

NEW ENGLAND LAW LIBRARY CONSORTIUM

55 MAIN STREET
KEENE, NH 03431



5-YEAR STRATEGIC PLAN

2010-2014

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INTRODUCTION BY THE PRESIDENT

The NELLCO Strategic Plan, 2010 – 2014 which follows is the result of hard work and many meetings and drafts by the Strategic Planning Committee and the input and guidance of the Executive Director, Tracy Thompson. The process began in 2007 when the Strategic Planning Committee formed (Marnie Warner (Massachusetts Trials Courts), Judy Gire (Franklin Pierce), and myself (New England Law | Boston) as Vice-President/President-elect) and began to review the previous 2004 – 2009 five year plan. This committee then issued a report to the Board of Directors at the spring 2007 meeting updating the Board on goals and objectives accomplished and recommendations for action items needing to be completed. Mary Jane Kelsey from Yale then joined the Strategic Planning committee. At a meeting in the summer of 2008, the Executive Committee and Strategic Planning Committee, which now also included Filippa Anzalone from Boston College, decided to seek the services of a consultant to guide the Strategic Planning process and involve the whole Board of Directors at a retreat. Late in the summer of 2008 the Executive Committee and Strategic Planning Committee met with Organizational Management Consultant Laura Freebairn-Smith for a day of pre-planning and agenda creation. The retreat took place in the fall of 2008 at Western New England School of Law with Laura as consultant and meeting facilitator. This retreat was helpful for updating our mission, focusing on issues and goals and reaffirming the purpose and membership of the organization. Karen Quinn (Rhode Island State Law Library), the new Vice-President/President-elect then spearheaded the process of drafting a new plan guided by the outcomes of the retreat and planning processes identified at the retreat. I would like to thank Karen, the loyal members of the Strategic Planning Committee Mary Jane, Marnie, Judy and Filippa, the Executive Committee members Ann DeVeaux and Darcy Kirk, along with Tracy Thompson and Cindy Adams for their roles in this process.

Anne M. Acton, President 2008-2010

EXECUTIVE SUMMARY

First, I would like to thank the Strategic Planning Committee members for their commitment to this planning process, for their patience and good humor, and for their fortitude in seeing it through to the end. Thanks also to the members of the NELLCO Board of Directors who participated in the facilitated planning day at Western New England in Oct. 2008, and to Laura Freebairn-Smith for the guidance and insight she provided to all of us.

The Strategic Planning Committee included:

- Anne Acton (New England Law Boston)
- Filippa Anzalone (Boston College)
- Ann DeVeaux (Quinnipiac)
- Judy Gire (Pierce Law)
- Mary Jane Kelsey (Yale)
- Darcy Kirk (University of Connecticut)
- Karen Quinn - CHAIR (Rhode Island State Law Library)
- Marnie Warner (Massachusetts Trial Courts)

Strategic planning keeps an organization on track over time, and allows the organization to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from surveying both the position of the organization and the state of the environment in which the organization operates. For the New England Law Library Consortium this is particularly true.

The opportunity to step back and scrutinize, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the organization. As an organization that represents the interests of more than 100 member law libraries in 4 countries, (see current member list in the Appendix A), relies heavily on the voluntary participation of its members,

and employs 1.75 FTE, NELLCO rarely has the luxury of time for reflection. Having made that time during this process will prove to be invaluable to the life of the consortium.

This process was quite different from our last planning process in 2003. However, the 2003 process resulted in some tools that continued to serve us this time around. First, our original planning principles have once again guided us as a committee (see Appendix D). Second, the core values we identified also still endure (see page 7).

Our last plan established that the vice-president/president-elect would be charged with chairing the planning process. Therefore the responsibility fell to Karen Quinn at Rhode Island State Law Library. Karen has worked tirelessly to see this process through. Karen assembled the planning committee named above. The group met for a planning retreat at the NELLCO office in Keene in June of 2008. At that meeting the group realized that, given NELLCO's maturity as an organization, it was time for a more comprehensive look at the organization. In 25 years, NELLCO has grown from a regional to an international organization. We needed to examine our mission and our programs and be sure we were still on a trajectory that the Board supported.

