Case Western Reserve University Law School Library: 125 Years

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Professor Custer describes the first 125 years of Case Western Reserve Law School Library’s history, including its collections, facilities, renovations, staff, budget, evolving research and automation technologies, contributions to legal instruction, and involvement with technological advances in the legal information community.

Introduction

Case Western Reserve University School of Law celebrated its 125th anniversary on October 6, 2017.1 I began writing this article to commemorate my school’s milestone and its library’s development through these 125 years. As I

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1. Celebrated during the 2017 Alumni & Faculty Dinner/Law School’s 125th Anniversary Celebration, Friday, Oct. 6, 2017.
wrote, I drew inspiration from other writers’ histories of academic law libraries. By the time I finished, I had another goal: to contribute something of value to this larger body of work.

¶2 This historical roadmap examines the means and ends of how the Case Western Reserve law library has served its patrons and administered its services over time. It relates the law school’s history through its people, buildings, services, and technologies. Showing how law libraries like Case Western’s have progressed through the years, I hope will both inspire and instruct as we adapt to our ever-changing, dynamic profession.

Opening of a New Law School and Law Library (1892)

¶3 The first Western Reserve University School of Law started without a designated building, endowment, dean, or experienced faculty member—or even a library with walls. The library was merely a collection of law books and law reports donated by the first part-time law faculty; these were stacked in corners of the rooms in the law school. The lack of a physical law library most likely had nothing to do with oversight and everything to do with the reality of starting and operating a new law school on a “financial shoestring.” In the later nineteenth century, it was not unusual for a new law school to lack an established law library.

¶4 Despite these realities, a January 1892 Cleveland Plain Dealer article published some puffery a few months before the opening of the school. It described the new law school’s access to the university library, to the “valuable” Cleveland Public Library.

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4. Id. at 20. The law school employed only part-time faculty at its beginning.

5. Id.

Law Library, and to its own special library.\textsuperscript{7} Despite the newspaper’s account, no special library existed when the law school doors opened in the fall of 1892.\textsuperscript{8}

\textsuperscript{\textcopyright}5 When the College for Women moved from the on-campus Ford house in summer 1892, the new law school relocated there in time for fall classes.\textsuperscript{9} Two weeks before the law school opened on September 23, 1892, the \textit{Cleveland Plain Dealer} reported these developments with a more stylistic than factual description:

The library, which is fine for a new law school, will occupy two of the front rooms nicely furnished with tables and chairs. It will contain all the leading law text books, the leading state reports of America and the leading English reports and will be kept open from 8:30 a.m. to 9:30 p.m. every day except Sunday. Students will be encouraged to spend as much time there as possible. Several small rooms will be fitted up and placed at the disposal of students for study.\textsuperscript{10}

\textsuperscript{\textcopyright}6 The Ford house proved inadequate to house the law school and its library collection. The law school moved again in 1894 to a portion of the first floor of the Adelbert College Dormitory.\textsuperscript{11} The law school paid Adelbert College annual rent of $800 for partial use of the dormitory, which was $200 less than the annual $1000 rent paid for the Ford house.\textsuperscript{12} The \textit{Cleveland Plain Dealer} asserted the law library collection significantly enlarged to “between 4,000 and 5,000 volumes” during its brief stay in Adelbert Dormitory.\textsuperscript{13}

\textbf{Old Law Building on Adelbert Road (1896)}

\textsuperscript{\textcopyright}7 In 1896, the university trustees approved the purchase of land on Adelbert Road for $6500 and the construction of a new law school for $25,000.\textsuperscript{14} The renamed Franklin Thomas Backus School of Law\textsuperscript{15} was to occupy a building constructed to accommodate 5 faculty members and 50 students.\textsuperscript{16} The building’s original two stories plus a basement was built in Italian Renaissance style of Ohio buff sandstone backed with a brick and copper roof.\textsuperscript{17} Its law library had a stack room for books and a reading room for students.\textsuperscript{18} The building, later called the Old Law Building, still stands today on the same corner.

\textsuperscript{7} \textit{A Proposed Law School}, \textit{Clev. Plain Dealer}, Jan. 28, 1892, at 4.
\textsuperscript{8} \textit{Cramer, supra} note 3, at 29.
\textsuperscript{9} \textit{Cramer, supra} note 3, at 23. The Ford house and land were later acquired by Western Reserve University. \textit{Ford, Horatio Clark, Encyclopedia of Clev. Hist.}, https://case.edu/ech/articles/f/ford-horatio-clark [https://perma.cc/N4XL-K32L]. The house was razed in 1925, and on its location was built the Allen Memorial Medical Library (completed 1926).
\textsuperscript{10} \textit{Western Reserve Law School Encouraging Prospects for the New Department of the University}, \textit{Clev. Plain Dealer}, Sept. 8, 1892, at 4.
\textsuperscript{11} \textit{Cramer, supra} note 3, at 23.
\textsuperscript{12} \textit{Id.}
\textsuperscript{13} \textit{Bright Outlook: A Successful Year Predicted for the Western Reserve}, \textit{Clev. Plain Dealer}, Sept. 2, 1895, at 10.
\textsuperscript{14} \textit{Cramer, supra} note 3, at 24.
\textsuperscript{15} \textit{Id.}
\textsuperscript{16} GEORGE GUND HALL, CASE WESTERN RESERVE UNIVERSITY BROCHURE 2 (1971) (on file with the Case Western Reserve University Law Library Archives).
\textsuperscript{17} \textit{Adelbert Road, 2145}, CASE WESTERN RESERVE UNIVERSITY: UNIVERSITY ARCHIVES, https://case.edu/its/archives/Buildings/adl2145.htm [https://perma.cc/4F4S-UAFN].
\textsuperscript{18} \textit{Cramer, supra} note 3, at 24.
¶8 Despite another optimistic prophecy from the Cleveland Plain Dealer, which predicted a law collection of 10,000 volumes in just two years, the new library contained at least 10,000 volumes by century’s end. Almost all of the approximately 13,000 books housed in the library at century’s end had been gifted from the part-time faculty. In 1897, the first designated librarian was hired on a part-time basis to help supervise student workers, manage physical space, and handle budgeting. Until then, the school had relied on students to maintain the collection.

¶9 The new building brought a quick increase in enrollment, surpassing the 50-student accommodation planned for the new building in the first year. Enrollment increased from 41 to 68 students in year one, and from 68 to 88 in year two. In 1898, the law school raised the minimum requirements for admission. Students would now need to come from a “first-class” high school. The stricter admission requirement resulted in no visible loss in enrollment.

¶10 The Western Reserve University Executive Committee met on February 2, 1899, and voted for the addition of a wing for the law school building. A Cleveland Plain Dealer article described a flourishing law school with a high number of students, but housing a law library that could accommodate only half of the student body. In addition to more space, the law library needed more books, and it was hoped that members of the Cleveland Bar would contribute them.

¶11 An April 1899 newspaper article stated that a fund-raising goal of $50,000 was essential to build the addition to the law school. Half of the money was to be used to erect the actual addition and the rest used for a library fund (primarily to purchase books). However, a new addition had not been built by 1910. The law school did not know “where to put either the books or the students who wanted to read them.” In 1911, the law school became a graduate school, but still without an addition. Finally, the new addition came with a new law library and auditorium. It was opened to students and alumni to view as guests of the law faculty on Febru-

20. Adelbert Road, 2145, supra note 17.
23. Id.
24. Id.
25. Id. at 27.
26. Id.
27. Id.
28. Id.
29. Endowments. They Have Been Received by Adelbert and Women’s Colleges, Clev. Plain Dealer, Feb. 3, 1899, at 6.
30. Id.
31. Id.
33. Id.
34. Cramer, supra note 3, at 52.
35. Forges to the Front as Legal School, Clev. Plain Dealer, June 15, 1910, at 1.
ary 7, 1914. The two-story (fireproof) addition had cost $35,000. The first floor consisted of a large auditorium and a “special” library stack room. The second floor housed the law library. It reportedly featured 12,000 volumes, but what was almost as important was a $10,000 library endowment the school received for the purchase of books.

¶12 Information about the law library from 1914 to the late 1920s is hard to find. In 1928, the Western Reserve College Law School hired Mildred Leone Dager as the law school’s first full-time librarian in time for the 1928–1929 school year. Dager was a graduate of Ohio Wesleyan University and had worked as a librarian previously at Cleveland College before attending and obtaining her law degree from the School of Law of Western Reserve the previous June. She was one of two graduating women among 67 graduates in the class of 1929 and admitted to the Ohio State Bar on August 5, 1929.

¶13 In 1929, the law school building was deemed inadequate only 15 years after the 1914 addition. It was terrible timing to address the law school building. The Great Crash on Wall Street occurred that year, followed by the Depression and then World War II. Although the war ended the Depression, it also demanded all of the country’s resources. The second and third floors of the law school, in fact, became U.S. Army Air Corps barracks. The effects of the Depression and the war were not unique to the Western Reserve University Law School. During the 1930s and 1940s, only five new law school buildings were built or additions to older ones identified. For years, no money was available to repair the inadequacies of the law school building.

¶14 The inadequate building didn’t stop Law Dean Walter Dunmore in December 1940 from declaring “Reserve Law School now has a library equaled by few.” There was some evidence to support Dunmore’s claim. At the time, the library featured over 53,000 bound volumes, 449 legal periodicals, and “all American and foreign legal periodicals in complete sets.” While Dean Dunmore’s optimism did reflect a collection with a volume count extending well beyond the required accred-

37. Id.
38. View of Reserve’s New Library of Law, CLEV. PLAIN DEALER, Feb. 8, 1914, at 2A.
39. Id.
40. Western Reserve to Open Sept. 18, CLEV. PLAIN DEALER, Sept. 2, 1928, at 7.
42. Id. at 8–9.
44. Cramer, supra note 3, at 53.
46. Adelbert Road, 2145, supra note 17.
48. Ferrara, supra note 45.
50. Id.
itation standards in play at the time, space was getting to a desperate state. Soon after World War II, the school had money to requisition up to 5000 new law books but had no place to put them. The library did not have the space for shelving what was already in the collection. A spillover of 5000 good law books sent to the basements of both the law and medical school buildings rotted under the damp and hot conditions. There was money available for another 5000 books, but they were not accessioned due to lack of space.

¶15 When Law Dean Clarence Finfrock, who initially joined the law faculty in 1907, replaced long-term Dean Walter Dunmore in 1945, he challenged the executive committee of the board of trustees. Dean Finfrock posed the following demand: “It comes down to this: Does the University want a Law School?” The trustees buckled and authorized a new addition and renovation to the current building. The cost of the effort was to be $350,000, and the building was completed in May 1948. The improvement greatly enhanced library space, now accommodating 85,000 volumes. The addition provided three more stack rooms that connected the library to the Old Law Building through an area turned into a reading room.

¶16 A rare book room was added in addition to a workroom to recondition and repair books. Dean Finfrock’s tenure was defining for the law school and law library, but it was also short. He passed away the same year the new addition was completed in 1948. The next dean, Fletcher Reed Andrews, joined the law faculty in 1927. Dean Andrews would serve from 1948 to 1958. During Dean Andrews’ tenure, law library funding was eventually deemed “depleted.” The law school, described as being “operated on the cheap,” was primarily tuition driven. The 1957 ABA inspection report described appropriations as inadequate to house even an appropriate law library staff. The librarian’s salary was approximately $4000 a year, comparing unfavorably to other law librarians at the time.

