PLL PERSPECTIVES

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LAW FIRM EVOLUTION... MERGER MANIA

by Leigh Sempeles, and
Holley Thompson, LexisNexis

Not so long ago during the end of the 1990's, merger and acquisition news usually concerned the joining of two large industrial entities, Chrysler and Daimler Benz, or the marriage of two Internet firms, E*Trade and Telebanc. These types of transactions generated large fees for the law firms involved as well as encouraged the firms in hiring practices among their associate ranks. Unfortunately, the economic pace of the late 1990's did not carry forward into the new millennium. The dot-com "boom" was quickly replaced with the dot-com "bust" in 2000. Then, the horrific events of 9/11 precipitated further economic deterioration. This change in the economic picture clearly set the stage for law firms to evaluate their short-term performance. Instead of recruiting and hiring associates, some firms responded to the downturn by reducing the number of attorneys and other staff. Other firms simply slowed their growth rates by cutting summer associate programs and first-year hiring, all actions reminiscent of the early 1990's.

The merger and acquisition picture also changed at this time. Instead of corporate merger news, the headlines now announced mergers of some of the U.S.'s largest law firms. Hildebrandt International recently reported that there were 53 mergers of U.S. law firms in 2002. This number has declined from 82 mergers in 2001 and 71 in 2000. Hildebrandt also reports that while the number of mergers declined in 2002 from previous years, the "average acquisition size of the 10 largest deals has doubled in the last five years." In 1998, the average size of the acquired firm was 71 attorneys. This number has increased to 171 in 2002, and the activity continues to be geographically concentrated in New York, Washington, DC and San Francisco. This has caused some to express concern that the pace of law firm mergers is too fast and "mimics" that of their corporate clients; thus creating potential danger that mega firms will form without a "large enough client pool to sustain their business plans." Given this concern, why are U.S. firms merging?

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A NOTE FROM THE NEWSLETTER ADVISORY COMMITTEE

Mergers and acquisitions among law firms have been taking place steadily for the past few years; and so with this double issue of *PLL Perspectives*, we bring you some reports on this subject. First we get an overall view from Leigh Sempeles and Holley Thompson of LexisNexis in their article entitled "Law Firm Evolution…Merger Mania." Then Joan Axelroth, of Axelroth & Associates, gives us not only some guidance about "Combining Libraries" but also a checklist of issues that should be addressed in the process in "Check Out These Issues." Some "Hildebrandt Headlines" present an idea of the continuing activity in the merger arena. For information about some sources to follow for merger activity, look at "Law Firm Merger Mania" by Rhonda Fisch of Reed Smith.

The second part of this issue is devoted to the AALL Annual Meeting in Seattle in July. Ruth Hill, the 2003 AMPC Chair, urges each of us to "Maximize Your Annual Meeting Experience," and Nancy Ciliberti, speaking for the 2003 PLL Education Committee, tells us of the PLL programs in "Envisioning PLL Programs in Seattle." We have some short descriptions of particular programs sent to us by program coordinators or panelists: "Maximize Current Awareness: Acquire Information at Warp Speed" by Karen Silber; "Negotiating License Agreements Revisited" by Brenna Louzin; "Knowledge Management: Access Your Environment and Plan a Successful Program" by Terry S. Dick and "Leverage the Web: Implement a Law Firm Portal," by Bobbi Cross. Lee Nemchek, Chair of the Records Management Group, brings us news of that group and its programs both at AALL and at ARMA in Boston in October. Along with the program news, we also have the announcement of the PLL Travel Grant Award recipients; and we offer congratulations to each of them.

We hope you enjoy this issue of *PLL Perspectives* and that it wets your appetite for the Annual Meeting. See you in Seattle.