With that goal we decided to adopt a different approach to our planning process. Our focus in 2003 had been to gain consensus from among the member libraries through a series of regional meetings. Each group of attendees at those meetings engaged in SWOT analysis and discussions. The results were eventually digested to arrive at the final plan. This time it was felt that the full participation and buy-in of the Board of Directors was most important to the process. We engaged the services of an organizational management consultant, Laura Freebairn-Smith, to help guide us through the process to reach a satisfactory result. Through several meetings with Laura, (at Yale, New England Law Boston and Quinnipiac) Laura guided the planning group in preparation for our full Board planning retreat at Western New England in Oct. 2008. Following that meeting the planning committee drafted this plan, which captures the Board's intentions and expectations based on the work that was accomplished during the process.

Tracy Thompson-Przylucki, Executive Director

MISSION STATEMENT

NELLCO, an international consortium of law libraries, advances justice through access to global legal information. Together NELLCO libraries collaborate to maximize resources and to support the mission of their institutions. NELLCO members share the risks and rewards of implementing innovative ideas, and capitalize on enduring successes.

NELLCO STATEMENT OF CORE VALUES

- The New England Law Library Consortium, NELLCO, is a member-driven organization.
- NELLCO exists to maximize the resources of its members in accordance with the organization's vision and mission statements.
- NELLCO, originally a regional organization, now has members from across the United States as well as throughout the world.

While our intent is to serve the membership, we are aware that NELLCO's actions may have implications beyond the group. In an effort to be thoughtful, careful and visionary about decision-making within NELLCO we feel it is important to set forth the core values of the organization.

- 1) **LEADERSHIP** -- NELLCO strives to be on the leading edge of resource sharing and collaboration between and among law libraries.
- 2) **COOPERATION & COLLABORATION** -- NELLCO recognizes the benefits that accrue to our member institutions, our staff and our distinct user groups when we share our resources, expertise, time and energy.
- 3) **ADAPTABILITY** -- NELLCO intends to be a nimble, flexible and dynamic organization, able and willing to adapt to the evolving needs of members and the shifting landscape of technology.
- 4) **DIVERSITY** -- NELLCO members include multi-type libraries, both national and international, who serve a diverse population including faculty, students, judges and the public as well as publishers of legal information and the larger library profession. NELLCO recognizes that their members may have diverse missions, disparate resources and distinct needs. Decisions undertaken on behalf of the organization are made with the greatest respect and support of these differences.
- 5) **EDUCATION** -- NELLCO values the robust exchange of information and ideas, both among and between our own constituents and with those outside of the consortium with whom we may conduct business

ORGANIZATION HISTORY AND PROFILE

The New England Law Library Consortium, NELLCO, was started in 1983 by 16 law library directors from throughout the New England region. NELLCO is incorporated as a 501(c) (3) non-profit corporation, and registered in the Commonwealth of Massachusetts as a charitable organization.

The decision to form a consortium was a direct response to the rising cost of legal information. The expectation was that by working collaboratively libraries would be able to share resources and cut costs. The first manifestation of those efforts was an agreement by the members to provide interlibrary loans services to one another at no charge, and to provide reciprocal access to the library patrons of all member libraries, thereby effectively sharing all of the member library collections with one another. Those agreements continue today and still provide significant cost savings for full member libraries.

Since 1983 NELLCO members have found numerous ways to leverage their collaborative advantage. An enumeration of many of these accomplishments can be found in Appendix B. These initiatives reflect the rapidly changing technological environment of the last few years as well as the nimble and progressive response by NELLCO to perceived needs. In 2009, NELLCO is a global consortium, consisting of 104 members from the United States as well as Canada, Europe and Asia. There are currently three types of membership.

