

THE IMPLEMENTATION OF HYBRID WORK AND OTHER STRATEGIES IN THE LAW LIBRARY AT THE UNIVERSITY OF ARIZONA*

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SUMMARY: I. *Returning to Tucson*. II. *The Move*. III. *Welcome to the College of Law*. IV. *The Work Begins*. V. *COVID-19 & Law Coalition Information Hub*. VI. *Safe Back-to-Work Plan*. VII. *Summer 2020*. VIII. *ABA Legal Education Police Practices Consortium*. IX. *Return to Campus on August 2020*. X. *Access Services*. XI. *Research Support for Our Faculty and Students*. XII. *Legal Research Instruction*. XIII. *Technical Services*. XIV. *Law Library Collections*. XV. *Archives and Special Collections*. XVI. *Outreach and Engagement Committee*. XVII. *Law Library Fellows*. XVIII. *Conclusion*. XIX. *Source*.

I. RETURNING TO TUCSON

First, a short story of why and how I came to the University of Arizona. Indeed, this was my third time moving across the country to Tucson! The first was in 1998, when I accepted a position as an Assistant Federal Public

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Defender after having practiced criminal defense law in Philadelphia for 4 and a half years following law school.

The second time was in 2003, after having “retired” from the practice of law and escaping to the countryside of Salamanca, Spain, where I lived with my father’s family for some 15 months in a town with more sheep than people. And it was upon my return to Tucson at that time, that I enrolled in the University of Arizona and earned my master’s degree in library science, which, thereafter, took me back east once more.

And now, for the third (and final!) time, I returned to my beloved Sonora desert in March 2020, after having spent 15 years at the wonderful Lillian Goldman Law Library of Yale Law School — the last 4 as Director, and the previous 6 as Associate Director.

I thought I would finish my career at Yale. But when my predecessor here at the University of Arizona retired, I simply could not pass up the opportunity to return to beautiful Tucson to work at my alma mater with the most innovative law school dean in the country. One of the most enticing promises he made to me at that time was that I would be deeply involved in the College of Law’s Latin American initiatives. And my goal, now that I am here, is to grow what he started. I hope to count this annual conference among one of those new areas of growth and expansion.

March 2020, Friday the 13th —a superstitious day of bad luck in the United States— was my last day of work at Yale. Indeed, it was everyone’s last day in the office from Connecticut to Arizona and everywhere in between. The countdown was on. My husband and I had each sold our houses and rented one in Tucson. We were packing them up with movers expected the following Friday, March 20, just as New York was becoming engulfed in its first COVID-19 wave.

II. THE MOVE

The movers almost cancelled on us but we convinced them follow-through since we absolutely had to get out of the house we had sold. They finally acquiesced and showed-up a day late. But they did a good job and we hit the road on Monday, March 23, less than 12 hours after New York City issued their first lockdown order.

It normally takes about 2 hours in rush hour traffic to drive from our home in Fairfield, Connecticut, through New York City and across the George Washington Bridge. At 10 am on this Monday morning it took 45 minutes. We were the only car on the road. As we were crossing the Hud-

son, we kept looking at New York City in the rear view mirror. It was surreal, eerie, apocalyptic, and still stirs strong emotions when I talk about it today.

My husband and I had scheduled our cross-country trip to last three weeks, so that we could visit lots of family and do some sight-seeing along the way. Instead, we were engaged in a three-day sprint across the country as states and businesses closed their doors behind us, pushing us westward as the COVID-19 virus sped faster than we could. There was no traffic, no construction, no cars. Just us and Amazon Prime trucks on our massive freeways. It was a strange and most unforgettable experience.

By the time, we arrived in Tucson at the end of March, the University of Arizona had completely moved to remote teaching, learning, and work. The Law Library didn't miss a beat! The Public Services team was teaching and providing research advice online, the Access Services team was providing remote document delivery support to our faculty and students, and the Technical Services team had even made special arrangements with our vendors to receive books at a colleague's home so that we could keep growing our print collections. I will elaborate on each of these points in due course.

