to ensure that they would be available to patrons. Shawn King, Head of Cataloging and Metadata, and Gabby Bate, Cataloging Assistant, cataloged new material remotely so it was discoverable through our library catalog. Eric Taylor, Acquisitions Assistant, cleaned up the catalog by identifying lapsed titles, tracking down updates or confirming if publication ceased, notifying selectors, and correcting online records.

Part of a healthy library collection is keeping our shelves well organized and routinely withdrawing physical content which is no longer enhancing our collection. Jay Tucker ensured that our materials were available on our shelves where patrons could find them and measured the collection to ensure space for future growth. Vicky Coulter, Associate Director of the Law Library, identified and worked with Gabby Bate to withdraw over 1800 titles, and Documents Assistant, Margaret Booth, withdrew over 1200 government documents, four times more than her usual annual amount.

“Thank you for going so obviously above and beyond to help me conduct research. The case for which I accessed the library is an appeal and my first case as a lawyer. The entire experience was amazing and a large reason for that is thanks to you.”

- Library patron, Dec. 2020

Helping our patrons discover the content in our collection and getting it into their hands was also a combined staff effort, many of whom went above and beyond to deliver materials. Reference librarians provided the main point of contact for students, faculty, and the general public, connecting in whichever manner patrons found safest and most comfortable. Librarians offered remote support via email and live chat and provided numerous virtual consultations, answering questions and directing patrons to online resources available through our library



database and other sites. Thanks to Electronic Resources Librarian, Katie Dunn who coordinated temporary free digital access with vendors, reference librarians were able to provide students with links to online study aids, treatises, and Bluebooks. Obtaining this access required consultation with the Registrar and negotiation with vendors to protect student privacy rights.

For materials not available online, reference librarians worked with Jay Tucker and Petey Lawrence-Wehrle, Access Services Assistant, to scan articles and other print material from the Law Library collection. This included requests from Wisconsin Tech Search, a campus-run fee-based article and document delivery service, whose runners were not allowed into the library. Petey also obtained materials from other campus libraries and fulfilled patron requests for interlibrary loans from other libraries. These services were especially important to our student-edited journals who rely heavily on print materials for cite-checking. As a thank you, the editors of *Wisconsin Law Review* dedicated an issue of the journal to the Law Library staff.

“Special thanks to the University of Wisconsin Law School Librarians for all of their help. In such a unique semester, we would have been unable to publish a single issue without your assistance!”

- Dedication to the Law Library from the
Wisconsin Law Review editorial board,
Volume 2020, Issue 5

Some Law Library material was simply not suitable for electronic delivery. To provide access to these materials during the pandemic, Circulation staff, headed by Mary Jo Koranda, crafted new policies and procedures to balance access and safety. While the Law Library was closed and unavailable as a pickup location, Mary Jo, BJ Ramsay, Evening/Weekend Circulation Supervisor, and Scout Slava Ross, Circulation Services Assistant, worked with other campus libraries to enable our users to pick up physical items at other locations. This required significant reorganization of workflows and spaces as well as training of student staff, which was particularly challenging due to social distancing requirements. Petey Lawrence-Wehrle and Jay Tucker helped prepare and physically transport materials to Memorial Library for patron pick up there. In addition to arranging for alternate pick-up of materials, staff also reimagined how books could be handled and returned, providing additional return locations for students, faculty, and public users.

Law Library staff also enhanced our relationship with the Wisconsin State Law Library (WSLL) to meet patron needs. With UW Madison’s January 2021 decision to restrict campus buildings to students, faculty, and staff, this meant that members of the public, including UW Law alumni and attorneys, were unfortunately no longer able to access our print collection. As a public university, it was important to us that our collection remain accessible so we coordinated with WSLL for non-UW patrons to pick up our material there. Additionally, due to our cooperative relationship, WSLL offered enhanced service to our law school users during the pandemic by scanning briefs and other materials that patrons would have otherwise needed to access on-site at WSLL.