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FEATURES

PLL NEWS

PLL PERSPECTIVES DEADLINES

Fall: August 15 **Winter:** October 15
Spring: January 15 **Summer:** April 15

COMBINING LIBRARIES

by Joan L. Axelroth, Axelroth & Associates, Silver Spring, MD

Articles about law firm mergers abound. They discuss the conditions necessary for a successful merger and the challenge of blending client lists, billing software, and firm cultures. Rarely do they address a less dramatic but equally important aspect of combining two companies: How do you merge the support departments – library, records, office services, etc. – that are so critical to the success of any organization? And how can you be sure that these departments will be equipped to handle the increased demands of the new business? This article discusses the merging of library systems, but the approach can be generalized to other departments, as well.

Whether you're merging libraries within one organization, such as the general counsel's library and the corporate library, or combining libraries of two organizations because they have merged, begin with the forest, not the trees. It is tempting to start with details such as which books can be eliminated and which contracts will require renegotiation. Resist! Change presents organizations with the perfect opportunity to step back and assess operations and to make considered decisions about the future. There are a number of advantages to formulating a strategic plan with a vision for the future. Mergers often provide new opportunities for expanding services or accomplishing the same service more cost-effectively. It is easy to miss these opportunities when focused on how to replicate the status quo.

The new firm leaders need to know where they are headed before they can figure out how best to get there. Without goals, it's easy to make bad decisions that cost time and money. For example, if only one library is automated, you may decide to purchase the same product for all of the offices, but this can turn out to be a mistake. A product that works well in a smaller library may not be adequate to handle the needs of a larger, multioffice library. Even if it is adequate to support the current level of operation, it may not support the expanded services you would like to implement next year.

Management Audits

Current operations in each office should be evaluated so that the merged firm can take advantage of any strengths (e.g., skilled reference librarians in the home offices, positive service attitude) and can correct any weaknesses (e.g., inadequate technology for providing remote access to resources). The object is to evaluate how well the libraries are meeting the firm's information needs today and to project requirements for meeting those needs in the future.

A library management audit is a tool for evaluating all aspects of a library's operations in a formal and comprehensive manner. It provides a framework for determining strengths and weaknesses and serves as a planning tool since the results can be used as the basis for making decisions now and in the future.

Begin by gathering any available documentation on the libraries, such as user guides or manuals that describe the staff, the resources, and the services offered. Include memos or other records that document the internal workings of the library. Emphasize policies that must be harmonized over procedures that can be easily changed after other decisions are made. Current library staff members should be able to gather most of these materials. Some data (résumés, budgets, billing rates) may be easier to procure from other departments.

Investigate the library operation by interviewing all staff members to find out what they do on a daily basis. Review the resources, the services offered, and the back-office systems. Inspect the physical space of the libraries, as well as other areas of the firms that may be used to house staff and resources.

Finally, investigate information needs by interviewing selected attorneys and other library users such as paralegals, marketing staff, and other administrative staff members. Questionnaires are not recommended for this purpose because they are designed to capture objective information. A better method is to conduct focus groups that use moderated discussions with small groups of participants to uncover the participants' feelings, experiences, and attitudes. (See Joan Axelroth, "Listening to Focus Groups," Legal Times, July 17, Page 33.) You may also want to conduct a few individual interviews with senior management and others who have unique interests and concerns.

Be sure to include associates and partners representing all practice groups. It is equally important to include all offices, regardless of size, so that everyone's concerns are taken into account and to avoid the charge that some opinions are more important than others. Also, it is dangerous to conclude that bigger is better: Library operations in a smaller office may be more sophisticated than those in the larger offices.

Knowing what to look for when reviewing documentation or what to ask library staff members and library patrons requires a knowledge of library operations. Examples of some of the issues that will need to be addressed are on page 4 ("Check Out These Issues"). With this information, you will be in a position to make recommendations regarding the merged library system.

Organizational Structure

A key issue is how the libraries will be organized. To some extent, the new library's organization should mirror the firm's organization. If the new firm will have a decentralized administration, with most policies and procedures set by the individual offices, it will be important to hire experienced librarians for the offices. If the new firm will have a centralized administration, with most policies and procedures set by a central office, a librarian with firm-wide responsibilities will be required to oversee the coordination of efforts.