¶17 Despite insufficient appropriations, the collection had grown by 9000 volumes during Dean Andrews’ 10-year tenure. By 1958, the volume count was

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51. Standards of the Am. Bar Ass’n § 2(c) (1958), in 1958 Rev. Legal Educ. in the U.S. 27 (1958) [hereinafter 1958 ABA Standards] (requiring “not less than seventy-five hundred well selected, usable volumes, not counting obsolete material or broken sets of reports”).
52. Cramer, supra note 3, at 53.
53. Id.
55. Cramer, supra note 3, at 54.
56. Id.
57. It probably became known as the Old Law Building after Gund was built because it wasn’t the law school anymore and it didn’t have another name.
58. Cramer, supra note 3, at 54.
59. Id.
60. Id. at 60.
61. Miller, supra note 54, at 413.
63. Id.
64. Id.
65. Benjamin F. Boyer, Improving the Status of Law Librarians, 7 J. Legal Educ. 555, 556 (1955) (citing William R. Roalfe, The Libraries of the Legal Profession (1953)). Roalfe’s study was prepared for the Survey of the Legal Profession under the auspices of the American Bar Association. The study took place five years before the 1957 ABA inspection report. Still, the median salary of 129 law librarians was $4200 and the average salary was $4154.
approximately 94,000 volumes.\textsuperscript{66} This ranked above the 1958 ABA Standards’ minimum volume count of 7500 volumes.\textsuperscript{67} The minimum accrediting volume count of 7500 volumes had not changed since the first published set of ABA accrediting standards in 1926–1927.\textsuperscript{68} The 1958 standards stated a change was coming soon:

An adequate library shall consist of not less than seventy-five hundred well-selected, usable volumes, not counting obsolete material or broken sets of reports, kept up to date and owned or controlled by the law school or the university with which it is connected. Beginning with the academic year 1958–59 the number of such volumes should be at least 10,000. Two years later it should be 12,500 and by the Fall of 1968 should be at least 15,000. It is required that a five-year expenditure of $4,000 per year on library additions be made, with a minimum expenditure of $8,000 in any one year.\textsuperscript{69}

¶18 In 1961, a distinguished Cleveland attorney named Carlton Hutchins bequeathed 90 percent of his estate to the law school, despite not having attended himself (he received his LL.B. from the University of Virginia). Hutchins had a great interest in Western Reserve Law School and thought it was not reaching its full potential. He envisioned the law school a match for the nationally renowned Western Reserve Medical School.\textsuperscript{70} The two trustees of the $800,000 fund ($6,744,510.07 in 2019 dollars)\textsuperscript{71} were recalcitrant to distribute the money to the law school until adequately persuaded that the funds were going to be used to maximum effectiveness.\textsuperscript{72}

¶19 The president and university trustees eventually acceded to the trustees’ demand and asked the University of Chicago’s provost, famed scholar and future U.S. attorney general Edward H. Levi, to form a committee of inquiry to determine what actions would be needed to make the most effective use of the funds.\textsuperscript{73} Levi asked Derek C. Bok, Harvard law professor and future dean and Harvard president, to lead several notables on the committee.\textsuperscript{74} The committee’s report, titled “An Evaluation of Western Reserve Law School and Its Prospects for Development,” was the result.\textsuperscript{75} In May 1965, the Bok report stated that one action the law school should undertake promptly was to markedly increase the library staff and budget.\textsuperscript{76}

Pollack Survey of the Law School Library (1966)

¶20 The Bok report stated that the most significant single problem facing the law school was the recruitment of a new and capable dean.\textsuperscript{77} The school delivered

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\item[66.] The law library held 85,000 volumes in 1948, Cramer, supra note 3, at 54, and added 9000 volumes during Dean Andrews’ tenure, equaling approximately 94,000 by the end of his tenure.
\item[67.] 1958 ABA Standards, supra note 51.
\item[68.] Alfred Z. Reed, Rev. Legal Educ. in the U.S. and Canada for the Years 1926 and 1927, at 7 (“[The law school] shall own a law library of not less than seventy-five hundred volumes.”).
\item[69.] 1958 ABA Standards, supra note 51.
\item[70.] Cramer, supra note 3, at 76.
\item[72.] Cramer, supra note 3, at 77.
\item[73.] Id.
\item[74.] Boris I. Bitner, Yale law professor; Eugene H. Freedheim, eminent Cleveland lawyer; the Honorable Henry J. Friendly, prominent Second Circuit Federal Court of Appeals judge; and Jacob D. Hyman, renowned labor law specialist and dean of the University of Buffalo Law School. Id.
\item[75.] Id. at 77–78.
\item[76.] Id.
\item[77.] Id. at 77.
\end{itemize}
six months later, hiring Harvard Vice Dean Louis Adelbert Toepfer. Dean Toepfer was the first dean hired from outside the institution. Among his many accomplishments as dean, Toepfer notably improved the law library. He quickly arranged to have a thorough survey conducted by Ervin H. Pollack, one of the leading American experts on law libraries at the time and law professor and director of the law library at Ohio State University.

¶21 In 1965, the law library held a considerable title and volume collection, as measured by the ABA standards, and ranked 26th of 135 accredited law schools. At the time, ranking of academic law school libraries was based solely on title and volume count.

¶22 Regarding a more practical measurement of a law library’s worth, such as functionality, Pollack pointed out an “abominably” housed library. The law library, dispersed among five separate smaller collections due to lack of contiguous space, fragmented the wider collection. The fragmentation separated materials that functionally belonged together. The shelving of the collection, wrote Pollack, was “contrived rather than functional.”

¶23 When space for a collection is lacking, it is inevitable that housekeeping measures will mount. Books were piled on top of one another in the stacks where the shelving was inadequate. Due to the “congested stack conditions,” overflowing books were placed on floors or on nearby tables. The orderliness of the reading room was lamentable. The lack of order reverberated throughout the law library. Dated supplements and superseded issues sat on the overrun shelves taking up precious stack space.

¶24 Superseded copies of the Code of Federal Regulations (CFR) were intermixed with active CFR volumes. Years of old advance sheets for reporters in the National Reporter System stayed on the shelves. Dean Toepfer listened to Pollack’s strong concerns regarding the space, collection, and limited staff of the library. In the plans for the new law school, more than half of the 75,000 square feet of the new building was slated for the law library.

78. Id. at 79.
79. Id. at 81.
80. Volume count and acquisitions budget were the only metrics used by the American Bar Association in the evaluation of law libraries at the time. Minimum Standards of the American Bar Association for Legal Education § 2(c) (1965), in 1965 Rev. Legal Educ. in the U.S. 26 (1965).
81. Cramer, supra note 3, at 81.
83. Cramer, supra note 3, at 82.
85. Id.
86. Id. at 8.
87. Id.
88. Id.
89. Id.
90. Id. at 8–9.
91. Id.
92. Cramer, supra note 3, at 82.
¶25 The most important solution for the collection in the new building was to create a connected, contiguous assemblage of books where patrons would not get lost or confused. The shelving capacity in the new Gund Hall would be located in one contiguous space accommodating up to 300,000 volumes.93 Beyond describing the disarray of the library collection, the survey offered user-friendly suggestions such as doubling the student seating capacity.94

¶26 The survey described a woefully understaffed, undertrained, underpaid, and overworked law library workforce.95 The law library had only one librarian, Miss Garee, who had provided 15 years of service; she was, Pollock wrote, “dedicated, loyal and conscientious.”96 There were also two full-time clerical assistants, one described by faculty and students as “unsatisfactory and uncooperative,”97 the other as “an unimaginative, average clerical worker.”98 Also, there was a part-time person with miscellaneous duties not described in the report. Pollack stated that the nine comparable benchmarked law libraries averaged a full-time staff of 7.2 persons compared with Case Western’s three persons.99 Pollack’s recommendation was to add four personnel: a library director, secretary, cataloger, and clerk-typist, which would bring the full-time staff to seven.100

¶27 The Pollack survey was undertaken before the vast majority of academic law libraries gained more autonomy from the central university library structure in the 1970s and early 1980s.101 In 1965, the law library was under the main campus library. Lyon Richardson, University Director of Libraries at the time, worked with Acting Law School Dean Oliver C. Schroeder in maintaining the law library. In his internal documented response, Richardson also mentioned working with Assistant Law Dean and Professor Maurice Culp.102 Richardson recommended that only two people, not four, be added to the law library staff for the upcoming academic year of 1966–1967.103 Richardson argued that no law library director was needed.104 His work with the dean of the law school would provide the needed administration.105 The two positions he thought essential were that of cataloger and clerk.106

93. Id.
95. Id. at 37–39.
96. Id. at 37.
97. Id.
98. Id.
99. The nine comparable law school libraries were Ohio State, Stanford, Vanderbilt, Cornell, Duke, Syracuse, Pittsburgh, Cincinnati, and Notre Dame. See Comparisons Attachment to Pollack Survey, supra note 84 [hereinafter Comparisons Attachment].
100. Pollack Survey, supra note 84, at 38–39.
101. In 1977, the ABA added the following text to accreditation standards: “The law school library shall have sufficient administrative autonomy to direct its growth, development and utilization to afford the best possible service to the law school.” See James G. Milles, Leaky Boundaries and the Decline of the Autonomous Law School Library, 96 LAW LIBR. J. 387, 400, 2004 LAW LIBR. J. 25, ¶ 29; see also Theodora Belniaik, The History of the American Bar Association Accreditation Standards for Academic Law Libraries, 106 LAW LIBR. J. 151, 166, 2014 LAW LIBR. J. 9, ¶ 53.
104. Id. at 2.
105. Id.
106. Id.
Regarding the book budget, Pollack recommended it be set to $47,000 for the 1966–1967 academic year and then raised to the minimum of $75,000 by the end of the 1969–1970 academic year. At the time, the law library book budget was only $29,000. Pollack arrived at $47,000 by taking the average book budget of the nine comparable benchmark law libraries. Richardson, in his internal report, stated that he had consulted with Acting Dean Schroeder to propose a budget of $42,750 for the 1966–1967 academic year. As to Pollack’s recommendation that the book budget equal $75,000 in three years, Richardson stated that “[f]uture increases would await current needs.” Richardson went on to state that “[Pollack’s] sights may be set too high for fulfillment as regards both books and personnel by 1969.”

Dean Toepfer ignored the university librarian’s recommendations. Soon after his arrival from Harvard, Toepfer set in motion the process to hire the new director of the law library. He hired Simon Goren, who had been assistant law librarian at Cornell University School of Law. Goren had an interesting background. Before he obtained his master of library science, he had practiced law in Israel for over a decade, primarily as a prosecutor. Professor Goren had held the position as assistant law librarian for acquisitions at Cornell. Dean Toepfer gave Goren full law faculty status, the first for a law library director at the law school. Goren was a true scholar-librarian, providing meaningful translations on several works during his career, such as the *German Civil Code*. He also translated the *Introductory Act to the German Civil Code and Marriage Law of the Federal Republic of Germany*.

The Pollack survey showed that of the average staff size of 7.2 for the benchmarked law libraries, 3 was the average number of librarians. Unfortunately for Goren, the hardworking, longtime librarian Garee had left for a position elsewhere, and the two remaining staff members were mostly untrained. Goren experienced many challenges in hiring the right people to provide the needed skills

108. *Id.*
111. *Id.* at 5.
112. *Id.*
and efficiencies so lacking according to the Pollack survey. In addition, several of the new hires in Goren's first years left after short stints, for various reasons.\footnote{120} \footnote{Id.} \footnote{Id.}

\¶31 Dean Toepfer was the advocate and supporter that the law library needed at the time. In his 1969–1970 law dean's report to the university president, Toepfer stated the following regarding the law library:

The Law Library has entered a rather awkward stage of development, being at the point of becoming a “large size” library but presently lacking proper facilities and sufficient personnel to cope adequately with the demands and problems caused by its growth. Good programs continue in the development and enrichment of the collection, and in improving internal and external services. The frustrations of inadequate space and limited resources have not kept Mr. Goren and his staff from accomplishing significant improvements in all operations and services in the library.\footnote{122}

\¶32 With a very supportive dean, Goren seemed confident in taking the steps needed to confront the frustrations he faced. Early in his directorship, he had only one reference librarian providing reference service, managing circulation, and leading stack maintenance.\footnote{123} Regarding the early turnover of newly hired personnel,\footnote{124} nothing indicates that poor management contributed to the departures.\footnote{125} One librarian left to practice law.\footnote{126} Another librarian left to become a full-time law student.\footnote{127} A library associate retired.\footnote{128} The outlook appeared promising for the 1970–1971 fiscal year, however, with a new librarian and a new staff member placed in the budget.\footnote{129}

\¶33 The challenges were many, however. Goren bemoaned the deterioration of reader services:

I must mention a marked deterioration of readers services owing to a widespread abuse of library privileges by our users, such as mutilating books, purloining textbooks and unbound periodicals, taking books out of the library without charging and keeping them for long periods and hiding books away from their assigned locations. As our library is wide open, no effective control could be established and repeated appeals to students have been in vain. At times we had over 120 periodicals titles, which could not be sent for binding because of missing issues.\footnote{130}
In the same 1970–1971 annual report, however, Goren saw light ahead: “It is our hope that after our move into the new building we will be able to establish a tight control of our collection and thus avoid the frustrations, wasted staff time and expense we had to contend with here.”\[131]\n

\[34\] The 1971–1972 academic year marked a significant event in the history of the law school and library. The law library was moving to a new building after having been housed in the Old Law Building on Adelbert Road (with its two additions) going back to 1896. The additions created more needed space when built but eventually resulted in a very fragmented collection.\[132]\n
\[35\] Adding to Director Goren's challenges,\[133\] cataloging was also substandard. The law library had been using the outdated Hicks classification scheme.\[134\] The law library started a reclassification to the Library of Congress classification scheme after the move to Gund Hall.\[135\] Moving an academic law library is challenging enough, but the process of moving an unorganized collection broken into five separate sections to a new building where the collection would need to be contiguous is a tremendous challenge that most have not experienced.\[136]\n
\[36\] The law library, under Goren, carefully surveyed the new space and laid out a detailed chart that provided for a 10-year growth period. Locations marked in the new building ensured the library collection moved into the allotted space.\[137\] Rather than using professional movers, Goren rented vans and decided to use student workers.\[138\] Goren documented it as a parsimonious decision, saving the law library considerable money in addition to allowing students the opportunity to earn some money.\[139]\n
\[37\] Goren took the opportunity in his 1971–1972 annual report to state that two more librarians had resigned. Another reference librarian left to practice law.\[140\] A senior cataloger moved to Minnesota with her family.\[141\] On the positive side, Goren was happy that he could finally hire a circulation librarian that year.\[142\] Goren, in his annual report to the dean, emphasized the burden low pay takes on