FULL MEMBERS

Twenty Five full members compose the NELLCO Board of Directors and enjoy all the benefits of consortium membership. Full members include 20 ABA accredited academic law libraries and 5 non academic, not for profit libraries of other types (namely 4 state, court and county libraries and 1 membership library)

AFFILIATE MEMBERS

There are currently 69 affiliate members. Affiliate membership is open to academic law libraries as well as state, court and county law libraries within the United States. Affiliate members enjoy more limited benefits, participating in the shared acquisition of electronic and print resources but without board representation or full participation in other initiatives, such as interest groups, training opportunities and task force and committee work.

Other interested libraries or organizations will be considered for affiliate membership on an ad hoc basis.

INTERNATIONAL AFFILIATES

In 2006, NELLCO undertook a pilot program to explore collaboration with law libraries outside of the U.S. At the spring 2008 NELLCO Board of Directors meeting, it was unanimously decided to continue this initiative and in 2009 the International Affiliates category includes 10 libraries located in Canada, Europe and Asia.

NELLCO is funded entirely by membership dues. Full members pay \$5000/year, Affiliate members pay \$2,500/year and International Affiliates pay \$1,500/ year. Those funds are used primarily, though not exclusively, to support the administrative infrastructure of the consortium, including the salary and benefits for the staff positions of Executive Director and Administrative Assistant. Funds are also used to fund programs and to underwrite projects and initiatives of the consortium.

NELLCO is governed by its bylaws, which dictate its governance structure. Elected officers include the president, vice president / president elect and the treasurer who serve for terms of two years. The Executive Committee is composed of the president, vice president / president elect, immediate past president and treasurer as well as the Executive Director who also serves as clerk. The Board of Directors is composed of one director appointed by each of the 25 full member institutions. Affiliate members do not have representation on the Board. NELLCO employs two staff members, the Executive Director

and the Administrative Assistant who manage the day-to-day business and activities of the consortium.

STRATEGIC PLANNING

Thoughtful planning will shape and guide an organization for the future. Its purpose is to help the organization do a better job, to focus its goals and to work together towards those goals. (*Adapted from Bryson's Strategic Planning in Public and Nonprofit Organizations.*).

In order to achieve this ideal, the Planning Committee, through thoughtful process and facilitated brainstorming, identified the following primary strategic questions.

- 1) Are the current activities of the consortium assisting members in maximizing resources and supporting the missions of their institutions? Should current activities be continued, expanded or abandoned? What, if any, new activities should be considered?
- 2) Should NELLCO actively pursue strategies that would widen the appeal of NELLCO and increase multi type library participation?
What role should affiliate members, both national and international, play in NELLCO?
What effect would continued growth have on the administration of NELLCO, the quality of the services provided and sense of community and camaraderie so important to the consortia and its members?
- 3) How can communication be improved – both within the consortium itself as well as with the various staff constituencies that comprise the driving force of our member institutions?
- 4) How can we assure the efficient and effective administration of the organization?
If management vacancies occur, what policies and procedures should be implemented to ensure a smooth transition and minimize any loss of efficiency for the organization?

STRATEGIC GOALS AND OBJECTIVES

I. Program Goals

Goal A: To maximize the benefits of membership and efficient use of consortium resources in an organization dedicated to a leadership position in the law library field.

Objectives:

- 1) Reaffirm collective acquisitions as a core function of NELLCO, and continue all current consortium activities relating to the cooperative buying power of electronic resources, including negotiating discounts, establishing trials, negotiating license terms and centralizing billing functions.
- 2) Explore a leadership role for NELLCO in promoting open access to information and non traditional licensing models for e-resources. Partner with other initiatives (such as SERU, LIPA, LLMC,) that expand information use, dissemination and preservation in a networked digital environment.
- 3) Actualize the Universal Search Solution, the one box search tool which will provide libraries with a unified index of a range of electronic resources. Research various marketing strategies and develop a business plan for USS maintenance and sustainability. Consider the assessment of subscription fees from members.
- 4) Encourage directors to support staff involvement in NELLCO projects. Determine if small advisory boards for various NELLCO special initiatives should be commissioned to monitor and evaluate the projects, make recommendations and report findings to the Board of Directors.