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CHECK OUT THESE ISSUES

by Joan L. Axelroth, Axelroth & Associates, Silver Spring, MD

These are some of the many issues that should be addressed before deciding how to merge libraries. Collecting data is the first step in recommending methods of harmonizing disparate policies and procedures.

Management Responsibility and Reporting Requirements

Who does the head librarian in each office report to (local office manager, a firmwide executive director, the chair of the library committee, or the head librarian in the home office)?

- Is there a library partner? How is the person selected? What is the library partner's role and how well is it fulfilled?
- Is there a library committee? Who are the members (partners and associates or just partners) and how are they selected? What is its role and how well is it fulfilled?

Financial Management

- Who is responsible for creating and approving the library budget? Is the librarian expected to monitor expenditures and explain variances?
- Who approves bills for payments? What is the process for ensuring that bills are paid accurately and on time? Is there any coordination with the accounting department?
- What costs are recovered (staff time, messenger fees, online search charges)? Who recommends and sets cost-recovery policies? Are revenues part of the budget?
- Have billing rates been assigned to staff, and if so, what are the rates? Are they expected to bill? Are there any policies (which activities to bill for, number of hours to bill)?

Resources

- How are collection development decisions made? How are differences of opinion resolved?
- Are there limits on the amount of funds the librarian can authorize?
- Are there any policies regarding media (print vs. electronic)? Is the level of technology adequate to support reliance on electronic products?
- What are the policies regarding the purchase of office copies (e.g., court rules, code pamphlets)?

Reference Services

- What services (research, reference, interlibrary loan, current awareness monitoring, etc.) does the staff provide? What is the service attitude of staff members?
- Are services provided to remote users (those working in other offices or from home)? If so, how? How are differences in time zones handled?
- Is Lexis and Westlaw® training mandatory? Is other training provided and by whom?
- How is information communicated to library users (newsletter, e-mail, intranet, vendor demos)?
- Are there any marketing and outreach efforts (attendance at practice group meetings, National Library Week activities)?

Technical Services

- What system is used for each library technical service (acquisitions, billing, cataloging, serials control, routing, circulation control)?
- How are materials ordered? Is a jobber or subscription agency used?
- Is there any documentation of policies and procedures?

Automation and Technology

- What software is used to automate library functions? What hardware and peripherals (CD-ROM towers, printers) are required to support the operation?
- What technologies are used to deliver information? For example, are publications and research results delivered via e-mail or through an intranet?
- What is the staff's role in the development and maintenance of the intranet?
- Is anyone from the library a member of the technology committee?

Facilities

- Is the physical space adequate to house staff, resources and users? How does the space feel (comfortable and inviting, unappealing, functional)?
- How is the space used by patrons (quick reference, lengthy research)?
- Is the space used for other purposes (social functions, meeting place for attorneys from different practice areas)?

Staff and Organization

- How are the staffs organized and what is the reporting structure?
- What are the responsibilities of each staff member, and how are they performing?
- Does anyone else in the firm handle library tasks (receptionist who shelves books, mail clerk who routes publications)?
- Are any tasks outsourced (cataloging, loose-leaf filing)?
- What tasks are not accomplished? Why (lack of staff, lack of skill)?

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Hildebrandt Headlines

May 9, 2003

US Mergers & Acquisitions

Ropes & Gray has combined with **Reboul MacMurray Hewitt & Maynard**, a New York City practice focusing on private equity. When the two firms combine New York offices this summer, Ropes & Gray will relocate to 45 Rockefeller Plaza.
Firm Press Release, May 1, 2003

US Offices

Burr & Forman, the second largest law firm in Birmingham, Alabama, will open a branch office in Jackson, Mississippi to support its defense litigation practice in the capital city. The firm, which also maintains offices in Atlanta and Montgomery, currently employs more than 160 attorneys.
Birmingham Business Journal, May 5, 2003

Foreign Offices

Expanding its Middle East Practice, UK firm **Simmons & Simmons** will launch an office in Qatar, giving the firm its 19th international outpost. The branch will work closely with the firm`s other office in the region, located in Abu Dhabi.
Legal Week, May 7, 2003

