Law Library Strategic Plan
2007 – 2011

William S. Richardson School of Law
University of Hawai‘i at Mānoa
THE LAW LIBRARY AND OUR TECHNOLOGY SERVICES are vital, engaged, and experienced partners in achieving excellence at the Law School.

Our Law School serves as an important bridge between Asia and the Pacific and the rest of the United States. It has been aptly described as a precious academic gem in the ocean. We stand apart not only because of our marvelous island location but also for our emphasis on pluralism within law, culture, and social and academic pursuits.

Our faculty and students embody diversity more than at any other law school. We also offer a unique blend of first-rate legal training and personal contact — all within a lively and famously friendly community.

The Law Library provides the professional staff, the collection resources, the technology services, and community programs that are essential to our successful law programs. The Law Library is also a lively, enriching gathering place for our students’ study, research, and writing communities.

With the help of the entire Law School ‘ohana, especially our friends and alumni, we are poised to embark on an exciting period of growth — in our collection, our programs, and our facilities.

This Strategic Plan — the result of a year-long process that involved everyone in the Law School’s community — represents a new beginning and an exciting new opportunity to engage the Law School and broader community in ensuring the Library continues its progress toward excellence.

Aviam Soifer
Dean and Professor of Law
LIKE THE VOYAGING CANOES CENTRAL TO OUR RICH PACIFIC HERITAGE,
the Law Library has pursued its own voyage towards excellence. In the last
decade of its voyage, the Law Library can celebrate its achievements in:

**Staffing and Services:** The Law Library’s crew brings a wide array of skills and
strengths to our voyage of service to our communities. Public Services is enhanced
by professional librarians with both law and library degrees, who play central roles
in the Law Library’s and the Law School’s instructional and outreach programs.

**Information Resources:** Collection resources have grown 47%, from 240,000
in 1996 to the current figure of 352,000 volumes/volume equivalents. Collection
growth focuses on the Law School’s areas of emphasis, particularly Pacific-Asian
and Native Hawaiian Legal Studies, Environmental and Ocean Law, as well as on
expansion of its rich electronic resources, accessible through the Law Library’s web-

**Technology:** Pioneering technological development at the Law School, the Law
Library created a 21-station student computer lab in 1998. By early 2001, a 14-
station instructional lab, wired study carrels, and library-wide wireless capability
were added.

**Facilities:** Air handler replacement in 2000 and interior repainting in 2003 en-
hanced the Law Library’s physical plant. Preliminary planning for expansion of
space, which includes a Phase II second floor addition to the Law Library, is in
progress.

**Community and Cooperative Partnerships:** Formal and informal alliances, rang-
ing from soliciting the advice and support of the Law School community and its
Friends Board to cooperative purchasing agreements negotiated through University
and national consortia, are vital components in enabling the Law Library’s quest for
excellence.

This Strategic Plan will serve as the Law Library’s navigational compass for its
continuing voyage towards excellence. As a collaborative project of many minds,
hearts, and voices, the Plan is truly reflective of the Hawaiian proverb Pūpūkāhi i
holomua: Unite in order to progress.¹

We invite you to join us as we embark on this exciting new journey!

¹ Proverb 2758, in ‘Olelo No‘eau: Hawaiian Proverbs & Poetical Sayings, at 302 (Mary Kawena Pukui
Art: Charlot 1956 (Convention Center)
Dear Alumni and Friends,

LOOKING TO THE FUTURE, the Law School is currently engaged in a strategic planning process for the Law School Library. In addition to offering an excellent core curriculum, the William S. Richardson School of Law emphasizes fields of law of particular importance to Hawai’i and the Pacific region, such as environmental law, native Hawaiian legal issues, Pacific and Asian legal studies, and ocean law. The Law School curriculum has expanded to include an LLM Program as well as many specialized electives, plus legal skills and trial advocacy offerings. Lectures, conferences and meetings all have increased. We continue to build on our Law School’s long-standing commitment to diversity that will continue to change the face of the local bar and to have a positive impact nationally and internationally.

The Law School Library strongly supports the Law School curriculum and law student and faculty research. It also provides legal information and basic reference assistance to the university community, to members of the bar, and to citizens of the state. The Library has developed a well rounded collection of Anglo-American primary and secondary legal resources, including a complete complement of case reports, statutes, regulations and law reviews, treatises, monographs, and specialized loose-leaf publications. The collection is supplemented by automated legal research systems that provide the latest in legal research technology to law students and faculty. Through the planning process two areas of growth for the Library were identified — expanding the physical plant and establishing an endowment to support all the Library’s activities.