Instructional Support

In 2020-21, reference librarians embraced new instructional technology to offer remote learning support that fit the needs of our users. To support our many remote students, reference librarians created asynchronous guides and recordings, including an online Canvas course for faculty Research Assistants. Over thirty RAs enrolled in this course which contained videos on topics such as library 101, locating databases, legislative history, international law resources, and tech tips for law professionals.

For the Fall 2020 Welcome Week, Jenny Zook, Reference and Instructional Services Librarian, created a virtual orientation tour for the incoming 1L class that rebranded important library information into an interactive website. The instructional library staff provided classroom support by joining remote courses in real-time or by designing asynchronous videos that students could access at any time from their Canvas course pages.

To support asynchronous learning requests, Jenny and Foreign and International Law Librarian, Sunil Rao partnered to create a set of international law resource videos that students could access on demand. Librarians provided consultations remotely to students & student organizations for classroom assignments and writing projects.

The staff also used cloud-based video & communication technology to provide the Wisconsin legal community with instructional services. In April, Jenny partnered with Elizabeth Manriquez, Scholarly Communications and Reference Librarian, to present a virtual workshop on “Online State & Federal Legal Resources” for the La Crosse Bar Association.

Sunil, whose foreign and international law expertise was in heavy demand this year, provided synchronous classroom support, asynchronous instruction videos, and virtual consultations to our law student community. Sunil also provided instructional support to our international law graduate population, many of who were forced to attend classes from their home country during the pandemic.

Reference staff continued to support faculty members by adding content to their Canvas course pages. Assistant Director of Public Services, Kris Turner added hundreds of pages of Civil Procedure supplemental material to a required 1L Civil Procedure Canvas Page while Jenny Zook worked with law school & UW-campus faculty to organize materials on Canvas pages for several upper-level courses.

During the spring 2021 semester, Kris Turner designed and taught a new Law School course called “Law Practice Technologies.” This 3-credit, simulation course provided students with hands-on experiential learning opportunities with the technology used in legal practice. Students worked with national experts to better understand case managers, e-discovery, legal ethics, and more. In response to student desire for more on-site course offerings, Kris taught the course in person but with enough flexibility that students could attend remotely as needed. The class was very successful, and Kris plans to offer it again, alternating every other year with “Advanced Legal Research,” taught by Bonnie Shucha.

“I found this class to be truly enriching and I know I will start work with a head start because of the knowledge I gained in this class.”

- Law Practice Technology student,
Spring 2021



Open Access & Outreach-Scholarship

With so many people unable to visit the library, the pandemic underscored the importance of open access to legal information which is the bedrock of our UW Law School Digital Repository. Since its launch in 2017, the repository has provided open access to UW Law faculty and staff scholarship. This collection continues to grow under the management of Elizabeth Manriquez. In the last several years, Liz has worked with our faculty to post their scholarship online as well as to increase the visibility of their work in other ways, including creating and curating author profiles in Hein, Google Scholar, and ORCID. The library has also committed to enhancing our collection metadata, from citation clean-up to exploring ways to add subject indexing, to creating university partnerships for the formation of persistent identifiers. In addition, we have integrated digital collections principles recommended by NISO (National Information Standards Organization) into our workflows.



Figure 2, Screenshot from Law Library Podcast

To further promote scholarly visibility, the Law Library continued to host our *Wisconsin Law in Action* podcast under the leadership of Kris Turner (<https://wilawinaction.law.wisc.edu/>). This year, we interviewed nine UW Law scholars about their new or forthcoming works. These are just a few of the initiatives for which the UW Law Library has become a national leader in promoting faculty scholarly visibility.

In April 2021, Associate Dean and Director, Bonnie Shucha presented her article, “Representing Law Faculty Scholarly Impact: Strategies for Improving Citation Metrics Accuracy and Promoting Scholarly Visibility” at the Yale Law School Virtual Symposium on Citation and the Law. In this article, she examined the proposed US News scholarly impact ranking, demonstrating how the exclusion of interdisciplinary scholarship would severely skew the ranking against some law schools, especially UW Law. She discovered that our faculty ranked #1 for interdisciplinary citation rankings when compared with top-ranked law schools, far exceeding its law-journal-only ranking. The article, which has been accepted for publication in *Legal Reference Services Quarterly*, also suggested strategies to improve the accuracy of citation metrics for legal scholars and promote the visibility of their scholarship, many of which were developed by the UW Law Library.