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131. *Id.*
132. See *supra* notes 83–85 and accompanying text. The collection was located in five separate areas.
133. See *supra* notes 122–129 and accompanying text.
136. I directed a move of the Immel Law Library of the Saint Louis University School of Law from the main campus in 2013 to a new downtown setting.
138. *Id.*
139. *Id.*
141. *Id.* (Mrs. Fuchsman, senior cataloger).
142. *Id.* at 2 (hiring Miss Mosel as circulation librarian).
staff stability. He stated it would be desirable to examine the salary for each staff position.143

¶38 The move into the new building significantly improved the security of the collection. Before the move, securing five separate areas of a collection having multiple exits proved impossible. Now there was to be only one entry and exit, which made it much simpler for the staff to check briefcases and other items used to carry books in and out.144 According to the report, “[l]osses of books and periodicals, which had become intolerable in our old building, have been drastically reduced, as well as staff time spent on book hunting.”145

¶39 By 1973, needed services, previously unfulfilled due to lack of sufficient personnel, were being offered.146 However, with the increase in staff numbers came discontent, though eventually morale seemed to improve:

For the first time in seven years, difficulties with our personnel were experienced and there was a flare-up of discontent due to various factors among which, dissatisfaction with salaries, lack of compatibility, personalities unable to fit into an organizational framework, might be mentioned. While this was disturbing for a few months, no programs or services of the library suffered, but the pressure on some members of the staff became very great. Towards the end of the year the morale, as well as the composition of the staff greatly improved and teamwork, as well as productivity are better than before the flare-up.147

¶40 Just one year after the “flare-up,” Goren reported that “the library staff individually and as a team has never been better.”148 Goren wrote glowingly of a particular new reference librarian, Alvin Podboy, “who is held in high regard by faculty and students and who brought the right attributes and personality to the job.”149 Another newer addition, Anne Watkins, brought “maturity and experience” to the position of circulation librarian.150 Jane Addison, the recently hired technical services assistant, “has been developing very well and her work and productivity are eminently satisfactory.”151 Also, Perry Tillerman, public services assistant, had “proved a good and reliable employee.”152 The position of cataloger had been open during the year, but the successor, Loree Potash, had already been hired.153

¶41 Over his 14-year tenure, Goren was continuously concerned with the foreign and international collection, and focused on improving it. In his 1970–1971 annual report, Goren wrote, “[o]ur foreign law acquisitions have been minimal and

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143. Id. at 3.
144. Id. at 3 (Goren mentioned additional services offered with the additional personnel in the annual reports but did not elaborate).
145. Id.
147. Id.
149. Id.
150. Id.
151. Id.
152. Id.
153. Id.
it is hoped that future budgets will be adequate to expand this part of our collection.”

¶42 In the 1974–1975 academic year, Goren reported that the law library had acquired its 150,000th book. Despite the landmark and that academic law libraries were ranked by title and volume number, Goren wrote that he “would like to point out that we don’t play the number games, we vigorously weed out books considered no longer useful and aim at quality rather than quantity.”

¶43 Goren’s annual reports had running themes of tight budgets and increased book and periodical prices with concomitant rising inflation, a trend starting in the 1970s in academic law libraries. In considering the challenges Goren was facing, it is telling to examine the annual budget reports year by year. In Goren’s first year, the law library overspent by $1,268.01. Two years later, in the 1969–1970 fiscal year, the law library exceeded the budget by $1,678.97. For the next two years the law library finished in the black, but in the 1972–1973 fiscal year there was a spending overage of $4,858.65. In the next year, the law library overspent by $6,939.21. Goren stated in his annual report of the same year, “[w]e overspent somewhat, but this is covered by savings from salaries, equipment and Xerox accounts. The real worry is next year’s budget which is limited to 105% of this year’s.” Dealing with tight budgets and inadequacies in funding is not unusual in 2020, but the complaining about a limited budgetary increase certainly is.

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157. Id.
164. In a law librarian academic career now spanning 25 years, and 10 years as a director, I have never had the pleasure of experiencing a projected law library materials budget increase.
¶44 Goren’s worries over the next year’s budget not being adequate turned out to be prophetic. The June 1975 monthly budget report, representing the end of the fiscal year, showed the law library to be in the red by $12,976.21. In the same year’s annual report, Goren reported that “[o]ur preliminary spot checking shows an increase of some 25% in periodical subscription prices and approximately 15–20% in other book prices.” Added to the increased costs was a growing appetite by faculty for cross-disciplinary resources. The end-of-the-fiscal year June 1976 monthly budget report illustrated the impact of purchasing the cross-disciplinary sources: it showed a deficit of $20,530.23. Goren explained in the 1975–1976 academic year annual report that “as the scholarly activity of the faculty expands, there are more requests for non-legal materials in the areas of economics, social studies, etc., which the University Library is apparently unable to satisfy.”

¶45 Goren’s annual report from the 1976–77 academic year was very positive from start to finish. The report started with: “This year in review has been on the whole very satisfactory from the point of view of collection development and service.” The positive tone of the report continued throughout, even when it came to the budget. The budget was now comparing well to other schools of comparable size, allowing for the maintenance of the collection in addition to the ability to purchase new resources. Despite the optimism, the monthly budget report from June 1977 showed the law library still going over budget by $7,108.14. Interestingly, there was nothing in any of Goren’s several annual reports addressing the change in the ABA standards in the late 1970s and early 1980s recommending that academic law libraries be given more autonomy from the central university library structure. Apparently Goren believed Case Western Reserve’s law library enjoyed enough autonomy already.

Early Automation (1972–1982)

¶46 In the new building, the physical collection of the law library was making sense as a contiguous assemblage of books. Reclassification to the Library of Congress cataloging classification was still far from done, however. In November

170. Id. at 6.
172. See Milles, supra note 101; Belniak, supra note 101 (ABA’s 1977 change in standards regarding law library autonomy).
173. A significant portion of the collection was still in the Hicks classification scheme.
1971, when the law school moved into Gund Hall, the law library found waiting a new computer terminal connected to a computer-assisted legal research (CALR) system named OBAR (Ohio Bar Automated Research), a subsidiary of the Ohio State Bar Association. By contract, Data Corporation of Ohio was responsible for developing the system. (Subsequently, Mead Corporation acquired Data Corporation to form Mead Data Central.) The OBAR computer provided uninterrupted telecommunications to the law school. Case Western was the first law school in the country to be provided the service.

¶47 In the first year of the new law school building, any Case law student or law faculty member could learn to use the system by signing up with a Mead Data Central representative for training. The training was performed mostly by nonlawyers and described as “at a less advanced stage than the still crude system.” Goren reported that the installation of the OBAR terminal had been “fully justified” in the first experimental year. It had become popular with students working on various projects. Goren advised that the OBAR terminal should be retained beyond the experimental year.

¶48 In the following 1972–1973 academic year, Spencer Neth, the head of the law school’s legal research and writing program, undertook the development of an instructional component with OBAR. Stipends were offered to young local attorneys to teach law students the database in the first-year research and writing program. By the 1973–1974 academic year, OBAR, which initially only searched Ohio law, had transitioned to Mead Data Central and was now Lexis, with both federal and New York law added to the searchable content.

¶49 Lexis offered a revised and improved software with much more random-access memory (RAM). Alvin Podboy, head of reference services, was responsible for conducting demonstrations on the OBAR computer. Goren stated in his 1975–1976 annual report that the OBAR was still popular, and “finally some faculty members began to appreciate its usefulness.” The law library had started teaching faculty members individually on the use of OBAR-LEXIS, as Goren labeled the terminal. Podboy started preparing OBAR questions for students in


176. Plaque from Mead Data Central: “Mead Data Central recognizes Case Western Reserve University School of Law for its farsighted contribution to legal education in being the first law school to install LEXIS for regular use by professors and students. [signed] Jack W. Simpson, President.” https://law.case.edu/images/mead_dataNEW.jpg [https://perma.cc/C2ST-XP65].


179. Id.

180. Neth, supra note 177, at 560.

181. Id.

182. Id. at 561.

183. Id. (“Breakdowns became far less frequent and response time improved tremendously”).


186. Id.
one research and writing professor’s class and helped another professor use search logic to update the professor’s case research. From that year going forward, Podboy would be part of the research and writing program by preparing the written assignments and Lexis problems for all the research and writing professors.

¶50 In the next school year, there were 3202 OBAR-LEXIS sign-up sessions. Fortunately, the law library had joined a 12-school consortium for using Lexis, which reduced its costs by half. The savings allowed the service to keep running through the summer months for the first time. Even with the savings, the law library overspent the budget by $16,556.26 in the 1977–1978 academic year. The arrears were covered by savings from photocopying income, economizing in other areas, and a supportive and sympathetic dean.

¶51 The law library entered into a formal agreement with the university library, the Freiberger Library, in the 1978–1979 academic year for time sharing on the Ohio College Library Center (OCLC) terminal. The benefits of OCLC were significant, allowing a small staff to more efficiently catalog and catch up with increasing backlogs compared to the previous manual system. The arrangement significantly improved the law library’s cataloging of book processing and card production. In the same year, the law library was accepted by the Government Printing Office (GPO) as a Federal Depository Library. Goren predicted that when Federal Deposit books started to arrive, the library would be able to start canceling a “substantial number of paid subscriptions.” The cancellations could not come too soon since the law library overspent by approximately $25,000 in the 1978–1979 academic year.

¶52 In the 1977–1978 annual report, the library budget was labeled “sufficient,” but high interest rates caused it to rapidly shrink. Goren did not include a budget

187. Id. at 4.
191. Id.
198. Id.
199. Id.
section in the annual report for 1979–1980. The only reference made to finances was under the collection development section of the annual report. The statistical data was already out for 1980, and subscription prices for legal periodicals had risen by 20.7 percent. The associate director, writing part of the 1979–1980 annual report, perhaps displaying naiveté, imagined that other categories of the collection, especially monographs, would show an even higher rate of inflation. The associate director hoped the next year’s budget would be sufficient to ward off discontinuations.

The law library reached and exceeded the 200,000 volume mark in 1979–1980. It was now considered a “large” academic law library in a time when volume count was still important. Podboy had resigned the year before to become the head librarian at Baker Hostetler. Cataloger Loree Potash, who was near completion of her law degree at Cleveland Marshall College of Law, transferred from her previous position to head of public services upon Podboy’s departure. Potash assumed the law library role in the research and writing program, writing the research questions and Lexis problems.

Potash, like Podboy before her, taught in Goren’s law librarianship class at the CWRU School of Library Science. Goren, over his tenure at the Case Law School, also worked with the CWRU School of Library Science, established in 1903. In 1925, the school was one of the original 13 library science graduate programs to become accredited by the American Library Association.

The academy of library science started falling behind the times in the 1960s. The stale curricula of the traditional library education, with its decades-old precepts and philosophies, were falling behind what librarians were doing in practice. The academy responded slowly to the technological paradigm shifts of the late 1960s and 1970s, which led to the closing of many library schools in the 1980s and 1990s.

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204. Id. at 7.
205. Id.
206. Id. at 1.
207. Id.
209. Id.
211. Id.
213. Western Reserve University was joined by University of California (Berkeley), Carnegie Institute of Technology, Carnegie Library of Atlanta, Drexel University, University of Illinois, Los Angeles Public Library, New York Public Library, Pratt Institute, St. Louis Library School, Simmons College, University of Washington, and University of Wisconsin. Accredited Library and Information Studies Master’s Programs from 1925 through Present, Am. Libr. Ass’n, http://www.alaa.org/educationcareers/accreditedprograms/directory/historicallist [https://perma.cc/UQ9U-WYWZ].
215. Id.
¶56 Case Western Reserve University attempted to save its library science program by revamping the curriculum and dividing it into three areas: Information (resources and organization), Management and Technology (with a heavy emphasis placed on the core-comprising half of a student’s program of study), and Distributive Requirements. The name of the school changed from the School of Library Science to the Mathew A. Baxter School of Information in 1981. The restructuring came too late to align with the shifting paradigm, and ultimately the school closed its doors in 1986.

¶57 Several law library staff members over the years matriculated at the library school. The Judge Ben C. Green Law Library still has two librarians on staff who received their M.L.S. from the CWRU library school. The program offered a consistent, ready pool of interns for the law library. The program also offered librarians opportunities to better their administrative and teaching skills. Most notably, Goren became the Director of the Library Science School’s Law Librarianship Program while at the university, where he taught the foundation course of law librarianship in addition to legal bibliography, which was open to both library school and law school students.

¶58 By the 1979–1980 academic year, the law library was still working through the process of reclassifying the treatise collection into the Library of Congress scheme. It was now proceeding at an even slower pace due to changes in library personnel and unfilled positions. There was a turnover of four staff members the very next year. To add insult to injury, one of the issues identified by the recently visiting ABA Accreditation Committee site team was insufficient evening reference coverage. Fortunately, the library was permitted to add a new professional position to assume the additional reference time needed. This same position would also oversee the government depository duties.

¶59 During the 1980–1981 academic year, the library overspent by $57,687.42. There was mention of finances in the prefatory paragraphs of the annual report.

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217. It was named School of Library Science from 1924 to 1981. When it was established by Western Reserve University in 1903, it was known as the Library School. The Schools of CWRU, supra note 212.
218. Id.
219. Id.
225. Id.
226. Id.
227. Id.
The associate director stated that the deficit was “alarming” and that it was due to the rise in subscription costs over which the library had no control.  