- 5) Consider diverse meeting environments, both virtual and actual, to encourage greater participation by staff at both affiliate and full member libraries.
- 6) Determine role, composition and charge of committees. Present recommendations for establishment of committees within the organization which will encourage and support opportunities for collaboration as well as improve the functionality of the organization.

Standing Committees

- *IT Committee* / Interest group or standing committee to confer / advise on technology issues of interest to the consortium.
- *Finance Committee* / Treasurer and designated nominees to periodically review the financial structure of the organization, make recommendations as to investments and investigate credit purchases that would return reward points/ cash back for each dollar spent.
- *Strategic Planning Committee* / The vice president, together with committee representatives of the organization, to annually chart the progress of the Strategic Plan and to reassess and develop a plan for the future every four years.

Ad hoc committees

- *Succession Committee* / To develop a succession plan which would ensure a smooth continuation, clarify authority and decision making, as well as maintain stability in the event of a planned or unplanned absence of the director.

- *International Affiliates Committee* – To explore and assess the value of the International Affiliates Program, its potential, and implications for NELLCO.
 - *Develop guidelines for selection and approval of International Affiliates
 - * Re-establish the International Fellows Program. Institute standards and develop outreach programs to attract International Fellows
- *State Court and County Task Force* -- To stimulate membership and maximize incentives for state, court and county law libraries.
- *“Best Practices” Committee* - to investigate innovative and effective techniques that provide proven solutions to technological, instructional and library related issues.

- 7) Survey affiliate members to determine whether NELLCO membership is successful in meeting their expectations and assess their level of satisfaction. Explore whether the inclusion of affiliate designees as members of committees would increase their sense of equity and partnership with other members.
- 8) Support the Legal Scholarship Repository / Digital Commons and its mission to advance scholarship and provide access to legal information. Provide members with mechanisms that will ensure and assist them in a smooth transition to the Digital Commons platform.
- 9) In these extraordinary economic times, re-emphasize NELLCO’s commitment to vision and planning and its dedication to increased value for each dollar spent on behalf of its members.

Goal B: To assess various growth strategies for NELLCO that meets the needs of the members.

Objectives:

- 1) Continue to encourage, accept and welcome as affiliates members of multi type libraries
 - Academic law school libraries
 - State, court and county libraries
 - International Affiliates, as approved by the Board of Directors
- 2) Study whether affiliate member participation should remain limited to collective acquisitions and database licensing or if other areas of involvement should be considered. Explore what other benefits of NELLCO could be afforded to affiliates to stimulate membership and increase satisfaction.
- 3) Determine policy and procedures to follow in the event of the resignation by a full member.
- 4) Recognizing that organizational growth results in increased administrative costs and responsibilities, consider the impact of growth on dues structure as well as the infrastructure of the organization.

Goal C: To open and expand communication channels among all members of NELLCO.

Objectives:

- 1) Institute visits by the Executive Director to at least two full member libraries annually.
- 2) Continue all current interest group activities, periodically evaluating the need for new groups and eliminating groups that have lived out their useful purpose.

Consider restructuring of groups to appeal to wider audience, fostering self-government by groups responsible for setting up meetings and agendas of the greatest interest and benefit to them.

- 3) Establish mechanism for small groups to brainstorm on topical issues. Allow a topic of interest to be raised, the topic networked to the group and a conference call/ teleconference set up to seek solutions and exchange ideas.
- 4) Consider a NELLCO blog to allow members to interact and keep informed of NELLCO activities and provide a vehicle to distribute information, gather feedback and build community.
- 5) Utilize teleconferencing, video conferencing and other telecommunication devices to maximize member involvement and communication. Consider the potential purchase or license of virtual meeting software, perhaps through grant funding.
- 6) Continue to improve the interoperability of the NELLCO website for optimum functionality and content. Ascertain the need for a web site advisory board to consult on issues related to the NELLCO site.