Bonnie’s work captured the attention of the Law & Society Association. In May 2020, she was invited to present on a scholarly visibility panel at the Law and Society Association 2020 virtual conference. She also served as an advisor to LSA regarding their concerns about the proposed US News scholarly impact ranking, which US News later abandoned.

“The Association is grateful for the extensive work of U.S. law librarians who were deeply engaged with U.S. News and Hein about the difficulties they discovered with the various proposed approaches to a legal scholarship ranking.”

- Law & Society Association Statement on Recent Rejection of “Scholarly Impact” Metric, Sept. 2021



Open Access & Outreach- Tribal Law

The UW Law Library has also been a national leader in promoting open access to tribal law. In July 2020, we were awarded a three-year \$239,000 National Leadership Grant for Libraries from the Institute of Museum and Library Services (IMLS) in partnership with the Stockbridge-Munsee Community Band of Mohican Indians, the UW Law School Great Lakes Indigenous Law Center, the National Indian Law Library, and the open-access publisher, Open Law Library. Our project combines a publishing platform for Native Nations that addresses issues that plague other law publishing methods, including tribal control, currentness, authentication, and preservation, with an open-source library platform capable of combining the law of many tribes via a free, open access, federated search portal for enhanced discovery on library websites.

August 2020 to July 2021 was the first year of this three-year project. Together, we and our grant partners completed our year one objectives of codifying and publishing the Stockbridge-Munsee Community’s laws and working on the development and implementation of the library platform. Ahead of schedule, we also provided outreach to tribes and libraries, urging them to participate to make the platform stronger and more useful. Bonnie Shucha and partner David Greisen from the Open Law Library jointly presented the project at an Oklahoma Bar Association Indian Law Update in October 2020 and at the American Association of Law Libraries Annual Meeting in July 2021. Grant partners, OLL, GLILC, and NILL, contacted leaders from several Native Nations about participating and strategized opportunities to secure funding for additional tribes to codify and make their laws available on the platform.



IMLS Announces \$18.2 Million Investment in U.S. Library Initiatives

July 23, 2020

IMLS Announces \$18.2 Million Investment in U.S. Library Initiatives

Federal Awards to Fund Lifelong Learning, Digital Inclusion, Collections Access, Library Training Programs

The Institute of Museum and Library Services today announced 70 grants totaling \$18,256,177 to support libraries across the country. The awards were made through the FY 2020 [National Leadership Grants for Libraries Program](#) and the [Laura Bush 21st Century Librarian Program](#).

National Leadership Grants for Libraries support projects that address significant challenges and opportunities facing the library and archives fields and have the potential to advance theory and practice with new tools, research findings, models, services, practices, or alliances that will be widely used. The National Leadership Grants for Libraries program received 155 preliminary proposals requesting \$40,299,262. Eighty-one projects were invited to submit full proposals, and of these, [38 projects](#) were awarded \$9,986,563, including:

- The University of Wisconsin Law Library, in partnership with the Stockbridge-Munsee Community Band of Mohican Indians, the UW Law School Great Lakes Indigenous Law Center, the National Indian Law Library, and the Open Law Library, will develop The Digital Publication of Tribal Laws Pilot Project. The project will develop an open law library platform that will empower libraries to improve access to tribal laws published into the public domain and will demonstrate the benefits of the combined platforms for tribes, their members, academia, the legal profession, and the public by creating a fully-functional tribal legal ecosystem.