¶60 In the 1979–1980 academic year, the law library was still sharing the university OCLC terminal with the main campus library at an agreed-upon rate of 10 hours a week. In the next year, the new AACR2 cataloging rules took effect. The rules changes caused great concern among the law library staff, evident from these changes becoming the subject of three library staff meetings. Goren stated that the library was making progress on the new rules and that it would primarily help preserve the integrity of the collection. In the 1981–1982 academic year, Goren would report that the further implementation of the new AACR2 cataloging rules was the most demanding and time-consuming project of the year.

¶61 In the 1981–1982 academic year, Goren reduced overspending to a $13,220.39 deficit. He recommended a 12 percent, or $30,000, budget increase for the upcoming year. Sunday reference hours were added, and by adding a reference librarian, the law library could include a 2:00 p.m. to 6:00 p.m. Sunday reference shift to its recently created Monday through Thursday evening shifts. The law library also became the repository for student class evaluations and prior exams. A memo was sent to all faculty asking them to send any exams they wanted on file for students to the law library.

¶62 The big library technology news in the 1981–1982 academic year was the installation of a new Lexis terminal in the law library. The new “deluxe” UBIQ model with a high-speed printer replaced the OBAR installed over 10 years ago. Equipment rental fees increased with the upgraded terminal and printer, but communication costs decreased. Potash, recently promoted to associate law librarian, trained the research and writing professors and students on the new terminal. The new terminal was such hot property the Lexis room door had to be locked. Students now had to sign out their ID card at the circulation desk to use the terminal.

229. Id. at 1.
231. Over time, the AACR2 rules would be highly criticized, the primary reason being they were tailored toward the physical card catalog. Joseph Thomas, Cataloging Reform: An Overview for Academic Law Librarians, 85 LAW LIBR. J. 99, 99 (1993).
233. Id.
235. Id. at 10.
236. Id. at 8.
237. Id. at 4.
238. Id.
239. Id. at 5.
240. Id. at 3.
241. Id.
242. Id.
243. Id.
244. Id.
245. Id.

Upon Professor Goren’s retirement, Dean Ernest Gellhorn noted the importance of hiring his successor.246 Gellhorn hired Kathleen Carrick in 1983. Director Carrick, who assumed her duties in August 1983, had been associate professor and librarian for three years at the University of Buffalo Law School. Like her predecessor, she was given faculty status and also engaged in writing and teaching. In 1989, she authored Lexis: A Legal Research Manual, a Mead Data Central publication.247 Carrick presided over the law library when the trend in academic law libraries was growth in collection, personnel, and automation.248

In her first year as director, she invited Thomas Reynolds, the associate director at Boalt Law Library at the University of California at Berkeley School of Law, to visit and evaluate the foreign and international collection at Case Western.249 Previously Goren had acknowledged the need for a stronger foreign and international collection and had attempted to buttress it within a constrained budget.250 Reynolds assessed the foreign collection as “spotty . . . expensive, little used, and insufficient for true scholarship.”251 Reynolds’s harsh assessment, based on his experience and substantial knowledge as a foreign and international law scholar, suggested that the Case Western law library, even without a significant endowment and a challenged operating budget, should concentrate on the international realm.

The 1983–1984 school year was filled with technological enhancements. After years of sharing with the main campus library, the law library acquired its first in-house OCLC terminal.252 The acquisition allowed the library to undertake projects previously deemed impossible without unlimited access to the database, such as conducting retrospective conversions of law library records to machine-readable format.253 The law library was also starting to use OCLC as a reference tool and for interlibrary loan purposes.254

254. Id.
The Westlaw-dedicated WALT terminal arrived in the same academic year. It was during this time that the law library also became an early subscriber to Cleveland Freenet, an early worldwide Internet interface. Mead Data Central supplied an additional UBIQ terminal for Lexis access, and the library became an early test trial of “home access” to Lexis for clinic law students. The law library, with financial assistance from the law school, was proactive in creating what was soon to be a ubiquitous feature in academic law libraries around the country: the computer lab. Also, the school constructed a computer training classroom. AALL bestowed the law library with its 1986 AALL Publication Award for its Computer Lab Manual and research Pathfinder Series.

Despite the successes of the 1983–1984 school year, the director was dissatisfied with the library’s limited collection space, which forced it to consider new formats, such as microfilm and microfiche, to provide access to needed materials. The law library was starting to purchase audio and videotapes for trial technique classes and the clinic. The VHS video collection quickly become larger. The switch in formats was not inexpensive because the materials required new equipment and printers to provide readable copies, but Carrick believed that space issues left the law library with no alternatives.

Carrick was not shy in talking budget in her reports to the dean: “It must be stressed that a million-dollar budget is not a luxury to a law library in these days and inflation will continue to eat into our budget.” Carrick also stated that the library budget was being used to compensate for years of inadequate law school support of the library’s facility and collections.

In addition to collection space challenges, the lack of student space in quantity and quality was a significant issue. Inadequate numbers of chairs and study carrels were placed in open, overcrowded, high-noise areas not conducive to quiet study. The director heard complaints from several students stating they are studying elsewhere. She reported the lack of space in the library mirrored what was happening throughout Gund Hall. The law school, just a dozen years removed from opening the new building, was now suffering growing pains. Director Carrick mentioned losing library space to student lockers and faculty offices.

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255. *Id.*
258. *Id.*
259. *Id.*
262. *Id.*
263. *Id.* at 12.
264. *Id.*
265. *Id.* at 11.
266. *Id.*
267. *Id.*
268. *Id.* at 9.
tion of new computers and systems exacerbated the space issues by reducing student study areas.\(^{269}\)

\(\S 70\) With space becoming increasingly limited for students and staff, the south wall of the second floor of the library was torn down the next year and rebuilt, giving the technical services area of the law library administration an additional 500 square feet to ease the congestion caused by additional work computers, printers, and two new staff members.\(^{270}\)

\(\S 71\) The law library in the early to middle years of the 1980s had started to undertake the second age of automation.\(^{271}\) As Clifford Lynch describes, the first age of automation transpired primarily in the mid- to late-1960s into the early 1970s in libraries that benefited from the new race-to-space technologies.\(^{272}\) Circulation and acquisition departments became automated with minicomputers, books were barcoded, and ordering systems became computer-based in passing on orders to book and serials vendors.\(^{273}\) These changes automated many manual processes, making operations more efficient and economical.\(^{274}\)

\(\S 72\) The second automation age of the later 1970s and 1980s involved automated online catalogs, personal computers for all workers, with attached printers, and automated online catalogs.\(^{275}\) The use of Windows and other new office automation software created enormous productivity improvements that were suddenly possible in library technical processing departments.\(^{276}\) The new automation software further hastened the adoption of systems based around a client-server architecture.\(^{277}\) The law library’s inclusion in the university’s plan to implement an integrated local library system was a significant example of the second automation stage.\(^{278}\) The plan was to establish an automated circulation system that would, in time, serve as the basis for the online catalog.\(^{279}\)

\(\S 73\) The law library budget experienced two significant expenses in the 1984–1985 school year. One expense involved supporting the new computer lab.\(^{280}\) The law library spent over $65,000 of its budget in that year for computers, student support, supplies, and software that enabled the law library to provide the new lab to students.\(^{281}\) The other primary expense was the law library inheritance of the newly reformatted legal research and writing program.\(^{282}\) The program was restructured

\(^{269}\) Id.
\(^{272}\) Id. at 62.
\(^{273}\) Id.
\(^{274}\) Id.
\(^{275}\) Id. at 62–63.
\(^{276}\) Id.
\(^{278}\) Director’s Annual Report 1984–1985, supra note 270, at 3.
\(^{279}\) Id.
\(^{280}\) Id. at 8.
\(^{281}\) Id.
\(^{282}\) Id. at 10.
from the previous one, which had 20 third-year law students teaching the course, to a new program having four full-time instructors. The lawyer-librarians who taught in the law library assumed the responsibility of teaching the students legal research in the new research and writing class for the first-year students. The research instruction was condensed into the first seven weeks of the semester and was assessed with one written exam.

¶74 The research and writing program instructors were hired based on their law school success, legal experience, and research and writing skills. The four instructors hired were Elizabeth Brandt, Alice Belfiore, Kathryn Mercer, and Mary McManamon. Mercer still teaches at the law school. She is held in high regard and more than once has won the coveted teacher of the year award voted on by the student body. The law library budget for the 1984–1985 school year was increased by $290,000 by the law school to cover the new significant expenses. Immediately deducted from the increase was $25,000 to account for additions to the research and writing program, and an additional $40,000 went to Lexis and Westlaw and other database costs added to the library’s computer services.

¶75 The increase in the budget was additionally eaten away by inflation, leaving Carrick with a minimal amount left over to address inadequate acquisitions funds. Finances remained a matter of great concern for the director. She stated in her annual report that a complete budgetary statement would be prepared and presented at the end of the 1984–1985 fiscal year to the library committee. The seriousness of the matter is best described by Carrick herself:

We have reached a juncture as an institution and some difficult decisions about the collection and its support must be made. We must either recognize the need for additional support for our acquisitions budget or mandate the conscious elimination of large parts of our collection and its development.

¶76 The 1985–1986 annual report mentions some budgetary support in the next year, stating that the “budget figures were up slightly from the previous year.” The support was not nearly enough to counter the dramatic budget shortfall described in the 1984–1985 annual report. Carrick stated that the budget increase did not cover inflation and expenses. The anticipated budget for the next year was expected to create “a larger funding base and thus help solve some of
the problems that have been created by past Limitations on our acquisitions funding.

Carrick advocated “the importance of establishing a separate fund for capital expenditures,” which would discontinue the invasion of the operating budget for important and necessary projects, such as the future automation of the serials and acquisitions procedures in the law library.

¶77 While the current 2019 Judge Ben C. Green collection development plan makes no mention of analog media, a dated format, in 1985 the law library was one of the first to acquire and implement analog technology, the INFOTRAC Index, via laser disk (LD). This analog format added to the then current slide projector collection and VHS videotapes.

¶78 In taking another step toward an integrated library system, the law library started its retrospective conversion during the 1985–1986 school year, transferring the collection information to computer tape, eventually enabling the law library to access the records online. A university-wide grant from the W.M. Keck Foundation allowed the law library to hire a full-time cataloger and assistant to help with the transition.

¶79 The 1985–1986 Association of Research Libraries (ARL) Law Library Data represented some of the budgetary support noted above. The ARL Data reported a total expenditures budget of $1,083,783, ranking the Case Western Reserve University Franklin Thomas Bachus School of Law library 23rd out of 107 academic law libraries. The staff consisted of 12 librarians, 10 nonlibrarian professionals, and 5 student assistants, totaling 27, placing the law library 24th out of 107 academic law libraries. The monograph and serials and continuations budgets for 1985–1986 were both lower, at $30,064 and $234,080, respectively. These figures ranked the law library 52nd out of 107 academic law libraries in both categories.

¶80 The “budgetary support in the next year” that Carrick alluded to in her 1985–1986 annual report did result in execution. It was the first time the library

295. Id.
296. Id.
298. Laser Disc, for instance, was a form of analog technology replaced primarily by compact disc (CD). Andrew Dillon, Interactive Multimedia and CD-I, DVI, in COMMUNICATION TECHNOLOGY UPDATE 190 (August E. Grant & Ashley J. Bennington eds., 2014).
299. InfoTrac was a family of full-text databases of content from academic journals and general magazines. The system was exhibited in 1985. Richard Carney, InfoTrac: An Inhouse Computer-Access System, LIBRARY Hi TECH, 1985, no. 2, at 91.
301. Id. at 5.
305. Id. at 70.
306. Id. at 79.
307. Id. at 72.
308. Id. at 74.
could budget $60,000 for monographs and $300,000 for serials and continuations.\textsuperscript{310} The retrospective conversion was not yet complete, and the grant funding was running out. Carrick anticipated that some of the budget would be needed to continue the conversion.\textsuperscript{311}

\textsuperscript{310} Kathleen Carrick, Annual Report of the Law Librarian to the Dean of the Case Western Reserve University School of Law for the Academic Year 1986–1987, at 6 (unpublished report) (on file with the Case Western Reserve University Law Library Archives) [hereinafter Director's Annual Report 1986–1987]. Where the law library was ranked in regard to the increase could not be ascertained due to inability to secure ARL data for the year.

\textsuperscript{311} Id.

\textsuperscript{312} Id. at 5.

\textsuperscript{313} Id.

\textsuperscript{314} Id.

\textsuperscript{315} Id.

\textsuperscript{316} Id.

\textsuperscript{317} Id. at 9.

\textsuperscript{318} Quantum Corporation's Hardcard was “a 3 1/2-inch rigid disk drive mounted on a controller board.” It went into a computer expansion slot and increased the computer's memory. Other manufacturers soon made similar products. Disk Drive Makers Take Quantum Leap to Future Whole New Product Category, Chi. Trib., Jan. 6, 1986, at 18.

\textsuperscript{319} Director's Annual Report 1986–1987, supra note 310, at 2.

\textsuperscript{320} Id.