III. WELCOME TO THE COLLEGE OF LAW

I met the Law Library team —about 15 colleagues— for the first time on april 6 on Zoom. What an odd way to begin a new post! I don't recommend it. Nevertheless, the team welcomed me with open arms, and we began our journey of getting to know one another.

We quickly adopted *Microsoft Teams* as our primary means of communication, committee work, and document and idea sharing. Within Teams, we created a Channel for each committee or each project on which we were working collaboratively. This allowed us to keep track of our progress, memorialize conversations, and share documents as we worked to meet goals. One of our motivations in using Teams was to try to reduce the amount of email in our inboxes, too.

For projects that required multiple, simultaneous, and collaborative document creation, we turned to *Google Drive*. This is the best tool we have found for collaborating on projects with colleagues from other institutions as well. It's what Federico, Gloria, and I used to collaborate on the development of this conference! Fortunately, the University of Arizona has an institutional contract with Google which allows each employee to create a secure

account using our official work email. This is crucial as it allows us to keep our work accounts separate from our personal accounts.

Thus, between Microsoft Teams and Google Drive, the law library team was able to effectively continue the project-based work—locally, nationally, and internationally—that is so crucial to the smooth and efficient functioning of law libraries.

A third tool we used so extensively that we ultimately decided to purchase our own instance, apart from the University Library, is *LibGuides* by *Springshare*. Libguides allows us to develop external-facing research guides for library users, as well as internal-facing guides or manuals to document our workflows and processes. Most libraries in the United States now use LibGuides at least for external facing research guides, and some even use LibGuides to host their entire library website. LibGuides has proved invaluable for allowing us to disseminate massive amounts of information about the library and about the College of Law in an easily-updated, coherent, and user-friendly manner.

The final tool I will mention is, of course, *Zoom*, which has become ubiquitous around the world for its ability to host meetings, classes, and special events. Where would we be without Zoom? Nonetheless, as my mother used to tell me, “all good things in moderation,” and this applies to Zoom as well. Zoom fatigue is a real phenomena such that a phone call at times can be a real treat.¹

IV. THE WORK BEGINS

From the moment I arrived, the Law Library became involved in tackling the disruptions caused by COVID-19 and helping the College of Law share information with students, staff, faculty, alumni, and the community.

The Law Library worked to establish the *COVID-19 & Law Coalition* to offer College of Law expertise to the University, Tucson, and Arizona communities. We also helped lead the College of Law’s planning for a *New Safe Return* to teaching, learning, and working for the Fall 2020 semester. I will discuss each of these individually.

¹ “Welcome from the director”, Daniel F. Cracchiolo Law Library Annual Report 2021, Arizona, The University of Arizona, James E. Rogers College of Law, p. 2, available at: https://lawlibrary.arizona.edu/sites/default/files/2022-09/UArizona%20Cracchiolo%20Law%20Library%20Annual%20Report%202021_211222_edoc.pdf.

V. COVID-19 & LAW COALITION INFORMATION HUB

At the onset of the COVID-19 global pandemic in spring 2020, I worked with Dean Marc Miller and a faculty colleague to create a coalition at the College of Law focused on addressing the legal aspects of the global pandemic. We organized the faculty into working groups based on expertise utilizing *Microsoft Teams* channels. In turn, the law library began developing a plan to share information across the Coalition and its working groups.

A small team collaborated to create an online information portal, called the *COVID-19 & Law Coalition Information Hub*, using *LibGuides*. This internal-facing *Information Hub* includes historical information about the coalition and highlights activities and scholarship of College of Law faculty, such as white papers, articles, webinars, podcasts, projects, and programs.

The *Information Hub* also provides access to relevant activities and resources taking place locally, nationally, and internationally. There are links to articles, news, reports, and databases on topics as they relate to the COVID-19 pandemic such as criminal justice and detention, the economy, employment, immigration, Indigenous communities, and testing, privacy and trace data.

Additionally, this hub includes links to how other libraries, archives, cultural institutions, and related associations are handling library resources and collections as monitored by the New Safe Return Library Task Force.

The LibGuide allows users to subscribe to an internal blog that we use to push new information out to subscribers.