Figure 3, IMLS National Leadership Grant Press Release Highlighting UW Law Library



Strategic Initiative #2

Develop and implement strategies to provide a safe physical space to support law student learning

Providing a safe, welcoming space to support student learning presented a considerable challenge during the pandemic. According to a survey conducted in Summer 2020, UW Law students indicated a strong desire for study space in the library during the 2020-21 academic year. In anticipation of this demand, the Law Library led by the Executive Committee, comprised of Bonnie Shucha, Vicky Coulter, and Kris Turner, worked hard to create policies and procedures to make library space available for study while respecting the safety needs of staff and students.

De-densification & Availability of Seats/Rooms

Like most campus buildings, the Law Library was closed to students and other users through Summer 2020. As we continued to remotely meet patron information needs, staff also devoted a significant amount of effort preparing to safely reopen the library in August 2020, enacting numerous social distancing, de-densification, and cleaning measures. One of our biggest challenges was to create a safe distance between seats. The first step was the removal or taping-off of hundreds of library chairs to create the campus recommended six feet of social distance. This effort was led by Vicky Coulter, CJ Ullrich, and Jay

To further protect students, we developed a seat reservation system using Springshare's LibCal Seats to control the volume of and distance between individuals using the library. Each remaining seat was positioned at least six feet apart and assigned a number and QR code. Students could see in advance which seats were still available using their computer or mobile device and select from quiet study seats or areas designated for remote course attendance. They would then scan the QR code at the seat to "check-in" once they arrived. This system, developed by Kris Turner and BJ Ramsay with assistance from Scout Slava Ross, remained in place throughout the entire 2020-21 academic year. It was retired in June 2021 as social distancing was no longer required on campus.

In addition to seat reservations, we also revised our study room reservations system in response to the pandemic. To meet the increasing need for private rooms for student exam accommodations and interview space, the Circulation staff, including Mary Jo Koranda, BJ Ramsay, Scout Slava-Ross, and Peter Lawrence-Wehrle, took on direct management of the room reservations in collaboration with Assistant Dean of Student Affairs, Emily Kite. This also enabled us to keep the rooms to single occupancy and schedule time between reservations for cleaning and air disbursement.

In late 2020, the Law Library installed a new Sensus people counter to more effectively track traffic in and out of the library, enabling us to determine student use patterns and set library hours and staffing accordingly. With the removal of the LibCal seat reservations system, the new people counter could also be used, as needed, to ensure that we never exceed safe capacity.



Figure 4, Taped-off Library Chairs

Tucker who also de-densified seating in the law school classrooms.



Hours & Access

Law Library hours and access were also modified during the pandemic. To ensure that all law students had a quiet, distraction-free place to study between their on-site courses and to attend remote courses, the Law Library was open at least 30 minutes before and 30 minutes after the last class each weekday. In response to student requests, we also offered four hours on Saturdays. Although not as extensive as our usual hours, we felt that this achieved the best balance between access and safety.

Access to the Law Library and the Law Building was primarily limited to the Law School community during the entire academic year. To manage this, monitors were stationed outside of the library entrance each day to check for Gargoyle badges that were issued to law students, faculty, and staff. Because we felt that it was important to continue to make our collection publicly accessible, a small number of other campus and public patrons were also allowed to reserve seats in the Law Library by appointment from August 2020, when we reopened, to January 2021, when UW Madison restricted all campus buildings. As noted above, we devised alternate methods to serve these patrons after that time.

Additional Safety Measures

Because of the many uncertainties presented by the pandemic, at least one permanent staff member was on duty during all open library hours. This ensured that student employees were never placed in difficult situations and guaranteed coverage during holiday weekends and exam times. This staffing commitment, as well as the additional coverage needed at the monitor desk, was met by our dedicated Public Services staff who split the many shifts among themselves.

In addition to establishing safe seating and access, library staff enacted several other safety measures. As a primary point of staff/patron interaction, plexiglass was installed across the length of the Circulation Desk. The arms on the security gates at the library entrance were removed, eliminating a formerly high touch surface. Public services staff voluntarily cleaned remaining high touch surfaces, such as public computer workstations, printers, and shared counters every 3-4 hours. Some computers and printers were relocated or removed to ensure appropriate social distancing. An assortment of PPE was also strategically placed throughout the library. Kris Turner compiled and maintained a pandemic policies and procedures guide for all Public Services staff which remained in use throughout the academic year.