- 7) Support the International Fellows Program as well as a National Internship and Personnel Exchange within the United States. Open the Internship Program to multi-type libraries.

II. Management/Operations Goals

Goal A: Secure the administrative relationship of the position of executive director.

Objectives:

- 1) Weigh the advantages and disadvantages associated with the establishment of a permanent address for NELLCO. Consider such factors as access to transportation and availability of meeting/ training facilities, as well as the impact on the Executive Director and Administrative Assistant.
- 2) Develop a Succession Plan which would outline the procedures to be followed in the event of the departure of the Executive Director and ensure a smooth transition. Formulate steps necessary to choose a viable successor. Develop a contingency plan to maintain the activities of the consortium in the absence of the Executive Director.
- 3) Investigate best form for long-term administrative structure of NELLCO, including the potential for additional staff and the possibility of an independent provider for employee compensation and benefits.

Goal B: Clarify and formalize best business practices within the organization

- 1) Charge the Executive Committee with establishing standards as well as a process for a biennial formal performance evaluation of the Executive Director. This evaluation shall be expedited by the immediate past president. A report with recommendations agreed to by the Executive Committee shall be presented to the Board of Directors at their spring meeting. .
- 2) At the expiration of the current employment agreement, or at another time if deemed appropriate, the president shall preside as lead representative of the Executive Committee in contract negotiations with the Executive Director. The employment renewal proposal shall be presented to the Board of Directors for their approval at their next meeting.

APPENDIX A

CURRENT MEMBER LIST

Full Members

- Albany Law School - Schaffer Law Library
- Boston College Law Library
- Boston University - Pappas Law Library
- Columbia University - Arthur W. Diamond Law Library
- Connecticut Judicial Branch Library System
- Connecticut State Library
- Cornell Law Library
- Fordham University School of Law Library
- Franklin Pierce Law Center Library
- Harvard Law School Library
- Massachusetts Trial Court Law Libraries
- New England Law Boston
- New York University School of Law Library
- Northeastern School of Law Library
- Quinnipiac University School of Law Library
- Rhode Island State Law Library
- Roger Williams University School of Law Library
- Social Law Library
- Suffolk University- John Joseph Moakley Law Library
- University of Connecticut Law School Library
- University of Maine School of Law - Garbrecht Law Library
- University of Pennsylvania Law School
- Vermont Law School
- Western New England College School of Law Library
- Yale Law School - Lillian Goldman Library

○ Affiliate Members

- American University
- Baylor Law Library
- Benjamin N. Cardozo School of Law of Yeshiva University
- Brooklyn Law School Library
- California Western School of Law
- Campbell University School of Law Library
- Chicago-Kent
- Dickinson School of Law, H. Laddie Montague, Jr. Law Library
- Drake University Law Library
- Drexel University College of Law Library
- Duke Law School Library
- Elon University School of Law
- Emory University School of Law
- Florida A&M University College of Law
- Georgetown Law Library
- Georgia State University
- Gonzaga
- Hofstra
- John Marshall Law School
- Louisiana State University Law Library
- Loyola Law School
- Loyola University Chicago Law Library
- New York Law School
- Northwestern University - Pritzker Legal Research Center
- Notre Dame
- Nova Southeastern University, Shepard Broad Law Center
- Pace University School of Law Library
- Pepperdine University Law School
- Rutgers University Law Library at Newark
- Seattle University
- Seton Hall
- Southern Methodist