VI. SAFE BACK-TO-WORK PLAN

In May 2020, Dean Marc Miller appointed the New Safe Return Committee to plan for faculty, staff, and students to return safely to campus in August 2020 during the pandemic. Dean Miller appointed me, together with our wonderful Building Manager to chair our 9-person faculty committee.

Utilizing *Microsoft Teams* once again, the committee formed many smaller working groups and involved approximately 35 colleagues from across the College to participate. Each working group had a *channel* within our *Teams* site to share thoughts and ideas. Over the course of many months, the Committee collaborated using *Google Drive* to share documents and eventually write (and rewrite and rewrite) the 60-page plan the College of Law im-

plemented to ensure a safe return to campus during the 2020-21 academic year. That plan was transferred into a *LibGuide*, organized by section, and posted publicly on the College of Law's website.

At the same time, I created a parallel committee within the library that developed safe back-to-work procedures specifically for the library, including safe mail handling, course reserves procedures, social distancing in the library space, and maintaining a clean and healthy environment. The team maintained consistency with the College's New Safe Return Plan, together with the eventual recommendations of the University of Arizona Campus Re-entry Plan Working Group.

Both the New Safe Return Plan and the Law Library Safe Back-to-Work Procedures were transferred into a *LibGuide* for easy access and updating. These are living guides and they continue to be updated as guidance and policies from the University of Arizona and the College of Law are updated, and as circumstances related to the COVID-19 pandemic evolve.²

VII. SUMMER 2020

During our COVID-19 Safe Return planning, the world witnessed, on May 25, 2020, the horrendous murder of Mr. George Floyd by a Minneapolis police officer. As I'm sure you know, this prompted months and months of mostly-peaceful protests and a racial reckoning that our country had not seen since the 1960s.

Like so many institutions of higher education, the University of Arizona and the College of Law was called to action to acknowledge and address systemic racism that exists throughout our country.

The Law Library team played a role within the College of Law in its work around diversity, equity, inclusion, and allyship. The Law Library made a conscientious and deliberate decision to expand its collecting efforts to include social, political, and legal scholarship by authors from diverse backgrounds; we created an *Antiracist & Social Justice Resources* guide focusing on anti-racist and social justice issues (using a *LibGuide*); and we collaborated with the College of Law Diversity Committee (which a member of the law library team chairs) and student groups to host related and relevant conversations.

² "Law Library Administration", Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 4.

VIII. ABA LEGAL EDUCATION POLICE PRACTICES CONSORTIUM

At the same time, law school deans from around the country, including Arizona Law Dean Marc Miller, initiated a collaboration with the American Bar Association Legal Education division to create a Police Practices Consortium. The goal of the Consortium is to educate students while improving police practices across the United States.

Dean Miller and several other deans enlisted the support of their Law Library directors to become involved and develop a variety of projects to help bring attention to the project and prepare for its launch in the 2021-22 academic year.

As a result, I organized a team of interested librarians who got to work on a variety of initiatives. We created a National Calendar of Events related to police practices, reform, and ethics, which our library hosts and the Access Services team manages and populates. We also developed research projects for our first cohort of Fellows, which will form the foundation for the priorities of the Consortium.

The Law Library is pleased and honored to be playing a significant role in this important and necessary work.³

IX. RETURN TO CAMPUS ON AUGUST 2020

The Law Library reopened its doors in August 2020, just a few months into the pandemic and at the start of the fall semester, to a few dozen students who needed a quiet space to work or a strong internet connection for online classes. Our Access Services team came back to campus and worked diligently to keep the library fully operational during this time.

We are a public institution, so we normally allow the public to access the library during business hours. However, to maintain as safe an environment as possible for the few students, faculty, and staff using the library, we remain closed to the public until August 1 of this year 2022.⁴

³ “College of Law, Law Library and the ABA Legal Education Police Practices Consortium”, Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 27.

⁴ “COVID-19 & Law Coalition and New Safe Return Library Task Force”, Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 7.

X. ACCESS SERVICES

The Access Services team played a crucial role in maintaining services for faculty, students, and staff during this time when the university was mostly closed.