Management

Former Arthur Andersen partner, Terry Hatchett, has been hired by **Clifford Chance** as the firm`s New York-based chief operating officer for the Americas. Hatchett, North American managing partner for Andersen from 2001 until March 2002, will report to Clifford Chance`s managing partner for the Americas, John Carroll, as well as to the firm`s London-based management team, headed by chief executive officer Peter Cornell.
New York Law Journal, May 2, 2003

Morgan Lewis & Bockius has hired Thomas W. Kellerman as managing partner of its Palo Alto office. Kellerman was previously managing partner of **Brobeck, Phleger & Harrison`s** office in Palo Alto (`96-`98) and managing partner of the three-office European joint venture of **Brobeck Hale and Dorr** (`99-`03).
PRNewswire, May 5, 2003

New York firm **Carter Ledyard & Milburn** has elected its first female managing partner, Judith Lockhart. A litigator and employment law specialist, Lockhart, age 45, is also the youngest partner to lead the 120-lawyer firm.
New York Law Journal, May 6, 2003

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FEATURE

LAW FIRM MERGER INFORMATION

by Rhonda W. Fisch,
Reed Smith, Pittsburgh, PA

Law firms continue the trend of expansion through merging and acquiring one another. Large firms are "super sizing," and the 1,000-attorney firm that was once the minority is becoming more common. As librarians, we are often asked to provide our administrators with information about which firms have recently merged, and more important, which firms are in discussions to merge. This information is not always publicly available until after the partners have voted on a merge. However, there are several sources of merger information that you should be aware of besides reviewing *American Lawyer* and *National Law Journal*.

Hildebrandt International is a consulting firm that many law firms retain to facilitate their mergers. Through their free e-mail service, *Hildebrandt Headlines*, you can stay one step ahead of the competition and get quick, online access to the latest industry developments. *Hildebrandt Headlines* is a weekly service that keeps you briefed on news of particular interest or relevance – mergers, trends, new offices, and more– by providing summaries of stories from all the leading business and professional services publications worldwide. To subscribe, go to http://www.hildebrandt.com/international/research/esub. See page 6 for sample.

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Baker Robbins & Company is another consultant that assists firms with their mergers and acquisition activities. While they do not have an e-mail alert service, they do post articles on their Web site that relate to mergers. Go to http://www.brco.com/solutions_articles.asp?solution=13 to view articles and white papers relating to their merger consolidation service.

Another way to keep current on merger activity is to subscribe to the electronic editions of regional business journals. Many business journals offer free daily business news alerts and reading these is a great way to learn what is going on in locations where your firm might be considering a merger. To subscribe, click here: http://sanfrancisco.bizjournals.com/journals.html.

The trend is clear: law firms will continue to grow, either through mergers, acquisitions or lateral hiring. There is a strong market demand for firms with cross border capabilities. Mergers will not be limited to the domestic U.S.; in fact, the need to meet clients' demands will result in more mergers and acquisitions between United States and international firms. Staying current on these activities will continue to be a way in which librarians can demonstrate our knowledge of the law firm environment.

MAXIMIZE YOUR ANNUAL MEETING EXPERIENCE

by Ruth J. Hill, 2003 AMPC Chair

In just a few weeks AALL members from across the country will meet in the Emerald City to attend the 96th AALL Annual Meeting and Conference July 12-16 at the Washington State Convention and Trade Center. This year's theme, "Maximize Today – Envision Tomorrow!" emphasizes our role as information professionals working in an environment that constantly changes and challenges us with new opportunities to provide excellent services to the legal information community. The Annual Meeting provides AALL members with opportunities to hone current skills, learn new skills and renew their enthusiasm for the profession.