Twenty-five years ago, the original plans for the Law School included a second floor to the Law School Library, which we now propose to build. The institution’s planning would not expand the student body, but it would give us the space to continue to provide first-rate education to tomorrow’s lawyers. The new structure will complement the existing building, using contemporary building materials and methods. When the addition is complete, new offices will provide faculty and administrative staff much needed additional space, as well as being able to accommodate the growing number of programs including the Center for Excellence in Native Hawaiian Law, Health Law, and the Elder Law Clinic. It will provide space for classrooms, conference rooms, a lounge, and a cafe — bearing the names of those who fund the spaces.

The Law School is also launching a campaign to raise money to build an endowment to fund activities, including support for an archive project, technology services, and community programs. The Law School is currently in the process of creating a leadership group to assist in developing strategies for fund raising with individuals, businesses, foundations and organizations. I invite you, and all alumni and friends of the William S. Richardson School of Law, to be a part of the Law School’s Building Excellence Campaign!
Our Vision

To Facilitate Legal Understanding Throughout Our Communities and to Inform the Search for Justice

In pursuing our mission and vision, we will integrate the Law Library’s future with the Strategic Plans of the University of Hawai‘i System.

UNIVERSITY OF HAWAI‘I SYSTEM COMMITMENTS AND CORE VALUES... Aloha — Collaboration and respect — Academic freedom and intellectual rigor — Institutional integrity and service — Access, affordability, and excellence — Active learning and discovery — Diversity, fairness, and equity — Leveraged technology — Hawaiian and Asian-Pacific advantage — Innovation and empowerment — Accountability and fiscal integrity — Mālama‘aina sustainability

Our Mission

To Support Legal Research and Learning within the University of Hawai‘i System, and to Serve as the Leading Law Library for the Pacific Region

UNIVERSITY OF HAWAI‘I AT MĀNOA STRATEGIC PLAN: Defining Our Destiny MISSION: Leadership, Excellence, Innovation

Our Core Commitments: Research, Educational Effectiveness, Social Justice, Place, Economic Development, Culture, Society & The Arts, Technology

Our Futures... The University of Hawai‘i at Mānoa is a globally connected Hawaiian place of learning unlike any in the world.

The role of our university is to promote the free exchange of ideas and to generate and disseminate knowledge. As such, Mānoa is a source of renewal.
We are guided by the Law School’s Core Commitment to:

- Offer first-rate Juris Doctor and Master of Law Programs
- Foster lifelong commitment to integrity, professionalism, and civility
- Excel particularly in environmental, Native Hawaiian, ocean, and Pacific and Asian law
- Provide and promote public service
- Recognize and celebrate diversity
- Support interdisciplinary cooperation

The foundation of our Strategic Plan is based on the following:

- All members of the Law School community recognize the vital role of our Law Library.
- We join in mutual commitment to support the full realization of this Strategic Plan.
- Each and every imperative in this Strategic Plan is part of an integrated approach to improving the Law Library and Technology Services at the Law School.

To achieve fully our Vision and Mission, all imperatives must be accomplished.

Kamehameha I
Kānāwai Māmalahoe
Law of the Splintered Paddle

E hele ka ‘elemakule, ka luahine, a me na kamali‘i a moe i ke ala ‘a‘ohe mea nana e ho‘opilikia.

Let the old men, the old women, and the children go and sleep on the wayside; let them not be molested.²

²Proverb 280, id. at 35.
BY 2011 . . .  

GOAL 1: QUALITY COLLECTION AND SERVICE  
Our Strategic Imperatives:  
1.1 Increase funding for Library materials to maintain and enhance core and special collections  
1.2 Prioritize the collection to support key Law School programs  
1.3 Integrate access to electronic resources  
1.4 Adapt and respond to increasing and changing user needs  
1.5 Develop new archival collections and services

BY 2011 . . .  

GOAL 2: INVITING SPACE  
Our Strategic Imperatives:  
2.1 Support users, staff, operations, collections, and information technology in a friendly and efficient facility  
2.2 Meet present and future needs, and expand the Library, including a second floor as originally planned  
2.3 Inspire inquiry, research, and learning, and create a Hawaiian sense of place

BY 2011 . . .  