To keep our users informed of changes to Law Library policies and procedures, Emma Babler, Reference and Technology Services Librarian frequently updated our library website. With guidance from the Law Library Executive Team, Emma created a COVID frequently asked questions page with useful links and information.

Thanks to the preparation and dedication of our staff, library access for study, research, and remote course participation was very smooth throughout the 2020-21 academic year. Despite the high student demand projected by the Summer 2020 survey and requests for longer hours by a few students, actual use of study and remote course participation space was relatively low and sufficiently met. The only library space in which demand exceeded capacity was in our study rooms, which remains a perpetual problem that reaches beyond the pandemic.



Strategic Initiative #3

Assess and revise workflows to support library staff in safely and effectively meeting changing student and faculty needs

Unlike the other two 2020-21 strategic initiatives which focus on safely and effectively supporting our patrons during the pandemic, this third initiative focuses inward on our library staff. In a very short time, just days in some cases, library staff revised their workflows and practices to meet the continuing needs of our law students, faculty, and staff in a safe manner. And while we were supporting our patrons, we were also supporting one another through this stressful time, ensuring that everyone's needs and concerns were heard and addressed. All of this required an enormous amount of flexibility, patience, creativity, communication, and collaboration.

Leadership & Supervisors

Turning a large academic support enterprise like the Law Library completely online almost overnight was a very heavy lift for library leadership and supervisors. The Executive Committee, comprised of Bonnie Shucha, Vicky Coulter, and Kris Turner, spent countless hours anticipating and responding to the many challenges presented by the pandemic. Although they were responsible for high-level decision-making, frequent and open communication with library staff and supervisors, with Law School leadership, and with campus partners was essential. Bonnie collaborated with Law School leadership, Vicky participated on the Law School Smart Restart Team, and Kris was a member of the Campus Libraries Pandemic Response Team. Frequent library staff meetings were held to listen to concerns and share information as it developed.

Department heads Carrie Doyle, Shawn King, and Mary Jo Koranda worked closely with their teams to address a variety of staff needs, including technology, workload, safety, and well-being. They revised workflows and developed creative solutions to keep staff working effectively both at home and on-site. Although it was a highly stressful period for everyone, the open communication and caring leadership helped maintain high staff morale throughout the pandemic.

Technology & Workflows

One of the first staff challenges we faced was ensuring that everyone had the necessary technology to work productively from home. For some staff, this was a relatively easy adjustment. For others, it presented a bigger challenge. Numerous staff members did not have computers at home. With help from Law School IT, we were able to borrow and eventually purchase needed technology, personally delivering it as needed. Several staff also lacked adequate Internet access but with some investigation, we were able to borrow mobile hotspots from DoIT.

Another early challenge was identifying and managing work that could be done remotely to keep all staff in in-work status. Staff who primarily work online, including reference and electronic resources librarians, had a fairly smooth transition once they had adequate technology, although the support that they provided to patrons changed as discussed in initiative #1.



But library staff whose responsibilities are tied to physical materials and/or spaces faced additional challenges. Department Heads Carrie Doyle, Shawn King, and Mary Jo Koranda and their staff devised creative solutions to keep their teams working efficiently. Vicky Coulter assisted by delivering material to and from some staff at their homes. With this support, CJ Ullrich and Gabby Bate were able to check-in and process materials from home. Through the combined efforts of Eric Taylor, Gabby Bate, Shawn King, CJ Ullrich, Carrie Doyle, and Margaret Booth, library materials were received and cataloged with only a few days delay. Carrie Doyle and Lisa Pfaff paid bills promptly and effectively closed the fiscal year remotely, which was particularly challenging with invoices coming in various formats.

Many library staff took the opportunity for professional development by learning about new resources and technologies with instructional videos from the Lynda library. Some spent time creating and updating procedure manuals for their work units. Others worked to ensure the accessibility of our electronic resources, including reviewing transcripts for our oral history collection. Still others took on projects to support other units in the Law School.