The 2003 Annual Meeting Program Committee, the Annual Meeting Local Advisory Committee, AALL President Carol Avery Nicholson and AALL Headquarters staff have worked diligently to plan an outstanding conference! Using the meeting theme in conjunction with the recently adopted AALL Competencies of Law Librarianship as a guide, more than 75 programs and workshops are on tap for the Seattle Meeting. Although the scheduled educational opportunities cover all the competencies, the following competencies provide the focus of the 2003 Annual Meeting: teaching, collection care and management and information technology. This year's conference will introduce new 30-minute programs. These "mini-sessions" are designed to provide more flexibility in programming by AALL entities (i.e., SISs, Committees and Chapters). The 30-minute programs are well suited for alternative or creative presentation formats or technology presentations. So don't forget to include some of the 30-minute programs as you plan your Annual Meeting schedule.

The featured plenary speakers are Peter R. Young, director of the National Agricultural Library and Eugenie Prime, manager of Hewlett-Packard Corporate Libraries. Their presentations will focus on the cutting-edge role of information professionals in today's fast-paced, ever changing world and on how law librarians can maximize their informational skills today as they envision the challenges of tomorrow's libraries.

As always, one of the highlights of the conference is the Association Luncheon. At this year's luncheon, AALL President Carol Avery Nicholson will recognize the achievements of the 2003 AALL Award recipients. Make it a point to attend the luncheon and applaud the accomplishment of your colleagues.

Other social events include the Family Social Hour, the Opening Reception sponsored by LexisNexis, the West Customer Appreciation Event and the Closing Reception, Banquet and Dance.

Besides offering outstanding programs and workshops, the Annual Meeting gives members opportunities to meet in small groups to share ideas, tour Seattle firm and academic libraries and visit Seattle's cultural and historical sites. The Exhibit Hall and the Activities Area provide additional access to information and products designed to enhance our services to employers and patrons.

So you are invited to maximize your conference experience by exploring the wide array of educational programs, workshops, meetings, networking opportunities and social events scheduled for the 2003 AALL Annual Meeting and Conference.

With all there is to do and learn, you will be "Sleepless in Seattle!"

Continued from Page 1

Many of the mergers have taken place out of economic necessity. This has been especially true in the San Francisco area with the drop-off of public offerings and venture capital spending. Accordingly, the Bay Area has also witnessed some of the largest law firm mergers with the 2000 merger of Pillsbury, Madison & Sutro and New York's Winthrop Stimson, Putnam & Roberts and the just completed joining of Crosby, Heafey, Roach & May and Pittsburgh-based Reed Smith. Brobeck, Phleger & Harrison, one of the Bay Area's most prominent and profitable law practices, recently announced that it will dissolve after merger discussions with Morgan, Lewis & Bockius did not come to fruition.

Many small and mid-size firms have merged with larger firms in order to offer their clients a broader range of services to strengthen the firm-client relationship. Likewise, large firms have acquired small firms with the goal of handling all of their clients' needs and eliminating referrals to outside counsel. Taking the ability to service all client needs a bit further, some mergers have been motivated by the desire to become a much more global player. The 2000 trans-Atlantic merger of London's Clifford Chance and New York's Rogers & Wells is a good example of implementing a global growth strategy. Reed Smith's recent acquisitions also illustrate the firm's plan of transforming from "a large regional firm to an international firm." According to the firm's Chairman, Gregory Jordan, " There are not many firms in the country that have offices in the East Coast, West Coast and London. And now we are one of them."

Finding a suitable merger candidate is not at all an easy task. Law firms have paid sizable fees to consulting firms to locate and evaluate ideal candidates. Locating a merger partner is also not the end of the process. Months of due diligence must be completed before the merger is actually completed to guarantee future success. Proper due diligence should go well beyond the examination of financial records, though this is of the utmost importance. Intelligence gleaned through research done by members of the library staff working closely with senior management is critical for informed decisions on if and how to proceed. Thorough research on not only the merger prospects but also individual lawyers within those firms, the prospects' clients and former clients and even the economic conditions and projections for the geographical locations involved are all part of the due diligence process essential to understanding the risks.