¶81 In 1986, the online catalog was newly accessible. The law library had 75 percent of its collection reflected in the catalog.\textsuperscript{312} In addition to loading the last of the records, the law library also had to reload some initial entries made in error. Much of the remaining 25 percent to be loaded was of the problem of title variety.\textsuperscript{313} Records needed to be cleaned up or changed to reflect the actual bibliographic holdings and circulation information.\textsuperscript{314} The next significant phase would be automating the circulation system.\textsuperscript{315}

¶82 Carrick gave the new dean, Peter Gerhart, much credit in her 1986–1987 annual report for his help and support, and included that she hoped the honeymoon would continue. She did not shy away, however, from stating that the support needed to continue. Perhaps because of the show of financial support, Carrick directed some of her attention back to the physical facility, stating that the library faced the possibility of losing additional space as the law school looked to reallocate the basement library space.\textsuperscript{316} Carrick expressed that library space, budget, staff, and collections were all interconnected and needed to be addressed with the law school if progress was to continue.\textsuperscript{317}

¶83 The computer lab in 1986 received additional enhancements. Twenty hardcards\textsuperscript{318} were installed on the computers, which significantly enhanced capability. Law students now had to register to get an identifying ID number to gain access to the computer menu, but many software packages were added directly to the computers, giving law students access to an extensive menu of available software.\textsuperscript{319} The need for constant supervision in the lab to help the students and provide security for the systems was significantly reduced, saving the library money.\textsuperscript{320}

¶84 The law library received the seventh-year ABA site visit in February 1988. Perhaps in anticipation of the visit, some of the previous problematic issues that Carrick had written about in recent annual reports seem to have been addressed to a significant degree. Adding compact shelving in the basement largely solved the loss of library space. As far as the lack of longer-range space planning, the law
school seemed to be finally moving toward a phase of planning for an addition to the library. The director and others in the law school had already begun working with an architect in the 1987–1988 academic school year.\footnote{Kathleen Carrick, Annual Report of the Law Librarian to the Dean of the Case Western Reserve University School of Law for the Academic Year 1987–1988, at 6 (unpublished report) (on file with the Case Western Reserve University Law Library Archives) [hereinafter Director’s Annual Report 1987–1988].}

\footnote{Id. at 5.}
\footnote{Id.}
\footnote{Id.}
\footnote{Id.}

\footnote{Named after Euclid Avenue, which runs through University Circle and the campus of Case Western Reserve University. Euclid Avenue takes its name from the small settlement of surveyors who settled to the east in the town of Euclid. Euclid Ave., Encyclopedia of Clev. Hist., https://case.edu/ech/articles/e/euclid-ave [https://perma.cc/UE8B-V772].}
\footnote{Director’s Annual Report 1987–1988, supra note 321, at 4.}
\footnote{Id.}

\footnote{For whatever reasons, there is a history of the CWRU main library administration making unilateral decisions, some directly affecting the other three campus libraries, either with or without the other libraries’ input.}
\footnote{Director’s Annual Report 1987–1988, supra note 321, at 4.}
\footnote{Report of the Cataloging Unit to the Law Librarian of the Case Western Reserve University School of Law 2 (FY 1989–1990) (unpublished report) (on file with the Case Western Reserve University Law Library Archives).}

\footnote{Id.}
\footnote{Id.}
\footnote{Id.}

\footnote{Id.}

\footnote{Id.}

¶ 85 Despite the addition of endowment monies the previous year, Carrick continued to belabor the issue of the weak budget. In the 1987–1988 academic year, the library spent $75,000 for monographs and $370,000 on serials, a jump of almost 18 percent over the previous year.\footnote{Id. at 5.} To support the spending, the library relied on the additional endowment money that Carrick had hoped to spend on special projects.\footnote{Id.}

Over the past two years, the operating budget had increased by only 0.015 percent.\footnote{Id.}

¶ 86 Beyond addressing the physical facility and the budget, the other primary concern was the progress of the integrated university online catalog, EUCLID.\footnote{Id.}

The online system was bogged down by problems. The tapes loaded slowly, and it became apparent that the system lacked adequate disk space. The positive news was that the new circulation system became operational in March 1988.\footnote{Director’s Annual Report 1987–1988, supra note 321, at 4.}

The library staff agreed that it was an improvement over the previous manual system.\footnote{Id.}

¶ 87 In light of the difficulties that were becoming apparent with completing the online catalog, the campus libraries formed a committee to study the problems and to recommend a solution. During the process, the university librarian unilaterally committed to a system, called GEAC, for the indefinite future.\footnote{Id.} In response, the three other library directors on campus decided to find their own best acquisition and serials systems possible for their libraries.\footnote{Id.}

¶ 88 A law library cataloging department report from late 1989, author unknown, stated that even though the GEAC online catalog had been up and running for a while at the main campus library, there had been questions about the reliability of the information in the system.\footnote{Report of the Cataloging Unit to the Law Librarian of the Case Western Reserve University School of Law 2 (FY 1989–1990) (unpublished report) (on file with the Case Western Reserve University Law Library Archives).}

\footnote{Id.}
\footnote{Id.}

There was so much doubt about the system that the law library decided to maintain its manual card catalog.\footnote{Id.} The law library was able to purchase a card catalog cabinet from the Euclid Public Library, which it hoped would suffice until the online catalog situation was resolved.\footnote{Id.} In late 1989, the manual card catalog ran out of space in title card catalog cabinets.\footnote{Id.}
The law school library and Mead Data Central have had an early and rich partnership and that continued in October 1989 with the two agreeing to another test project. Mead provided remote Lexis/Nexis access to CWRU law faculty, curricula, and programs, including the clinic, law reviews, moot court, and several seminars. Students who were not involved in the associated programs and seminars were provided formatted disks and gained access using library TLC passwords. In the seven months since the test began, usage hours for CWRU increased by 95 percent, with associated costs decreasing by 13 percent. This successful program was continued in the 1990–1991 academic year.

The 1989–1990 annual report described significant financial restraints on the law school, resulting in the law library being asked in February 1990 to hold invoices until the start of the new fiscal year, starting on July 1, 1990. At the end of the 1989–1990 fiscal year, the law library was holding invoices in the amount of $169,839.24. The cause of the law school invasion into the law library accounts went unexplained in the annual report.

To deal with the budget crisis, a moratorium was placed on ordering any new monographs. In response, one faculty member wrote a memorandum to the library committee in which he argued,

\[t\]he question is not whether we need to save money, the question is how and on what. That is a question which deserves some serious consideration, not only by the Library staff, the Library Committee and the Administration but by the full faculty. Just by way of example, I don't think that the maintenance of a volume on Ohio pleading and practice is worth even one new monograph.

The result of the law library not paying its invoices during this period of uncertainty led to many collection decisions and, in one instance, a major vendor, Shepard's/McGraw-Hill, suspending its services to the law library because of outstanding invoices. As previously mentioned, at the end of the fiscal year, the law library was holding invoices totaling $169,839.24. In today’s economy, that would equal $338,376.06. The law library received $89,000 from the law school

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334. See supra notes 174–192, and accompanying text.
336. The Library Corporation (TLC) “provides . . . automation, cataloging, and data services to more than 4,500 public, school, academic, and special libraries worldwide.” Who We Are, Libr. Corp., https://tdldelivers.com/who-we-are/ [https://perma.cc/W8R7-CY4L].
338. Id.
340. Id.
341. Letter from Melvyn R. Durchslag to the Case Western Reserve University Law Library Committee (Dec. 4, 1990) (on file with the Case Western Reserve University Law Library Archives).
343. Id.
for the next year’s budget to address the $169,839.24 carryover, leaving the library to address the remaining $80,000.\textsuperscript{345} Nothing else in the research uncovered anything more regarding the invasion of the law library budget, but Carrick stated in a 1994 document prepared in anticipation of the ABA/AALS inspection that since 1990, the year of the materials moratorium, the library had been “studying its collection and recommending cancellations.”\textsuperscript{346}

¶92 Two of the areas studied for cancellation were state reporters and state print Shepard’s.\textsuperscript{347} The research and writing (RAW) faculty wrote a memorandum of concern to Dean Gerhart, stating that eliminating state reporters would make it difficult for adequate student access to needed materials for the first-year RAW exercises.\textsuperscript{348} The regional reporters were already in heavy use, and the elimination of most state reporters would increase that use, challenging needed accessibility for law students.\textsuperscript{349} The RAW faculty also did not support eliminating state print Shepard’s because, at that time, the online resources on Westlaw and Lexis did not include full statutory information and some secondary source materials, such as citations to state bar association journals. Besides, they argued, some government offices and law firms provided little or no access to online services.\textsuperscript{350}

¶93 Despite the RAW faculty’s concern, Gerhart had already given his permission to the law library committee to stop the upkeep of many print state reporters and state Shepard’s.\textsuperscript{351} The memorandum to the law library committee made it clear that the dean had conversed with RAW faculty, acknowledging their concerns, but thought the CWRU law community could successfully rely on the online resources and the regional Shepard’s to provide the needed law student accessibility. The dean, questioning the usage of the state print citators, stated that the state print Shepard’s were still available at the Cleveland Public Law Library and the Cleveland State University Law Library.\textsuperscript{352} Thirty-four state reporters and state print statutes were ultimately discontinued, giving preference to Ohio and the largest states, such as New York, California, Florida, and Texas, and many of the states geographically close to Ohio, such as Indiana, Michigan, Pennsylvania, and West Virginia.\textsuperscript{353}

\textsuperscript{345} Director’s Annual Report 1989–1990, supra note 335, at 2.
\textsuperscript{346} Kathleen Carrick, Law Library Briefing Book 2 (1994) (unpublished report) (on file with the Case Western Reserve University Law Library Archives) [hereinafter Law Library Briefing Book].
\textsuperscript{347} Id.
\textsuperscript{348} Memorandum from RAW Faculty to Peter Gerhart, Dean of the Case Western Reserve University School of Law (February 4, 1993) (on file with the Case Western Reserve University Law Library Archives).
\textsuperscript{349} Id.
\textsuperscript{350} Id.
\textsuperscript{351} Memorandum from Peter M. Gerhart, Dean of the Case Western Reserve University School of Law, to the Case Western Reserve University School of Law Library Committee (Jan. 28, 1993) (on file with the Case Western Reserve University Law Library Archives).
\textsuperscript{352} Id.
\textsuperscript{353} States for which print state reporters and print state statutes upkeep were discontinued: Alabama, Alaska, Arizona, Arkansas, Colorado, Connecticut, Georgia, Hawaii, Idaho, Iowa, Kansas, Kentucky, Maine, Maryland, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, North Carolina, North Dakota, Oklahoma, Oregon, Rhode Island, South Carolina, South Dakota, Tennessee, Utah, Vermont, and Wyoming.

¶94 In the 1992–1993 academic year, the campus libraries permanently moved from the inflexible, ineffectual GEAC system to the Innovative Interfaces system (III). \[354\] After hundreds of hours in negotiations, policy meetings, planning, and training sessions, the actual implementation was smooth, quick, and successful. The law library was able to use all its components with initial success. \[355\]

¶95 The law library once and for all put its acquisitions and serials subsystems into electronic format. \[356\] Automated records, after years of frustration, were finally fully available to staff and users. Added to this major automation event was another called OhioLINK. \[357\] Case Western Reserve University was a charter member of OhioLINK, “a statewide academic library consortium serving 118 libraries, 89 institutions of higher education, the State Library of Ohio and more than 880,000 students, faculty, staff and researchers.” \[358\]

¶96 New policies and procedures, regarding both systems, were then developed in the 1992–1993 academic year. The effect was moving the law library from what it had been for decades—a manual, self-contained, print-reliant system—to an automated one that was now open to the state and beyond. Law faculty and students had access to resources they could have only imagined beforehand. It took considerable library staff time to examine loan policies, discuss fines, develop renewal procedures, and arrange delivery systems, but the changes were historic for the law library. \[359\]

¶97 The law library, with its print-based interlibrary loan (ILL) system, was highly functional. It had become well established over the last several years, and Carrick, emphasizing ILL’s importance since her arrival, was mostly responsible for the vast improvement. \[360\] In Carrick’s first year, the 1983–1984 academic year, the interlibrary loan staff processed 285 borrowing/lending transactions. \[361\] Nine years later, the same year they were implementing the III system and OhioLINK in the 1992–1993 academic year, they processed 2607 transactions, an 89 percent increase in ILL activity. \[362\]

¶98 Being the only law library founding member of OhioLINK, the new regional consortium would predictably result in even more interlibrary loan trans-

355. Id.
356. Id.
357. Id.
360. Granted this was taking place before the onslaught of available electronic resources, but it was still impressive.
361. Law Library Briefing Book, supra note 346, at 3.
362. Id.
actions. As the law library received the first wave of transaction requests, it had to be prepared to increase the staff to meet demand. Whether the increase in staff occurred to meet the ILL demand was not determined.

¶99 Technology, in all eras, makes it difficult to know how long each new tech innovation will endure. People predicted in the mid-1950s, for example, that nuclear-powered vacuum cleaners and rocket mail would replace existing products, and a jet-grille design car named Edsel would sell 200,000 units in its first year alone. And Carrick in the early 1990s believed that CD-ROM was going to be a major technology in law for years to come and would be the medium of choice for archival purposes. She was not alone.