- Southwestern
- St. John's
- St. Thomas (FL)
- State University of New York at Buffalo
- Syracuse
- Texas Wesleyan
- Touro Law Center
- Tulane University School of Law
- UCLA Law Library
- University of Arkansas Little Rock Law School Library
- University of Baltimore
- University of California Hastings College of the Law
- University of California, Berkeley (Boalt Hall) - School of Law
- University of Colorado Law Library
- University of Detroit Mercy
- University of Florida College of Law
- University of Georgia Law Library
- University of Hawaii
- University of Idaho Law Library
- University of Illinois at Urbana-Champaign
- University of La Verne Law Library
- University of Maryland
- University of Miami Law Library
- University of Minnesota
- University of Nevada, Las Vegas
- University of Oklahoma Law Library
- University of Oregon
- University of Pittsburgh Barco Law Library
- University of San Francisco
- University of Southern California
- University of St. Thomas School of Law
- University of the Pacific - McGeorge School of Law
- Vanderbilt University Law School

- Washburn University School of Law Library
- Whittier
- Widener
- Willamette University College of Law Library

- International Members

- Bodleian Law Library, University of Oxford
- Cambridge University Law Library
- Chinese University of Hong Kong
- Dalhousie University Law Library
- Institute of Advanced Legal Studies Library
- University of British Columbia
- University of Hong Kong Law Library
- University of New Brunswick Law Library
- University of Victoria Law Library
- York University Law Library

APPENDIX B

OPERATIONAL ACTIVITIES

The following NELLCO activities will continue to be part of the regular business of the consortium. Not all members benefit from every activity of the consortium. Some collaborative opportunities are available only to full members, while others are available for both full and affiliate members. Some of these activities are reiterated in the goals and objectives of the strategic plan as they directly address a specific strategic issue identified during the planning process. Others are not included in the plan.

Operations management

The Executive Director is responsible for the daily operations of the consortium. Delegation of various duties to the Administrative Assistant is left to the Director's discretion. The daily operations of the consortium include:

- Manage consortium budget
- Manage membership accounts and inquiries
- Handle all consortium correspondence via mail, e-mail, telephone, and fax.
- Maintain NELLCO office and equipment (presently located at 55 Main St, Keene, NH)
- Develop Public Relations Materials and maintain website
- Monthly report of consortia activities to the Executive Committee

Regular meetings/conferences attended by the Executive Director

In addition to numerous ad hoc, committee and task force meetings and consortium programs, the Executive Director is expected to attend the following meetings and conferences each year:

- Two Board of Directors meetings (spring and fall)
- Executive Board meetings (winter and summer)
- Three interest group meetings (Acquisitions/Collection Development, ILL, Reference)
- Annual membership meeting (in conjunction with AALL every July)
- International Coalition of Library Consortia (ICOLC) (spring)
- American Association of Law Libraries (July)

In addition, the Executive Director **may attend** the following conferences when appropriate:

- Association of American Law Schools (Jan.)
- American Library Association (Jan., June)
- Computers in Libraries (spring)
- CALI (June)
- Internet Librarian (fall)
- ACL (Association for Consortium Leadership) (fall)
- BIALL (British and Irish Association of Law Libraries)
- CALL
- Relevant regional/local meetings

Regular meetings of the Board of Directors and Executive Committee

The Board of Directors is composed of the Directors of every full member library. At this time there are 25 full members. Directors will continue to meet twice yearly, spring and fall. The Executive Committee meets twice a year as well, in the winter and in the summer.

Meetings of select interest groups

The interest groups are the primary vehicles through which library staff members participate in the consortium. They are organized to correspond loosely to job function within member libraries. Interest groups are currently developing individual charters and guidelines with the goal of energizing their membership and fostering self governance. The current interest groups include

- Acquisitions and Collection Development interests meet once a year in spring / summer
- Interlibrary Loan Interest Group meets once a year in spring/summer
- Reference Interest Group meets once a year in fall

It is planned to establish an IT interest group whose expertise will provide the organization with invaluable technical support and assistance. The meeting time is to be announced.

Collaborative acquisition of electronic resources

The collaborative acquisition of e-resources is one of the primary benefits of membership, for both full and affiliate members.