It also encompasses the following aspects:

- Deal Structure. It is important that the written agreement capture all of the understandings of the parties concerning everything from basic terms and conditions to firm name.
- Governance. Partners in both firms need to clearly understand how the combined firm will be managed.
- Conflicts of Interests. A thorough review of current and recent clients must be undertaken to reveal all potential conflicts.
- Finances. In addition to understanding the revenues, assets and liabilities, the merging parties need to review billing and collection practices, percentage of contingency cases, etc.
- Culture. The firms need to identify cultural differences upfront to avoid surprises after the merger. However, it does not mean that one culture has to dominate the other.
- Technology. Incompatible technologies can drive up the costs of the merger, so the merging parties need to identify the resources needed to make the necessary IT infrastructure changes.
- Human Resources. Differences in compensation, benefits and personnel policies need to be resolved. The elimination of duplicate positions must also be discussed.

Unfortunately, just as there are many merger success stories, there are those that tout instances where the anticipated rewards were not realized. These too must also be brought to the attention of the leadership to instill reality into what will become a union visible to the legal community at large. Life as it was for either firm will never be the same after a merger so it is critical the odds for a successful marriage are maximized.

Although the strategy for merging anticipates a better life ever after, reality illustrates that is not always the case. The librarian is in a position to monitor ongoing merger activity – successes and failures – to provide valuable intelligence as decisions affecting the future of all involved are made.

Mergers will remain a business strategy for both corporations and law firms that support them. Decisions supported by facts are essential for their success. Librarians can be intimately involved in providing these facts. Strive to make that part of your role if your firm is working through these decisions now or in the future.

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[i] Ward Bower & Thomas S. Clay, "Leadership for 2002; Eight Points Every Firm Should Consider," New York Law Journal, 8 Jan. 2002, p. 5.

[ii] "Size of Major Law Firm Mergers on the Rise in 2002, Overall Number of Mergers Down," Hildebrandt International's Mergerwatch, 3 Feb 2003, www.hildebrandt.com.

[iii] "Size of Major Law Firm Mergers on the Rise in 2002, Overall Number of Mergers Down," Hildebrandt International's Mergerwatch.

[iv] "Size of Major Law Firm Mergers on the Rise in 2002, Overall Number of Mergers Down," Hildebrandt International's Mergerwatch.

[v] "Size of Major Law Firm Mergers on the Rise in 2002, Overall Number of Mergers Down," Hildebrandt International's Mergerwatch.

[vi] "Size of Major Law Firm Mergers on the Rise in 2002, Overall Number of Mergers Down," Hildebrandt International's Mergerwatch.

[vii] Nat Slavan, "Examining the Downside of Merger Madness" Corporate Legal Times, Aug. 2002, p. 4.

[viii] Brenda Sandburg, "Pastures Browner for Associates," New York Law Journal, 16 Feb. 2001, p. 16.

[ix] Marissa N. Scarbel, "Making the Most of a Merger -- Firms Cite Expanded Expertise, Growth Potential As Reasons for Joining Forces," *The Legal Intelligencer*, 16 Jul. 2001, Vol. 1, No. 28, p. 1

[x] "Urge to Merge – When economy cools, law firms find ways to balance their practice portfolios," *Miami Daily Business Review*, 15 Jun. 2001, Sec. Merge, Vol. 76, No. 5.

[xi] Jeff Blumenthal, "Reed Smith Heads West with Crosby. Combined Firm Revenue will be $500 Million," *National Law Journal*, 11 Nov. 2002, Vol. 24, No. 60, p. A15.

[xii] Blumenthal

[xiii] William J. O'Connell, "Merger Due Diligence: The Process goes far beyond exchanging financial information. Seven other critical areas," *Legal Times*, 16 Dec. 2002, Sec. Legal Business, p. 19.