¶100 Carrick’s reflection on the early 1990s as a period of significant technological changes in law libraries, however, was on the mark and remains poignant well over 20 years later:

These changes come at a time of budget cuts throughout legal education and the revision of ABA and AALS standards. The proposed standards recognize the impact new technology will have in both the format of libraries collections and the type of information that is accessible. Resource sharing has become the accepted norm as libraries try to accurately identify their strengths and weaknesses, realizing that no single institution can afford to be strong in every area.

The 1995 ABA-AALS evaluation team report stated the CWRU law library had proceeded with the integration of CD-ROM products more quickly than many other schools. Although the use of CD-ROMs in the practice of law didn’t take off as anticipated, several reasons explain that, such as licensing, the rise of smaller and mobile computers, lack of capacity, and the rise of nonphysical media like digital files.

¶101 It was reported in the 1995 ABA-AALS evaluation team report that the core collection was solid, but that the collection of treatises was thin and not sustainable for in-depth faculty research. The review stated that the lack of a quality research

363. Id.
364. Id. at 12.
365. I did not find any more associated references to increased staff in the available documentation.
368. Law Library Briefing Book, supra note 346, at 11.
372. Id. at 32.
375. ABA-AALS Report, supra note 371, at 32.
collection was not a new problem, having also been identified in the previous ABA site report.\textsuperscript{376} The library director, in answering the evaluation team’s query, admitted that she no longer prepared a formal annual report in which she would usually ask for additional funds from the dean because the law library generally received a flat amount based on the university’s projection for the other campus libraries.\textsuperscript{377}

\textsection{102} Even if there had been additional funds to purchase more of a quality collection beyond the core, there would have been little shelf room for it. The library had relocated some of the older collection to compact shelving and some to offsite storage, due to insufficient shelving space in the building.\textsuperscript{378} The materials listed as retrievable remained in boxes.\textsuperscript{379}

\textsection{103} The library facility paled in comparison to the rest of the law school. The law school was “generally spacious, airy, and light,” while the law library was “crowded, dimly lit, and somewhat dingy.”\textsuperscript{380} The ABA site report concluded that the library facilities needed “substantial” attention.\textsuperscript{381} The HVAC system needed adjustment or overhaul to accommodate the expanding computer facilities.\textsuperscript{382} The library shelving was 84 percent full, meaning it was functionally full for purposes of the standards.\textsuperscript{383} The closeness of the stacks on the third floor made vision difficult.\textsuperscript{384} Even the lighting in some study areas was inadequate.\textsuperscript{385}

\textsection{104} Michael Gerhardt, who had spent his previous six years as associate professor and professor of law at William & Mary, became the new dean on July 1, 1996. He decided to address the issues from the 1995 ABA site report by preparing a new self-study. The self-study committee he created addressed the library issues stressed from the ABA inspection (space and facilities, inadequate collection, and budgetary concerns). The dean determined an overall concept for the library was needed.\textsuperscript{386} The final 1997 self-study stated that the law school needed to identify its long-term plans for the physical library space.\textsuperscript{387}

\textsection{105} The self-study committee noted that in the two years since the ABA inspection, the library had grown from 84 percent full to 86 percent full.\textsuperscript{388} The library had identified alternative storage space and began a weeding process.\textsuperscript{389} Dean Gerhardt initiated a 3 percent increase in the materials budget, the first increase in funds since the early 1990s.\textsuperscript{390} The collection remained an unresolved

\begin{enumerate}
\item \textsuperscript{376} Id.
\item \textsuperscript{378} Id.
\item \textsuperscript{379} Id. at 34.
\item \textsuperscript{380} Id. at 37.
\item \textsuperscript{381} Id. at 40.
\item \textsuperscript{382} Id.
\item \textsuperscript{383} Id. at 39.
\item \textsuperscript{384} Id.
\item \textsuperscript{385} Id.
\item \textsuperscript{386} Case Western Reserve University School of Law Self-Study for ABA Reaccreditation 12 (Feb. 18, 1997) (on file with the Case Western Reserve University Law Library Archives) [hereinafter CWRU Law Self-Study 1997].
\item \textsuperscript{387} Id.
\item \textsuperscript{388} Id.
\item \textsuperscript{389} Id.
\item \textsuperscript{390} Id. at 14.
\end{enumerate}
issue with the self-study committee, but the recent implementation of the Ohio-LINK consortium was thought to be a possible solution to the resource needs of faculty and students.\textsuperscript{391} In sum, the committee stated that none of the problems identified by the ABA site team regarding the library were insurmountable, but the issues still needed attention.\textsuperscript{392}

\textit{¶106} In response to concerns raised in the 1995 ABA report and 1996–97 self-study, Carrick circulated a memorandum stating that the three main concerns (space, operating budget, and collections) confronting the library had not yet been addressed.\textsuperscript{393} (Although the memo was not dated, a book Carrick used to calculate shelf space was published in 1999,\textsuperscript{394} making it likely that the memo dates to around the same time. Its likely audience was the law school's library committee.) The memo first addressed space. Carrick ran through the over 25-year history of the physical law library space, mentioning several piecemeal changes the law school had made, such as gerrymandering library space for faculty offices and other programs. The director also criticized library remodeling projects that never got off the ground due to lack of funds.\textsuperscript{395} An example was the scheduled remodeling of the north side of the main first floor that was eliminated in 1994 after the renovations for the new classroom construction ran over budget.\textsuperscript{396}

\textit{¶107} Carrick let out her frustration concerning how the law school had dealt with library space:

We need to come to two basic agreements. First, the Library needs to be recognized as a priority of the Law School, not as an afterthought which is dealt with only because it is again sacrificing space to another project.

Second, the Law School needs to reach an honest acknowledgement that the Library will remain in its current space for the indefinite future . . . By eliminating the ungrounded expectation that a new building is possible or inevitable, we eliminate one of the basic excuses for not facing our current situation. We would also eliminate the concept that the library can continue to sacrifice space because an addition is in the future.\textsuperscript{397}

Carrick went on to discuss the various facility shortcomings throughout the library, including the poor lighting and the noisy wind tunnels on the third floor, along with insufficient storage and the lack of support for additional compact shelving. Storage space was at the very top of the director's wish list. The library was effectively full at 86 percent capacity.\textsuperscript{398} The law library had looked for temporary shelving even before the last ABA site visit, moving some 30,000 volumes to commercial off-site storage. The library also rented storage space in what was called

\textsuperscript{391} \textit{Id.} at 15.
\textsuperscript{392} \textit{Id.} at 16.
\textsuperscript{393} Kathleen Carrick, Law Library Memo: Current Issues and Future Directions (ca. 1999) (on file with the Case Western Reserve University Law Library Archives) [hereinafter Current Issues and Future Directions].
\textsuperscript{394} Phillip Leighton & David Webber, Planning Academic and Research Library Buildings (3d ed. 1999).
\textsuperscript{395} Current Issues and Future Directions, \textit{supra} note 393, at 2.
\textsuperscript{396} \textit{Id.}
\textsuperscript{397} \textit{Id.}
\textsuperscript{398} \textit{Id.}
the Cedar Facility,\textsuperscript{399} which proved an inappropriate setting for the open storage of materials. A deceased judge’s boxed papers sat alongside old furniture.\textsuperscript{400}

¶108 The director also let some frustration be known over the state of the budget:

The library’s major budget issues are unfortunately similar to our space problems. The Law School has often viewed the library as the residuary for the School’s space and funding. If space was needed, it was taken from the library. If money was needed, it was taken from the library’s funding. . . . The perception of the library’s budget as “changeable”—as a figure that the Law School administration could alter throughout the fiscal year—has driven the library’s collections, and sometimes policies, through many of our recent years.\textsuperscript{401}

¶109 Curiously, Carrick stated that the current library operating budget was adequate and that the library and law school needed to keep working together to maintain a clear, reliable budget.\textsuperscript{402} She imagined adjustments in the budget were possible through communication.\textsuperscript{403} Carrick acknowledged that “the clarification of accounting and adjustments was a major goal that, now achieved, should be protected and maintained in good faith.”\textsuperscript{404} The director went on to state that the budget could develop more stability through the creation of new endowments for equipment and other ongoing expenses,\textsuperscript{405} such as maintaining the international collection, where inflation was as high as 20 percent.\textsuperscript{406}

¶110 In her comments about the final area of significant concern, the collection, Carrick lamented that a lot of the budget spending went to maintaining costly and duplicative sets of the West regional reporters, the American Law Reports, and legal encyclopedias, even though these sources were duplicating sets of CD-ROMs and online databases.\textsuperscript{407} Faculty members were concerned about student accessibility, however, and this conservative view, in her opinion, led to both issues of duplicated costs and space limitations.\textsuperscript{408}

¶111 The director was not hopeful for a change of attitude among some of the faculty and resigned herself to more attainable goals, such as establishing a substantial monograph budget that the library could commit to protecting against law library budget invasions during times of financial difficulties. Also, she thought there might be potential collection areas where online resources would suffice, freeing up needed shelf space.\textsuperscript{409} For example, the infrequently used English Reports took up much shelf space. Carrick asserted the set would be perfectly fine for online access only.\textsuperscript{410}

\textsuperscript{399} Id.
\textsuperscript{400} Id.
\textsuperscript{401} Id. at 7.
\textsuperscript{402} Id.
\textsuperscript{403} Id.
\textsuperscript{404} Id.
\textsuperscript{405} Note that establishing new endowments for maintaining ongoing expenses is a difficult sell.
\textsuperscript{406} Current Issues and Future Directions, supra note 393, at 8.
\textsuperscript{407} Id.
\textsuperscript{408} Id. at 9.
\textsuperscript{409} Id.
\textsuperscript{410} Id. at 10.
An influx of new personnel in the early 2000s filled several positions. Director Carrick and Associate Director D.R. Jones\textsuperscript{411} hired several talented people who would become essential members of the law school library for years to come, librarians like Rob Myers, Megan Allen, and Lisa Peters.\textsuperscript{412} In addition to the important personnel additions, Blackboard was the new educational software introduced in the spring of 2001.\textsuperscript{413} The introduction of the software offered faculty the opportunity to post announcements and assignments to their students consistently.\textsuperscript{414} The law library also introduced Iliad in the summer of 2001, an automated interlibrary loan software program allowing users to request and track interlibrary loan requests online.\textsuperscript{415}

With the influx of new people, the law library had a staff of 30 in 2000–2001.\textsuperscript{416} Included in the total number were the IT and AV departments. IT had a director with a staff of five, and AV had a two-member department, all under the supervision of the law library director. It was difficult finding workspaces for everyone due to the law school’s cannibalization of parts of the law library space over the years.\textsuperscript{417} In January 2002, the library comprised only 31,495 square feet, which ranked the law library 143rd among U.S. law schools.\textsuperscript{418}

In 2000–2001, the law library took advantage of the opportunity to piggyback on the university library’s decision to move a sizeable portion of its collection to an Iron Mountain preservation facility located in Pennsylvania.\textsuperscript{419} The move to Iron Mountain helped the law library address the long-term storage issue. The law library set in motion a plan to assess the off-site storage potential, identify materials for storage, and start moving the selected items to the Pennsylvania facility.\textsuperscript{420}

The 2002 self-study report described a complete renovation of the library.\textsuperscript{421} The self-study mentioned student conference rooms,\textsuperscript{422} more student study and work areas, and increased professional staff space.\textsuperscript{423} The plan had been presented to the faculty and was well received. As of January 2002, the hurdle appeared to be the funding.\textsuperscript{424}

\section*{Notes}

\textsuperscript{411} In 2008, D.R. Jones became professor and law library director at the University of Memphis Law School. See CWRU Law Library Self-Study 2009, infra note 466, and accompanying text.

\textsuperscript{412} Librarians Judy Kaul, Deb Dennison, Andrew Dorchack, Cheryl Cheatham, and Sara Jean Petite were already staff members.

\textsuperscript{413} Case Western Reserve University School of Law Self-Study for ABA Reaccreditation 34 (Jan. 2002) (on file with the Case Western Reserve University Law Library Archives) [hereinafter CWRU Law Self-Study 2002].

\textsuperscript{414} Id.

\textsuperscript{415} Id.

\textsuperscript{416} Id.

\textsuperscript{417} Id.

\textsuperscript{418} Id.

\textsuperscript{419} “Iron Mountain Incorporated (NYSE: IRM) is a global business dedicated to storing, protecting and managing, information and assets.” About Us, IRON MOUNTAIN, https://www.ironmountain.com/about-us [https://perma.cc/3YGW-792H].


\textsuperscript{421} CWRU Law Self-Study 2002, supra note 413, at 34–35.

\textsuperscript{422} I interpret these to be study rooms.

\textsuperscript{423} CWRU Law Self-Study 2002, supra note 413, at 38–39.

\textsuperscript{424} Id.