In response to the critical need to provide students and faculty with basic services such as course reserves materials, a skeleton crew of three team members came in daily so that the College of Law faculty and students would have the materials they needed to be successful in their research, teaching, and learning. Their heroic efforts and sincere dedication allowed the rest of the library staff to work remotely to maintain a low-density and safe work environment.

The Law Library was one of a handful of libraries across the country to continue to provide *interlibrary loan* services, fulfilling over 175 requests last year (2021). Additionally, the team fulfilled over 470 separate *scanning* requests, answered over 350 *reference questions*, and completed over 525 *circulation* requests.

The team also managed the ABA Legal Education Police Practices Consortium national calendar of events, handled mail deliveries, and adopted a new COVID-19 safe course reserve system. The system initially involved quarantining materials for a certain period of time upon their return. This system evolved as our knowledge of how COVID spreads evolved.

Also during the summer of 2020, the team implemented a new library communications and statistical tracking system, *LibAnswers* —also a *Springshare* product—. The new system divides requests into separate queues which allows for faster responses.

Not long after, the team also introduced the Law Library’s first online room reservation system, *LibCal* —yet another *Springshare* product—. *LibCal* enables students to electronically reserve a table, a carrel, or a private study room.

During the fall 2020 term, the team installed the Law Library’s first self-checkout station, *meeScan*, to help minimize person-to-person contact during COVID-19.

Finally, taking advantage of a sparsely populated library, the Access Services team completed two major book shifting projects during the COVID year. One of them involved relocating the Reference Collection and discarded shelves to make way for more open and socially distanced seating space on the main level.⁵

⁵ “Public Services”, Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 10.

XI. RESEARCH SUPPORT FOR OUR FACULTY AND STUDENTS

Before the pandemic, we strived to meet our patrons where they are by offering our services in a variety of ways, in person, by phone, and via e-mail. When the COVID-19 pandemic prevented most people from walking into the library for most of the 2020-21 academic year, we quickly pivoted to online research sessions and meetings until we were able to open our doors again.

Aside from this shift in how we offer our services, COVID-19 did not interfere with the Law Library's commitment to providing students and faculty with superb research assistance. While Access Services handled the bulk of document delivery requests, reference librarians assisted students and faculty with their research questions.

Further, with the onset of the pandemic, Faculty Services quickly transitioned to providing outstanding remote research support to the faculty, in whatever corner of Tucson, Arizona, or the country they were working.

Our Faculty Services Librarian retired from the Law Library on June 30, 2021, after over 20 years of service. In anticipation of her retirement, and with some time freed because of the pandemic, she carefully documented her work to assist me with her succession planning. She also worked closely with her successor to ensure a seamless transition of the support we provide to our faculty.

Although we lost 20 years of institutional memory with this retirement, we were also given an opportunity to rethink how we provide faculty services. Ultimately, we decided to create a liaison program, matching each member of our full-time faculty with one of our five research librarians, drawing on the expertise of our talented and brilliant colleagues. Our Law Library Fellows, who are lawyers studying library science, are also playing a larger role in research support to faculty.⁶

XII. LEGAL RESEARCH INSTRUCTION

These five research librarians are the same ones who teach legal research to our students, and the amount of teaching our law librarians offer is astounding. They did not slow down during the pandemic.

⁶ "Public Services. Research Support for Our Faculty and Students", Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p., 11.

We teach legal research to all first-year law students in a mandatory course that is combined with legal writing instruction. We also teach upper level, stand-alone courses, such as Advanced Legal Research, Administrative Law Research, and Law Practice Technology. Due to the pandemic, and like all classes, the librarians quickly pivoted to online teaching. I co-taught a class that my predecessor had developed, called *Law Library Practice & Administration*. Many of us are planning to continue teaching these courses online as it allows us to reach more students across the college and the university.

In addition to these stand-alone courses, the law librarians guest lecture in many of our law clinics and doctrinal classrooms for tailored legal research tutorials focusing on the work of those clinics and classes. We create legal research guides (using LibGuides, naturally) in conjunction with those courses, which are available freely on the Law Library's website.