[xiv-xx] O'Connell

Lexis Full Page Advertisement

ENVISIONING PLL PROGRAMS IN SEATTLE

by the 2003 PLL Education Committee

The PLL Education Committee for the Seattle 2003 convention was formed in early November 2001. Carol Gruenburg, Nancy Ciliberti, Amy Ratchford and Jenny Kanji began their work by contacting the Annual Meeting Program Committee (AMPC) chairperson for guidance. The committee then met to discuss strategy and review the time line set by PLL for our process. Our initial impulse was to post queries on listservs asking people to join the committee and/or recommend programs. We wanted our programs to meet membership needs. Our postings resulted in some interesting proposals.

At our next meeting we brainstormed for more ideas and then each committee member was asked to develop one additional, unique idea for our next meeting. All program ideas were developed and evaluated with AALL's Core Competencies for Law Librarianship in mind. Speakers were contacted, program ideas were fine-tuned and redundancy eliminated. By the time the 2002 Orlando annual meeting took place, we had sixteen program ideas/proposals to sort through. We discussed each idea/proposal in relation to the annual meeting's theme, the Core Competencies and our belief in the strength and interest of the topic. Our sixteen ideas were then reduced to seven, which were ranked for AMPC and sent to them in the middle of August. In late September Kay Todd, AMPC's PLL liaison, contacted us and told us that five of our programs had been accepted. The programs are (drum roll, please):

Natural and Unnatural Disasters: Plans and Recovery for the Unexpected
Sunday, July 13, 1:30-2:45 (Program B5)

Alison Alifano (Sullivan and Cromwell) and Jon Schultz (University of Houston Law Center) will discuss their pre-and post-disaster plans. They will discuss creating and implementing a plan, as well as recovering from the disaster and reevaluating their plan's effectiveness.

Connecting with Vendors: Partnering for a Strategic Advantage
Sunday, July 13, 4:15-5:15 (Program C6)

Terri Lawrence (Thompson and Knight) will discuss partnership relationships with commercial vendors. Improved communication and cooperation, increased service and attention and significant cost savings testify to the benefits of partnering more closely with vendors. Come learn how maximizing your partnership with vendors can dramatically benefit you and your library.

Building a "Radar System" for Future Planning
Monday, July 14, 9:00-10:00 (Program D5)

Ulla De Stricker (De Stricker Associates) will describe a mix of techniques intended to keep you aware of and prepared for the future. She will answer the following questions: How can we develop a "radar system" to help us predict what service priorities will generate the greatest value in a changing environment? How can we maintain awareness of possible, probable and preferable futures and contribute to the last?

Cheap is Good: Stretching the Library Dollar
Tuesday, July 15, 4:00-5:00 (Program I2)

Gitelle Seer (Dewey Ballantine) and James Walther (Bryan Cave) will show you how to maximize your dollar power and envision a happier budget time. Come and experience some "outside-the-box" strategies for cost savings in the library budget. Examine strategies for maximizing use of good, free Internet sources, evaluating fixed-rate contracts and their alternatives, and keeping a "hawk's eye" on serial supplementation and standing orders. Speakers will also share frugal tips on purchasing materials and re-evaluating existing subscriptions.

Isn't a 10-Q a Kind of Motor Oil? Basic Understanding of Common Securities and Exchange Commission Filings
Wednesday, July 16, 1:45-2:15 (Program K5)

Philip Brown (Global Securities Information) will provide an introductory understanding of Securities and Exchange Commission filings. Here is your opportunity to acquire an understanding of all those pesky acronyms, as well as to learn what types of information these filings hold.

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The primary argument in favor of a decentralized system is that local staff is best equipped to understand the special needs of their users. Another reason is the faster response time that is possible when there are fewer people to check with and fewer forms to complete.

There are also arguments in favor of standardizing library practices and procedures among the offices. Consistency may aid attorneys who conduct research in offices other than their home office. It is easier to teach researchers about useful resources and services available in other offices. It is easier to ensure that everyone gets the same level of service and equal access to resources. Some duplication of effort can be avoided—for example, one librarian can investigate the latest technologies on behalf of all the offices. And in some instances, the firm will have greater bargaining power with vendors when negotiating for firm-wide services or products.