Safety Measures

Working together, yet apart presented other challenges. Important aspects of our work require staff to be physically present in the library, including processing physical materials and interacting with students and others using the library. To maintain real-time communication between staff at the Circulation Desk, staff working in their offices, and those working remotely, Scout Slava-Ross created a Google Chat group. This was so effective that it will remain in use beyond the pandemic.

With so many staff working in the library, we devised systems to manage on-site staff presence. When2Work, a scheduling tool previously used exclusively by the Circulation department, was expanded by Scout Slava-Ross and BJ Ramsay to cover the entire Law Library staff. This allowed staff to quickly see who was in the building and how often, allowing for more effective de-densification and better peace of mind for staff working on-site.

The library Executive Committee worked diligently to locate office space for all permanent on-site library staff so that those working in cubicles would not have to wear their

masks all day. For student employees, one of the library conference rooms was converted into a single-occupancy break room so they could eat or otherwise take breaks without their masks.



Figure 5, UW Law Library Staff, July 2021



From the Associate Dean & Director



Although the pandemic was a challenging and stressful time for everyone, the Law Library staff displayed dedication, patience, and caring throughout. We managed big changes to our

workflows, our services, and our spaces very quickly to continue to provide outstanding library service to our students, faculty, and staff. We also stepped up to provide essential services to the Law School more broadly – all while maintaining high morale.

In addition to the many pandemic challenges that we overcame, the Law Library made several important advancements in 2020-21. We applied for, received, and began work on our IMLS Digital Publication of Tribal Laws Pilot grant project to make Native American tribal codes more accessible to all. And we further enhanced our already robust faculty scholarly visibility program, becoming a national leader in this area.

I am tremendously proud of all that the Law Library accomplished in 2020-21. Although it was a challenging time, our staff came together as a team and quickly made big changes to our workflows, our services, and our spaces to continue to provide outstanding service to our law students, faculty, and staff without missing a beat.