The tasks associated with this function are the most time consuming work of the Executive Director and Administrative Assistant. They include:

- Establish trials
- Negotiate discounts
- Negotiate license terms and stay at the forefront of licensing issues (through standing committee)
- Manage IP authentication
- Centralize billing of all accounts
- Solicit members to submit reviews
- Manage membership accounts
- Customer service

Other initiatives, programs and services

Opportunities to collaborate arise in many areas. The nimbleness of NELLCO as an organization allows its members to exploit these opportunities in accordance with its mission. NELLCO will continue:

- Reciprocal access for patrons of member libraries
- Reciprocal interlibrary loan
- Discounts on print purchases through Blackwell's and YBP Coutt's Information Services
- Discounts on bar code purchases through ID Label
- Referral programs through Amazon and Alibris
- Collaborative repository - NELLCO Legal Scholarship Repository/ Digital Commons
<http://lsr.nellco.org>
- Virtual union catalog
<http://www.law.suffolk.edu/union>
- *Current Index to Legal Periodicals* enhancement
<http://cilp.nellco.org>
- Shared e-books collection
- Internship and exchange initiatives

- International Fellows Program
- Collaborative Web Page Development
- Universal Search Solution (in progress)

Web page management

The NELLCO website (<http://www.nellco.org>) is an important source of information and communication for members. The site has been completely redesigned and its appearance and functionality greatly enhanced. NELLCO will continue to:

- Post new trial/license information
- Post news or information of interest to the membership
- Update and maintain web page content
- Work to enhance site efficiency, functionality, design and content

Professional development programs and training opportunities

Often, NELLCO organizes training or programs that are relevant to the membership and not widely available from other quarters. We will continue to:

- Coordinate training opportunities, such as virtual reference or Innovative Interfaces
- Offer programs on relevant and timely issues, such as disaster planning, workflow management and grant writing.
- Support the International Fellows Program whereby member law librarians in the United States, Canada and throughout the world will have the opportunity to exchange information and share knowledge and expertise with colleagues in other countries. Fellowships will be awarded by the Executive Committee on a competitive basis to worthy applicants.

APPENDIX C

NELLCO LIST OF ACCOMPLISHMENTS

Since 1983 NELLCO members have found numerous ways to leverage their collaborative advantage. Below is a sampling of the many initiatives and accomplishments of NELLCO

- Successful submission of a grant for the Group purchase of fax machines to facilitate ILL
- Production of NELLCO union catalog on CD-Rom (funded by grant in 1988). Migrated to an internet based online union catalog hosted by Suffolk University Law School
- Creation of the NELLCO Resource Sharing Database which provided access to numerous research tools created by member libraries. Awarded AALL / West Excellence in Marketing Award / Best Use of Technology 2000
- Continued collaborative acquisitions of both print and electronic resources (ongoing)
- Creation of a model license (2004)
- Electronic enhancement of Current Index to Legal Periodicals for member libraries (ongoing)
- Development of a virtual reference service (2002-2006). (Ongoing in various individual libraries and institutions)
- Establishment of a shared repository for legal scholarship emanating from member institutions (2003-ongoing)
- Presented with the AALL/ West Excellence in Marketing Award / Best Brochure 2007
- Development of an International Fellow Program providing opportunities for member law libraries in the U.S., the United Kingdom and Canada to exchange knowledge and expertise with their colleagues in these countries. (2006-ongoing)

- Award of a \$364,000.00 IMLS National Leadership Grant to National to study and develop a “master index” of digital resources. NELLCO’s Universal Search Solution will maximize the utility of licensed content in NELLCO libraries. (2007-2009)
- Creation of a formal office space in Keene, New Hampshire, offering the Executive Director and Administrative Assistant a professional working environment and members a functional meeting space.

APPENDIX D

PLANNING PRINCIPLES

- 1) Inclusiveness
- 2) Responsiveness
- 3) Creativity
- 4) Nimbleness
- 5) Realism
- 6) Critical analysis
- 7) Confidentiality
- 8) Humor
- 9) Accountability