¶116 Robert Bull, an architect of the SmithGroup, suggested a design charrette\(^\text{425}\) for the law library renovation.\(^\text{426}\) In his letter to Carrick, he reported meeting with several library user groups.\(^\text{427}\) Five library stakeholder groups collaborated: the dean, the law faculty, the students, the library directors, and the librarians and staff.\(^\text{428}\)

¶117 In comparing the objectives of the five individual groups, the dean was most concerned with image, engaging students, the flexibility of creating multifunctional and student gathering areas, and fundraising opportunities for attaching naming rights to rooms or areas within the library.\(^\text{429}\) The faculty had a number of interests, including creating multifunctional spaces to share resources, image, and engaging students. The faculty also stressed efficiencies, making the maximum utility of the space using creative options. They stated that the quality of the study areas needed to improve through the installation of better lighting and more noise control. Last, the faculty was interested in technology, stating that there needed to be more access to power and data outlets in addition to increased access to online services.\(^\text{430}\)

¶118 The students wanted more variety overall and better-equipped study areas. Comfortable and better-configured furniture, improved lighting, and larger tables in the study areas were also high on their list. The students wanted more group study rooms, more AV display rooms, and choices between quiet and noisier study areas. Interviewed at the turn of the 21st century, the student group was also looking for the convenience of more email stations on the first floor. They also wanted places within the stacks to lay books as they searched the shelves, such as pull-out shelving. Regarding other technology, the students wanted a bigger computer lab and more power and data connectivity in the study areas, in addition to effortless access to online services.\(^\text{431}\)

¶119 The library directors also wanted the strong image mentioned by the dean and the faculty presented by a dignified, academic, and professional space. They wanted the flexibility of space, also like the dean and the faculty. Like the dean, the library directors mentioned the creation of neighborhoods in the library that would comprise the community of the law library, with each neighborhood representing a naming opportunity.\(^\text{432}\) (Despite the dean’s and library directors’ interest, ultimately the neighborhood theme was not adopted.)

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425. "A design charrette is a short, collaborative meeting during which members of a team quickly collaborate and sketch designs to explore and share a broad diversity of design ideas." Charrettes (Design Sketching): 1/2 Inspiration, 1/2 Buy-In, Nielsen Norman Grp, https://www.nngroup.com/articles/design-charrettes/ [https://perma.cc/7NZ6-USFM].

426. Letter from Robert Bull, AIA Assoc., SmithGroup, to Kathleen Carrick, Director of Law Library (Mar. 10, 2000) (on file with Case Western Reserve University Law Library Archives).

427. Id.


429. Id. at 1 (dean).

430. Id. at 3 (faculty).

431. Id. at 5 (students).

432. Id. at 2 (library directors).
¶120 The library directors, like the faculty and the students, stressed the importance of technology. The library directors specifically mentioned the hope for a “wired School.” The directors echoed the students’ need for more comfortable areas and seating in the library. The one area the directors mentioned, not mentioned by any other collaborating user group, was an objective of “openness” in the renovated library, with attractive open spaces that promoted student interaction.433

¶121 The remaining user group, librarians and staff, had some of the same objectives as the previous four. They advocated for a positive image, flexibility, comfort, and efficiency through better organization of staff areas and storage options. Also, the librarians and staff advocated for a future technology plan and a more extensive computer lab. They encouraged more computer stations throughout the library, which would provide online card catalog access, but they discouraged any email use on the first floor.434 They lost the email battle with several email accessibility points added to the first floor in the renovation.435

¶122 The one objective the librarians and staff addressed that no other user group mentioned, even the library directors, was the current configuration of the circulation and reference desks.436 The group asked for a clear delineation between the reference and circulation desks and a better orientation of the reference space.437 Circulation and reference services shared the same space to one side at the entrance to the law library.438 The opening to the space, approximately four feet off the ground, resembled a coat rack opening with the bottom closed.439 Patrons had no place to sit and thus remained standing during any interaction at the service point.440 Besides, there was a need for more reserve shelving in the reference area.

¶123 The Cleveland Plain Dealer reported on February 4, 2003, that the law school received $2 million from the family of former U.S. District Judge Ben C. Green to name the law library in his honor.441 Judge Green was appointed to the U.S. District Court for the Northern District of Ohio by President Kennedy in 1962.442 The late judge, who received both his undergraduate degree \textit{(cum laude)} in 1928 and his LL.B. \textit{(Order of the Coif)}443 from Western Reserve University School of Law in 1930, served 20 years in the Northern District Court and died at 78 while still sitting on the court in 1983.444

433. \textit{Id}.
434. \textit{Id} at 4 (librarians).
437. \textit{Id}.
438. \textit{Id}.
439. \textit{Id}.
440. \textit{Id}.
442. \textit{Id}.
443. \textit{Commencement [Program]}: Western Reserve University in the City of Cleveland 3 (1928), \text{http://hdl.handle.net/2186/ksl:uarchives-wrucmp1928-06} [https://perma.cc/US7S-TVQG]; \textit{Commencement [Program]}: Western Reserve University in the City of Cleveland 10 (1930), \text{http://hdl.handle.net/2186/ksl:uarchives-wrucmp1930-06} [https://perma.cc/83HB-E9TZ].
¶124 Dean Gerald Korngold put the $2 million Green family gift toward a $5.5 million renovation of the entire library.\textsuperscript{445} After some fits and starts, the final planning for the renovation of the law library started in 2003.\textsuperscript{446} The actual construction started in September 2004, soon after the fall semester started.\textsuperscript{447} Transforming the third floor from a “shelf forest” to a more functional, ADA-compliant library space, containing eight large study rooms, two computer labs, and some low shelving to create a more open environment, required the removal of approximately 57,600 volumes to long-term offsite storage, adding to the 25,000 volumes already there.\textsuperscript{448}

¶125 The 15-month-long renovation came toward the end of the “golden age” of academic law libraries.\textsuperscript{449} The golden age was a time that included expanded collections, additional dual-degreed librarians, and adequate staffs and budgets.\textsuperscript{450} The ABA standards focused on volume count in ranking academic law libraries during the golden age.\textsuperscript{451} It was a time before the electronic collections came to overshadow print, when an essential thing was finding shelving space for countless books. It was a time of quantity over quality. Multiple, redundant sets of primary and secondary print series were the collection norm and were even encouraged to pump up the volume count to meet the quantitative accreditation standards.\textsuperscript{452}

¶126 With the renovation taking place during the golden age, the law library was on strict instructions from Dean Korngold not to withdraw any volumes or titles.\textsuperscript{453} Either the books remained onsite or were shipped to offsite storage.\textsuperscript{454} After the renovation, the law library still held 210,000 volumes onsite.\textsuperscript{455} The law library turned to the faculty library committee to discern what exactly should move to storage.\textsuperscript{456} The faculty committee created guidelines in August 2003:

[T]he committee decided to store long term all state reporters, encyclopedias, and digests (except for five states); all duplicate federal reporters and statutes; all duplicate journal sets; most Canadian and Commonwealth reporters; select government document sets; and a percentage of the law and non-law monograph collections. The committee also approved guidelines to be used in determining which particular monographic titles would be sent offsite.\textsuperscript{457}

\textsuperscript{446} Id. at 21.
\textsuperscript{447} Id.
\textsuperscript{448} Id.
\textsuperscript{452} Peoples, supra note 449, at 613.
\textsuperscript{453} Interview with Robert Myers, Assoc. Dir. of Operations at Ben C. Green Law Library (July 24, 2017).
\textsuperscript{454} Id.
\textsuperscript{455} The print collection contained 268,000 volumes before the renovation, but compliance with the Americans with Disabilities Act required losing more than 20 percent (or 57,600 volumes) of the print collection to offsite storage. Jones & Myers, supra note 445, at 21.
\textsuperscript{456} Id.
\textsuperscript{457} Id.
¶127 The faculty approved the committee’s guidelines and, to streamline the move to storage, the library staff created a database that collected information from the online catalog on each title’s publication date, edition, circulation history, and reshelving history. Lists of all the titles, mostly monographs (more than 19,000), were compiled and distributed to librarians based on their faculty liaison assignments and subject specialty knowledge (many times the same). The librarians would then go to the shelves armed with the list data to make the determinations.

The storage decisions were entered back into the database for all collection decisions going forward.

¶128 The compilation of librarian storage decisions was finished in early 2004 and submitted to the faculty via 17 three-ring binders. Faculty comfortable with reviewing an electronic format received database access. Since the law library was piggybacking off the main campus library’s contract with Iron Mountain and time was of the essence, only a one-month faculty review was permitted. There were very few faculty requests.

The process of pulling the volumes, authenticating barcodes, boxing the volumes, and then transporting the boxes to Pennsylvania took five weeks.

¶129 The completion of the renovated library transformed what had been the traditional, classic law library structure of rows and rows of shelved, printed books, mimicking a warehouse with seating along the fringes, to a transformative arrangement offering much more comfortable seating, openness, places to collaborate, and areas for study, some designated as quiet.


¶130 After the completion of the renovation, there followed a realignment of staff positions and responsibilities. The law school IT department no longer reported to the law library director, so the number of full-time employees in the library staff diminished. D.R. Jones, deputy director, left in the summer of 2008 to become the law library director at the University of Memphis. Upon her departure, there was a realignment of the position of manager of serials and acquisitions into the position of associate director for collections and acquisitions, which led to the promotion of the incumbent manager, Rob Myers. Rob had distinguished himself through his excellent collection supervision during the renovation and his CRIV committee work. Besides, he had a background in serials and budgetary...
matters going back to his days directing law firm libraries. In 2009, there were 23 members of the library staff. Ten were librarians.

¶131 Another redesigned position after the departure of the deputy director was that of the associate director of public services, who would now oversee reference, access services, web/technology, and the teaching program. Andrew Plumb-Larrick filled the position after a nationwide search in the 2009–2010 school year. Plumb-Larrick had been the head of public services and lecturer in law at the Arthur W. Diamond Law Library at Columbia Law School. After the personnel changes were in place, the establishment of administrative unit meetings transpired, consisting of the director, the two associate directors mentioned above, another associate director of budget and HR, and the library’s administrative coordinator, meeting weekly.

¶132 Lisa Peters moved into the position of business law and empirical specialist/reference librarian, relieving her from the daily responsibilities as head of access services and allowing her to support the law faculty’s growing interest in empirical research areas. The development of Donna Ertin helped facilitate the change. Ertin had served in various capacities in the access services department since 2004, and had served as access services manager since 2006. She assumed the role of head of access services and was assigned to report to the associate director for public services. Before filling the associate director for public services position, the director supervised the position with the support of the staff.

¶133 The law library received increases in its materials budget in the first 10 years of the new century. The increases ranged between 2 and 5 percent over the aughts. Even with the increases, the law library was forced to make some substantial cancellations. The year 2007 saw a cut of $104,000 due to the annual price increases for serials supplementation.

¶134 During the 2007–2008 school year, with the ABA officially deemphasizing volume and title count as a method of measuring the value of academic law libraries, the library started to reduce its offsite storage costs. In October 2007, the law library arranged with Iron Mountain to withdraw and recycle 13 duplicative large sets of federal titles in storage. The new long-range goal, totally different from what it had been four years previously, was to significantly reduce offsite storage holdings to a collection of unique treatises, legislative materials, and monographs.
¶135 In the spring of 2013, Kathy Carrick retired. Andrew Plumb-Larrick was chosen by Dean Lawrence Mitchell to become the acting director. Soon after, the law school confronted a severe budgetary hardship, and Dean Mitchell gave the unpleasant task of cutting four library staff to the inexperienced acting director.\footnote{135}

¶136 The law school, hit with a financial and budgetary crisis, put a stop to Dean Mitchell’s exploratory plans with Arnold Hirshon, Associate Provost and University Librarian at CWRU, to consolidate the law library with the main campus library.\footnote{136} Soon after, Dean Mitchell faced allegations of sexual impropriety that came to light during the 2013–2014 school year, and Mitchell resigned on March 1, 2014.\footnote{137} He had been on a leave of absence since November 2013.\footnote{138}

¶137 The law school landed well on its feet during this challenging time, with the president of the university\footnote{139} appointing Jessica Berg and Michael Scharf, two dynamic and highly accomplished law professors, interim co-deans to lead the law school.\footnote{140} The interim co-deans decided to make the law library director’s position a national search, hiring me as associate professor of law and director of the Judge Ben C. Green Law Library. Within two months of my first day as director (July 1, 2015), the co-deans’ interim status was made permanent.\footnote{141}

¶138 The most important effect of my tenure thus far on the law library is instilling a program of a living strategic plan, partnered with project management to make the rubber meet the road.\footnote{142} During the 2015–2016 fiscal year, the law library completed eight projects.\footnote{143} In fiscal 2016–2017, the law library completed

\footnote{135} Interviews with law library staff members Rob Myers and Megan Allen (Apr. 19–20, 2018).

\footnote{136} “Dean Mitchell told me that he did not want to pay for a law library anymore.” Both the university librarian and the law school dean were bringing in a group of consultants to advise on the consolidation until the law school was hit with the budgetary crisis approximately two weeks before the consultants were to arrive. Interview with Arnold Hirshon, Assoc. Provost & Univ. Librarian at CWRU (Jan. 31, 2018).


\footnote{138} Id.

\footnote{139} CW RU President Barbara Snyder began her academic career as an assistant professor at Case Western Reserve’s School of Law, then joined the faculty of Moritz College of Law at The Ohio State University. After serving in several leadership positions at Moritz and within the central university, Snyder became OSU’s Interim Executive Vice President and Provost in 2003 before securing the permanent position the following year. She graduated from the University of Chicago School of Law, where she served as executive editor of its law review, and earned her bachelor’s degree from Ohio State. President Barbara R. Snyder’s Biography, Case W. Reserve Univ., https://case.edu/president/bio.html [https://perma.cc/C5KK-N9L9].