Bonnie Shucha
Associate Dean & Law Library Director
UW Law School

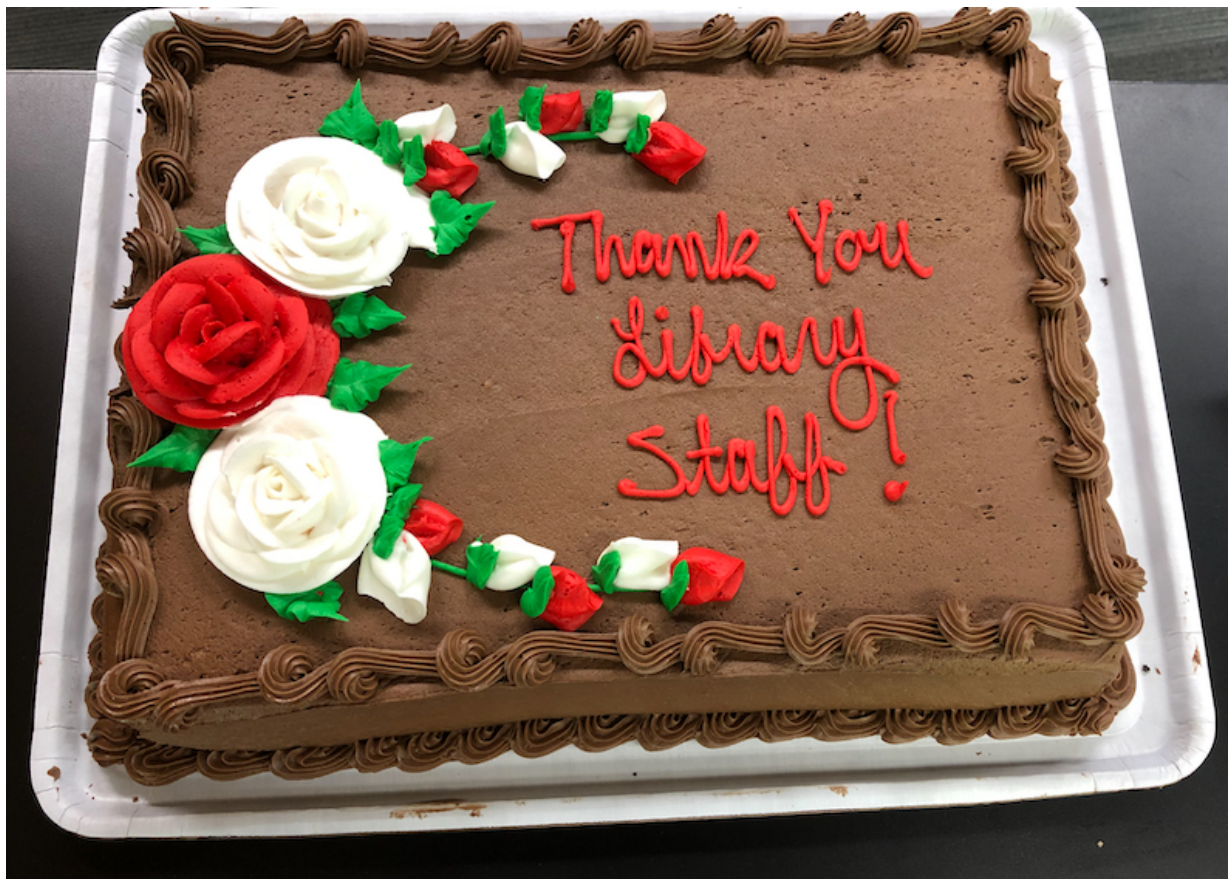


Figure 6, Cake from Law Library Staff Appreciation Party

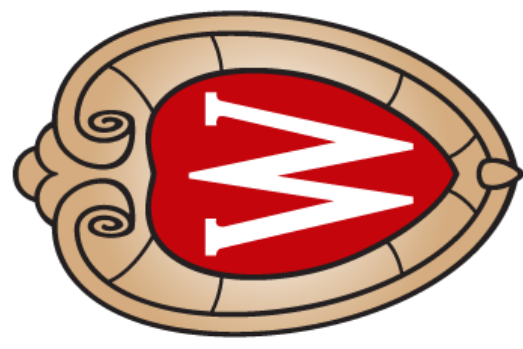
Report Prepared by the
Law Library Strategic Planning & Assessment Committee
Fall 2021

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Law Library
UNIVERSITY OF WISCONSIN LAW SCHOOL