It was a difficult year, but the Public Services librarians met the challenges head-on and were immensely successful in their own teaching and their support of the teaching, research, and scholarship mission of the College of Law.⁷

XIII. TECHNICAL SERVICES

The COVID-19 pandemic presented many unique challenges to the Law Library Technical Services staff. This is the team that manages every aspect of our print and electronic collections, including ordering, receiving, processing, and paying for print materials, and renewing electronic databases. They also maintain our online library catalog in collaboration with the University Library.

While the Technical Services team could keep access to electronic resources up and running without interruption, they did have to pause the purchasing of print resources for a short time as publishers and other suppliers were facing their own pandemic issues.

Meanwhile, the closing of the campus meant a suspension of deliveries. Orders were either suspended or held at the University's central receiving office until it was deemed safe enough to have them brought to the building. Even then, the Technical Services team developed a quarantine schedule for deliveries. They chose to be as cautious as possible since details on how the virus was transmitted were still emerging.

Eventually, the Technical Services team worked out a system to resume deliveries of books and periodicals to the library. Acquisitions staff contact-

⁷ *Ibidem*, p. 12.

ed our major supplies and updated our shipping address. Some publishers were reluctant to make changes, but after a series of discussions and agreements to temporarily modify expectations, we moved forward. Items were shipped to a staff member's home where they were cataloged and made ready for the library.

To minimize contact with others, items were dropped off at the library early Monday mornings. Our Access Services team would then add the new materials to the collection so they would be ready and waiting when our students and faculty were able to safely return to the building. Other staff would schedule trips to the building to collect mail and other items to work on from home.

Despite the challenges and uncertainties brought about by the pandemic, the Technical Services staff not only managed to perform their duties remotely with the same high standards we have when working on campus, but they also took on a variety of new, special projects. For example:

- They began working on a project to transfer, secure, digitize and preserve the library collection of the Navajo Nation Department of Water Resources, which had been housed in unsafe conditions. The collection is now safe in our Law Library.
- In response to the growing importance of scholarly impact rankings among law schools, Technical Services staff took a more proactive approach in collecting and publicizing faculty publications via ORCID iD, Google Scholar, and other platforms.
- Technical Services migrated the Law Library website to a new platform. They continue to revise content and add new features to the site in order to make the most of the opportunities provided by this new technology.

Finally, the Technical Services team will continue to develop collaborations with our colleagues at Main Library to provide the College of Law community with the highest level of library service possible.⁸

XIV. LAW LIBRARY COLLECTIONS

Shortly after I arrived, I created a Collection Development Committee with the task of evaluating every single print and online subscription we had, as

⁸ “Technical Services”, Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 14.

it became due. We created a *channel* in *Teams*, where we also hosted several spreadsheets the committee used to review each title and decide whether to renew or cancel based on several factors including cost, usage statistics (when available), relevance to our curriculum and programs, and, if a print item, whether it was duplicated in a reliable online database. The committee also queried faculty for their thoughts on potential cancellations before a decision was made, especially when we knew of specific users who might be affected.

This was a great project for remote work and we ended up with savings of over \$20,000 per month just with this year-long exercise. Because of these savings, we were able to subscribe to a few specialty databases that several of our faculty had requested.

And it was through this project that I realized our library desperately needed a Collections Management Librarian position with the primary goal of streamlining our acquisitions process for both electronic and print resources. We used the personnel line of the retiring colleague to do just that this past July.⁹

XV. ARCHIVES AND SPECIAL COLLECTIONS

In May 2020, physical access to the Law Library's Archives & Special Collections materials was prohibited during the first year of the pandemic because non-essential staff were ordered to work from home. But the work didn't stop. Our Archivist regularly responded to archival requests from various Arizona Law community members, particularly the Alumni & Development Office. He provided the requested materials in a digital format whenever possible which required occasional trips to campus.

At the start of the work from home order, Special Collections, in collaboration with colleagues from the Arizona Law Alumni & Development Office, Law Marketing, and Law ITS, initiated a project to preserve the *College of Law Image Archive*. Together, they successfully backed-up the archive onto an external hard drive with the goal of long-term access and preservation.