By December 31, 2017, halfway through the 2017–2018 fiscal year, the law library completed 10 projects. The discussion below covers some of these projects.

In fiscal 2016–2017, the law school adopted Freedcamp as the project management software to be used across law school departments. The law library has held project management training classes for the rest of the law school. The deans intend there to be a reliance upon Freedcamp, and the library intends to lead the way.

During the 2015–2016 fiscal year, the law library loaded all five law school journals on bePress's Digital Commons platform. The law library also relaunched the library liaison program in 2015–2016, which had been dormant since Kathy Carrick's retirement in the spring of 2013. The law library improved innovative faculty teaching. Other improvements in the area of technology included upgrades made to the computer training classroom and installation of the Intel Unite model in two of the library study rooms.

Also, two self-service Scannx Book ScanCenters scanners were added in fiscal year 2015–2016 and are big hits with the students and staff. The library has purchased a host of smaller items students can check out from the circulation desk, such as phone chargers, MacBook chargers, iPads, charging blocks, and standing desks.

In the 2016–2017 fiscal year, the law library cut over $150,000 from the law library budget by adopting the MALLCO (Mid-America Law Library Consortium) print treatise and statute collection sharing plans. The law library collection has become much more electronic since 2015. In fiscal year 2015–2016, the law library had budgeted $350,000 for electronic materials and $625,000 for print serials. With a smaller budget, the law library has almost flipped those numbers in the last three years. The infusion of electronic books over the past three years has been significant. In fiscal year 2015–2016, the library added 11 databases, 7 of

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492. Project Management Completed Projects File Spreadsheet (on file with author).
494. Email from Co-Deans Berg and Scharf to law school faculty and staff (May 7, 2017, 13:31 EDT) (on file with author).
496. Andrew Plumb-Larrick, in his tenure as acting director, deemphasized the program.
497. Under the leadership of Megan Allen, Assistant Director of Technology and Strategic Initiatives.
500. *Id.* at 10.
501. I was president of MALLCO when hired at Case School of Law, and I advocated for Ben C. Green Law Library's inclusion in the MALLCO consortium.
502. For the 2018–2019 fiscal year, the law library is budgeting $530,000 for electronic materials and $310,000 for print serials.
which were one-time ownership purchases, at a total cost of $200,000.\textsuperscript{503} Four of the 11 were subscriptions costing $23,734.80 annually.\textsuperscript{504} The money was recouped by cutting print subscriptions; almost all the periodical subscriptions are online.\textsuperscript{505}

¶143 The law library added another six Intel innovative platforms to the previous two in the 2016–2017 fiscal year,\textsuperscript{506} and installed a new state-of-the-art smart-board/monitor in the library computer training classroom.\textsuperscript{507} The new setup in the study rooms allows the law library to support student group collaboration needs.\textsuperscript{508} The installation of new TVs and computers allows students to access the room’s monitors wirelessly, and by using Intel Unite the students can project their computer screens to the TV with ease.\textsuperscript{509}

¶144 The law library initiated another new project during the 2015–2016 fiscal year, upgrading its prior research guide series by adopting the electronic interactive template LibGuides, which takes a traditional, straightforward research guide and makes it much more visible and functional, offering information in a much more user-friendly format. The number of views garnered by our guides has greatly increased with the new format.\textsuperscript{510}

¶145 In fiscal year 2016–2017, the law library instituted a personal librarian (PL) program.\textsuperscript{511} The only other PL program known to me among academic law libraries is the program at the Immel Law Library at Saint Louis University School of Law.\textsuperscript{512} The PL program matches each incoming first-year law student with his or her own PL to serve as a point of contact with the law library.\textsuperscript{513}

¶146 The program also provides incoming LL.M. students with a PL. Several students used their PL in one of the intended roles of helping them acclimate to the information resources, not only in the law library but beyond to the other campus libraries and the vast electronic world. Several of the PLs interacted socially with their assigned students; one took his group of students to a local bar for some live music; two others joined causes and had a lunchtime pizza fest. Bottom line, it was fun and successful in most people’s opinions.\textsuperscript{514}

¶147 The law library was also one of the founding adopters of ALLStAR, the exciting and groundbreaking project giving academic law libraries an alternative to the diminishing ABA library statistics for gathering and analyzing large sets of

\textsuperscript{503} Director’s Annual Report 2015–2016, \textit{supra} note 490, at 9.
\textsuperscript{504} \textit{Id.}
\textsuperscript{505} \textit{Id.}
\textsuperscript{506} \textit{See} Gawer & Cusumano, \textit{supra} note 498.
\textsuperscript{507} Director’s Annual Report 2016–2017, \textit{supra} note 491, at 4–5.
\textsuperscript{508} \textit{Id.}
\textsuperscript{509} \textit{Id.}
\textsuperscript{510} From January 1, 2016, through December 31, 2018, there were 105 LibGuides created with 51,225 total views.
\textsuperscript{511} Director’s Annual Report 2016–2017, \textit{supra} note 491, at 2.
\textsuperscript{512} I was assistant professor of law & director of the Immel Law Library from July 1, 2010 to June 30, 2015.
\textsuperscript{513} \textit{Personal Librarian, Case W. Reserve Univ. Law Library}, https://law.case.edu/Our-School/Library/Students/Personal-Librarian [https://perma.cc/XW8H-597T].
The project, supported by the NELLCO consortium and Yale Law Library, has an advisory board, including Associate Director Rob Myers as a member. Sara-Jean Petite, reference and government documents librarian, is a current member of the board. Many additional law libraries have joined since. ALLStAR is giving libraries more options regarding the number of features, levels of access, and pricing, in an attempt to appeal to as many academic law libraries as it can.516

§148 In the late fall of 2016, the Ben C. Green Law Library staff started a weeding project, finished in November 2017. Currently, the law library is weeding its compact shelving in the basement. The law library is making room for the books from offsite storage that still hold value for our collection and recycling the many thousands of others that were shipped out to offsite years ago to maintain the volume and title count. Over 90 percent of the stored collection was useless second and third runs of primary sources, old textbooks, dated monographs from pedestrian publishers, and errata.517

§149 Tens of thousands of dollars will be saved yearly in costly offsite storage by project’s end.518 Also, the room made available in compact shelving will allow an eventual shift in the collection that will result in a new, exciting commons area on the third floor, extending past the current computer lab area and keeping the outer shell of the current lab.519 We are proposing a plan that will mix well with the current classical look and feel of the law library, but also bring in some comfortable seating and collaborative space. Our goal is to create this friendly student space within the next five years, by July 1, 2022.520

§150 To further reduce serial costs going forward, the law library entered into agreements at the end of the 2016–2017 fiscal year with both Thomson Reuters (West) and LexisNexis. Under the West Library Management Arrangement, Thomson Reuters print serial costs are fixed to rise at slightly less than 5 percent per year for the next three years. In exchange for the lowering of the inflation rate on Thomson Reuters’s products, the library has agreed not to cancel any Thomson Reuters print serial products during the term of the contract. However, at the end of each annual period, the law library can swap out lesser-used titles for titles that students and faculty use more.521

§151 The LexisNexis two-year agreement is slightly different. Under the agreement, Lexis will be providing e-book access (on the OverDrive platform) to all of the Matthew Bender titles the law library subscribes to in print. While the law library will be paying additional money for access to the e-book titles, the print titles are deeply discounted to offset the electronic costs.522 The savings from the

516. Id.
517. 2016–2017 analysis conducted by Director Joseph Custer and Associate Director Robert Myers (on file with author).
518. The project was completed as of July 1, 2019.
519. The construction project was delayed in March 2019 due to budgetary restrictions. The goal of finishing by July 1, 2022, is still realistic.
520. I presented this project to the co-deans in a December 6, 2017, meeting.
522. Id.
serials, mentioned above, and cancellations have allowed the law library to subscribe to the electronic study aid packages from Westlaw and Lexis.  

¶152 In fiscal year 2016–2017, the library added 17 new databases and e-book collections—7 of which were one-time purchases at a cost of $107,350.51, and 12 of which were annual subscriptions of $61,156.79. Also, part of the Westlaw subscription mentioned above included the “Practice Ready” suite of resources (i.e., Drafting Essentials, Firm Central, Form Builder, Practical Law, Rise of American Law, Tribal Law, and Westlaw China). Last, the library subscribed to one new electronic cataloging tool: StackMap. It is a mapping tool that interfaces with the law library catalog so that patrons can click on a “Map It” icon and see exactly where the book is located on maps of the law library (the mapped floors and ranges within the library).

The Future of the Judge Ben C. Green Law Library (2018–)

¶153 In the fiscal year 2017–2018, through the efforts and solicitation of the chair of the faculty senate committee on university libraries, the university provost agreed to send a charge to a library external review team (LERT) consisting of five top library administrators from across the county. The LERT team accepted the charge of providing the university administration with an objective assessment concerning the quality, capabilities, and resource allocation of the university’s libraries. Before the LERT project, the four main libraries comprising the CWRU system had started some productive collaborations, and the LERT team thought the four libraries could go further to provide more integrated services to the university community, and to develop shared infrastructures and shared expertise where it made sense.

¶154 The LERT team did not think that consolidation would result in an additional source of funding for the main campus library, the Kelvin Smith Library (KSL), or result in any hoped-for cost savings. The LERT team met with students, library staffs, faculty, deans, and provosts across campus. The following paragraph, written by the LERT team, offers insights about consolidation:

There was a consistent refrain from the Mandel and Law School libraries’ stakeholders: they saw no potential benefits and feared losing their relative autonomy and stronger resource base if there were a stronger association with KSL. Rather, they perceived KSL funding to represent a “lowest common denominator” of services and resources, which underscored the frequent and explicit fear that the LERT visit portended consolidation. However, LERT

523. Id. at 16 (in 2018, the law library purchased a third substantial online study aid package from Wolters Kluwer).
524. Id. at 8.
525. Id. at 8–9.
526. Id.
527. Case Western Reserve University Library External Review Team: Report of Review Visit May 22–25, 2018, Submitted to Provost William A. Baeslack app. I (June 29, 2018) (unpublished report) (on file with the Case Western Reserve University Law Library Archives) [hereinafter LERT Report]. Even though the actual review was conducted after the end of calendar year 2017, the review was planned in 2016 and 2017, and 2017 data was provided to the LERT team).
528. Id.
529. Id. at 5.
530. Id.
heard an expression of willingness to work more collaboratively to achieve efficiencies, share best practices, and provide and avail themselves of training and development opportunities.  

¶155 The LERT report was very complimentary of the law library. The oral report presented on May 25, 2018, specifically pointed out the social sciences and law school libraries as having very dedicated staff, who were professional and service oriented. The LERT team heard acclamations from administrators, faculty, and library staff that the law library was well staffed, funded, and supported. LERT also made note that the Mandel School of Applied Social Sciences (MSASS) and the School of Law have made their libraries priorities and have provided them strong, reliable support.

¶156 After completing a three-year strategic plan, the law library held a retreat in 2018, focusing on the next five years, through 2022. In addition to addressing any new projects and changing course on any that needed restructuring, the law library explored creating both a vision statement and a behavior values statement, respectively. These two statements were projects emanating from the law library’s strategic plan and fueled by project management. The plan’s projects need quarterly updates during the year to stay relevant. Retreats need to be scheduled every two years for reflection, change, and refocus.

¶157 A law library director’s vision should be that of the whole library. The law library’s mission statement articulates what the law library does. A vision statement, on the other hand, helps the law library aspire to greater heights going forward. It is meant to make a law library uncomfortable. The vision statement that leads the Case Western Law Library into the future states: “[b]ecome the leader in creating an environment that empowers world-class scholarship, innovative teaching, and interdisciplinary research support in an interconnected world.” The law library may never attain the lofty vision, but the continual effort to get there makes it a dynamic, pace-setting environment in which to work and prosper. The planning and work go on now to pave the way for this vision statement to come to fruition.

¶158 History is inspiring. For those who love law libraries, writing a law library history is a gift to law library literature worth undertaking. Prior law library histories provided me with the inspiration to research and write the above history. Oth-

531. Id. at 3.
532. Yolanda Cooper, Sarah Hooke Lee, Carol Mandel, Mary Ann Mavrinac & Denise Stephens, LERT Oral Presentation to the University Provost and Other Top CWRU Administrators (May 25, 2018).
533. LERT Report, supra note 527, at 3.
534. Id.
535. See Anzalone, supra note 489, and accompanying text.
536. Mission Statement: The mission of the law library is to provide outstanding service and information access to the faculty, students, and staff of the law community. The library supports the curriculum of the law school and is a resource for the Case Western Reserve University community.
538. Vision statement created after the law library held mini-retreat session facilitated by Robert M. Hall, CWRU Director of Professional Development and Learning, June 5, 2018.
erwise, the 125th Anniversary of the Case Western School of Law would have come and gone with only faint mention of the beautiful place influencing multitudes over the years. The law library is our past and our future.