Strategic Plan 2020-2021

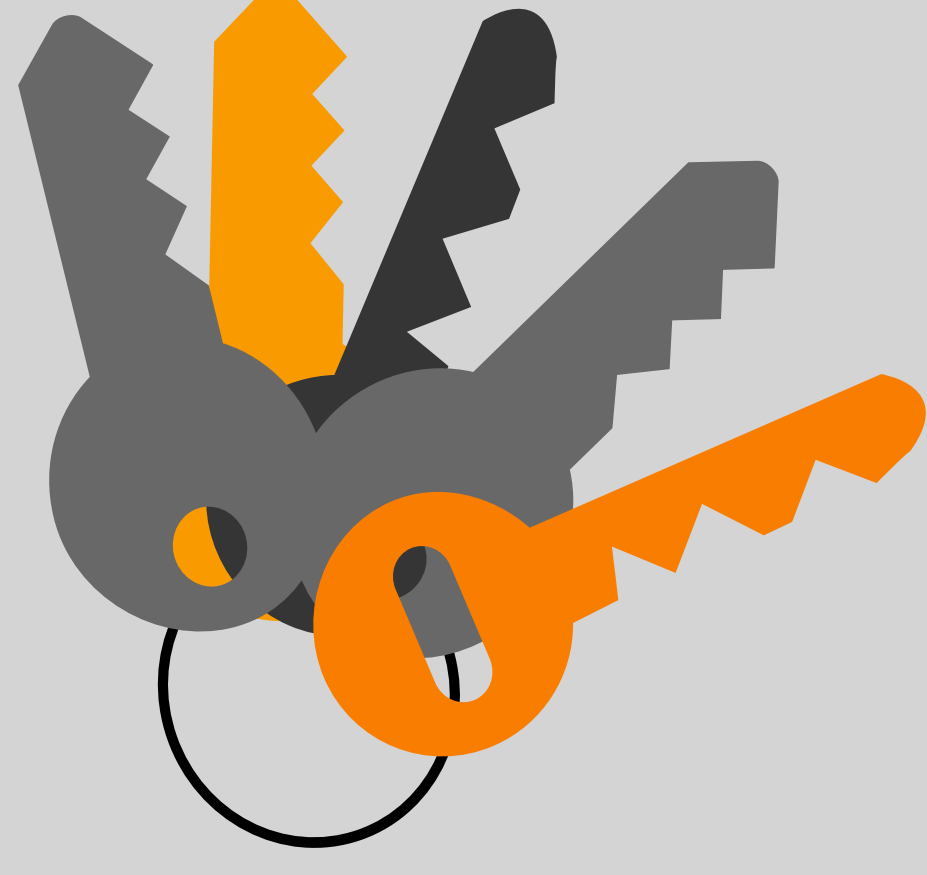
Our Mission

To foster
research & learning

Our Vision

To provide valued
service to the UW Law
School & University
communities using our
unique skills as
information professionals

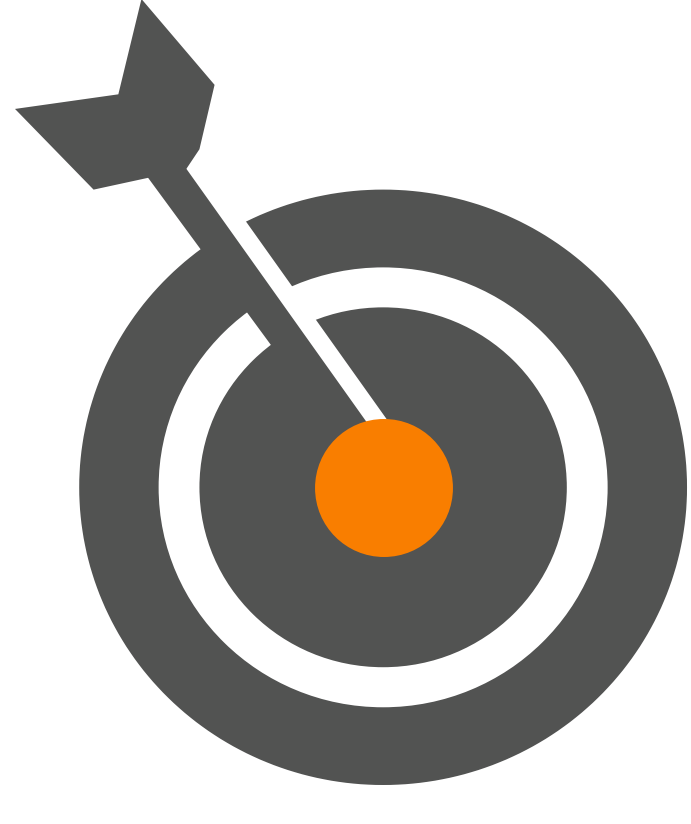
Ongoing Key Priorities



To foster research &
learning, we:

- Enhance the discoverability & accessibility of information
- Help patrons locate relevant information & optimize their use of research & learning technologies
- Enhance the scholarly visibility of Law School research, publications, & collections
- Offer attractive, comfortable, & welcoming space for study, collaboration, & learning
- Effectively manage library resources to maximize impact & efficiency

Annual Strategic Initiatives



In response to the
COVID-19 pandemic,
this year, we aim to:

- Think creatively to provide outstanding research & learning support through our services & collections, meeting students, faculty, & other patrons where they are, whether on-site or remotely
- Develop & implement strategies to provide a safe physical space to support law student learning
- Assess & revise workflows to support library staff in safely & effectively meeting changing student & faculty needs