GOAL 3: MODERN TECHNOLOGY FOR LIBRARY AND LAW SCHOOL  
Our Strategic Imperatives:  
3.1 Obtain sufficient financial resources to upgrade technology facilities and increase staffing immediately  
3.2 Create new media center as part of Library expansion, to include innovative teaching and research services
GOAL 4: PROFESSIONAL STAFFING
Our Strategic Imperatives:

4.1 Provide appropriate offices, workspaces, and equipment for all Library and Technology staff

4.2 Secure additional professional and para-professional staff, including an archivist, international law librarian, and systems librarian

4.3 Enhance professional development and cross-training opportunities for Library and Technology staff

GOAL 5: EFFECTIVE PARTNERSHIPS
Our Strategic Imperatives:

5.1 Promote the Library as a proactive presence in resource-related community outreach efforts

5.2 Strengthen existing partnerships with other units of the UH System

5.3 Expand cooperation with local law libraries, private as well as public

5.4 Network with libraries beyond Hawai‘i

5.5 Form Library advisory group

GOAL 6: FINANCIAL RESOURCES
Our Strategic Imperatives:

6.1 Institute a Law School fiscal management process that ensures accuracy, transparency, accountability, and honors the integrity of Library and Technology Services budgets

6.2 Obtain sufficient financial resources to achieve all strategic imperatives
ON AUGUST 27, 2004, DEAN SOIFER CHARGED THE LIBRARY COMMITTEE with a broad and ambitious mandate to draw up a Five-Year Strategic Plan for the Law School Library. The goal of this strategic planning process was to “invigorate our internal planning processes for the long term.” While Dean Soifer gave the Committee the leadership role in this process, he emphasized in the charge that the key to success was “the participation of a broad range of stakeholders.”

The Committee’s charge included: defining a mission and vision for the Law Library; identifying dynamic goals and benchmarks, as well as timetables for assessment of progress; and addressing ten topic areas, including budget, changing technology, specialty collections, responsiveness to user needs and satisfaction, staffing, development opportunities, archival opportunities, adding a second floor to the building, environmental conditions, and interaction with other related libraries.

The Committee commenced meetings promptly and over the course of the 2004–05 academic year held over twenty meetings internally, as well as dozens of individual and group meetings with students, faculty, staff, friends, and alumni of the Law School. Months of drafting and re-consultation followed the initial phases of consultation. In addition to this focus on the Strategic Plan, the Committee surveyed student and faculty needs, initiated the Library’s participation in a national quality survey (LibQual), and sparked a new planning committee that is actively working with Campus Long-Range Planning staff on the second-floor expansion. As the Strategic Plan is finalized, the Committee’s work immediately continues with the implementation process. The new Blueprint for Action will put to task the framework provided by this Strategic Plan in a dynamic and ongoing process.

This Strategic Plan represents the collective work of the Committee and many enthusiastic members of the Law School community. In particular, the Committee would like to thank Dean Soifer, Professor Seeger, and the Library and Technology staff for their invaluable contributions and continuing support for this process. One of the strongest messages heard by the Committee thus far from Law School faculty and students is how appreciative the Law School community is of the excellent services provided by the Library and Technology staff despite the obvious budgetary and staffing challenges that it has faced in the past. In addition, the Committee is greatly heartened by the progress made to date by Dean Soifer to increase staffing and stabilize the Library and Technology budgets.

Despite the challenges posed, we are proud of our Library and believe that, once the University and the broader legal community have a better understanding of its invaluable role locally and regionally, it will also gain the external support that it needs to fulfill its crucial mission, maintain excellent services, and expand into exciting new directions.

LAW SCHOOL LIBRARY COMMITTEE 2004–05:
Chair, Denise Antolini (Associate Professor of Law)
Leina’ala Seeger (Associate Professor of Law & Director, Law Library)
Randall Roth (Professor of Law)
Catherine Thomas (Technical Services Librarian, Law Library)
Justin Levinson (Assistant Professor of Law)
Marlyn Aguilar (Class of 2006)
CONTACT INFORMATION:

William S. Richardson School of Law Library
2525 Dole Street
Honolulu, HI 96822
Phone: (808) 956-7583
Web Site: http://library.law.hawaii.edu

Director Leina’ala Seeger
Dean Aviam Soifer
Library Committee Chair Denise Antolini

The University of Hawai‘i is an equal opportunity/affirmative action institution.

The University of Hawai‘i trademarks are registered with the US Patent and Trademark Office.

Feb 2007/1,500