Because of the pandemic, Special Collections produced two new digital exhibits in two very distinct formats last year. Both exhibits included items from the College of Law Archives. One of our Law Library Fellows created a virtual Homecoming exhibit for the Alumni & Development Office while working remotely. To assist the project, our Archivist pulled relevant photos from the College of Law archives and digitized them for use in the exhibit.

⁹ "Law Library Collections", Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 16.

The second was in support of the 40th annual and first virtual McCormick Lecture, our Archivist produced his first on-line exhibit, *The McCormick Lecture Series: Speaker Photos*. To further support the lecture, he digitized additional photos from the Archive and shared them with our Arizona Law Media Team. With those photos and others from the Arizona Law Marketing team, the Media Team produced a moving introductory video for the McCormick Lecture.

XVI. OUTREACH AND ENGAGEMENT COMMITTEE

Last year, since we could not host coffee and donut drop-ins with our students—which are used to share information about the library—our Outreach and Engagement Committee created a new *Law Library Blog* to share relevant and insightful information about the legal world and beyond, as well as research strategies, resources, and tips with our students, alumni, faculty, and staff. Our blog is hosted on the Law Library’s website utilizing *Drupal* features.

Our weekly blog posts serve to educate current library users about the legal world, guide them through our rich print and digital collections, and assist them with complex research strategies. We also hope to reach a new audience of potential users to raise awareness about our new digital collections and the multiple library services we offer for both remote and in-person users, including public patrons and attorneys.¹⁰

XVII. LAW LIBRARY FELLOWS

The Law Library Fellows Program, founded 20 years ago by my predecessor, is a unique program to train law librarians. Fellows are students in the University of Arizona’s School of Information, working towards their masters degree in library science. They already have their law degree and many have practiced law for years before pivoting to law librarianship.

The Law Library generally hosts four-to-six Law Library Fellows throughout the year. We employ them for 20 hours per week, and pay their graduate school tuition. In turn, the Fellows provide research assistance to our faculty and students alongside a librarian-mentor.

¹⁰ “Outreach and Engagement Committee”, Daniel F. Cracchiolo Law Library Annual Report 2021, *op. cit.*, p. 17.

Given the pandemic, our Fellows last year worked remotely, like the rest of us. In fact, one of our Fellows never even moved to Tucson! This was the first time we had ever hosted Fellows remotely. It worked, but they did not get the experience of working alongside colleagues in a law library, which is a key part of the experience. Fortunately, with vaccines and safety measures in place, our Fellows are once again in the library with the rest of us.

In fact, we all returned to campus in August 2021 and are operating once again in person.

XVIII. CONCLUSION

I am immensely proud of this team. Every single member of the Law Library transitioned to remote work with little difficulty. They adjusted their priorities and developed meaningful projects to meet the constantly-evolving needs of the College of Law community. We were all in this together and we put the needs of our students and faculty first.

Law libraries are a funny hybrid of service work and knowledge work. Our mission is to support the research, scholarship and teaching of the College of Law; but we are scholars and teachers, too. It was challenging to balance those two personas during the pandemic and my sense is that most of us forwent our own scholarly agenda to meet the pressing needs of our students and faculty. I never worked harder than I have these last 18 months, and I suspect many of my colleagues feel the same.

But rest assured, we also had some fun. Before Zoom exhaustion set in, we held Friday afternoon Zappy Hours. We even did karaoke during one of them. In the end, we spent a lot of time together on Zoom, on Teams, and a few of us in the Library. We grew together, stronger, and more united, and we've carried this work ethic and teamwork back to the office.

We are operating 100% in person and I don't expect that to change because we, the Daniel F. Cracchiolo Law Library—like all your libraries—are more than just a collection of books. We are fully integrated into the teaching, learning, scholarship, and work of the College of Law. We are a world class team of innovative, creative, and brilliant colleagues who write, publish, teach, collect, provide access, and serve our students, faculty, alumni, public and legal communities well beyond expectations.

The pandemic didn't slow us down, it merely forced us to be even more creative in the way we approach our work. We'll never go back to the way things were. Just as COVID-19 continues to mutate and change directions,

we, too, are continually rethinking the way we approach our work, our time, and our lives.

XIX. SOURCE

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