As with any model, it is easier to state rules than it is to put them into practice. For example, a decision to have all contract negotiations handled by one office so that the firm can obtain the best price seems too obvious to debate. But what if one office has a strong preference for Lexis and another has an equally strong preference for Westlaw? Do you break the tie in favor of one system or do you allow one office to operate differently? There is no one right answer and decisions do not always have to be made in advance. But it's helpful if the firm has some idea how such differences of opinions will be resolved.

Financial Issues

Organizations often see mergers as a way to save money. Negotiating firm-wide contracts, canceling duplicate titles, and supporting fewer software products does contribute to cost efficiencies. It is unlikely, however, that the merged library system will cost less than the separate libraries, even on a per capita basis, unless one or more locations are eliminated. This is because money will have to be spent to bring offices with a lower level of service up to the level of those now at a higher level of service. (Lowering the level of service is not a practical option.) There will also be substantial one-time expenses to upgrade the technology to tie the libraries together, to merge automated systems, and to train or retrain staff.

After big-picture decisions about the management and structure of the library system are made, library staff can sit down and deal with all of the details, such as deciding which resources should be retained and where they should be located. Determine how service will be provided while the firms are in transition, and make sure all attorneys are kept informed. Arrange for training for attorneys and library staff, including library tours, as needed.

This is a good time to review and update all documentation. Besides the obvious (changing names and addresses), be sure all materials convey the impression you want. For example, descriptions of the library should emphasize the services that are provided; they should not begin with a list of do's and don'ts. Merging libraries is not an easy task, but there is a silver lining: It's a perfect opportunity to assess and improve information services.

A WORD ABOUT CONELL

Each year the Mentoring Committee hosts CONELL (Conference of New Law Librarians) the Saturday before the start of AALL's Annual Conference. The purpose of the CONELL program is to welcome the newer members of the profession to the organization, introduce them to the Association and its leaders and provide a setting for newer members to become acquainted with each other.

The program in 2003 in Seattle, WA sponsored by West, is shaping up to be just as informative and enjoyable as in years past. Lunch will be held at Ivar's Salmon House and there will be a deluxe tour of Seattle. A few points of interest during the tour will be a visit to Hiram Chittenden Locks, Salmon Ladder, Magnolia Bluff, and a driving tour of the waterfront, International District and the famous Pike Place Farmers Market. To learn more about the hosting city, visit http://www.aallnet.org/committee/local03/.

You can register to attend CONELL by filling out the form inside your 96th Annual AALL preliminary program as well as by visiting the CONELL Web site, http://www.aallnet.org/committee/mentoring/conell2002.html.

KNOWLEDGE MANAGEMENT: ACCESS YOUR ENVIRONMENT AND PLAN A SUCCESSFUL KM PROGRAM

by Terry S. Dick, West
G-3
Tuesday, July 15, 2003
10:15-11:45am

Private law librarians know that knowledge management is still an emerging field. Consequently, there are many definitions for types of knowledge and theories of how best to manage them. From explicit knowledge, written information like documents or contracts, to tacit knowledge, expertise or know-how that is not written down, this session will be your foundation for understanding KM and how it can further your organization's strategic goals.

As the original knowledge managers, librarians have the substantive and procedural expertise required to be involved with planning their organization's KM program. This session includes panel discussion on why KM projects fail and how innovative organizations have succeeded, and analyzes the challenges of justifying the costs, measuring the return on investment and the return on information to decision-makers in your firm.

Terry Dick, *Coordinator and Speaker*, West
Panelists: Cherylyn Briggs, *Dickstein Shapiro Morin & Oshinsky LLP*
Kingsley Martin, *Independent Technology Consultant and Author*
Linda G. Will, *Greenberg Traurig*

NEGOTIATING LICENSE AGREEMENTS REVISITED

by Brenna Louzin,
Heller Ehrman White & McAuliffe LLP, Seattle, WA
H-5
Tuesday, July 15, 2003
2:15-3:45pm

Time was when you used the word license, people thought you were talking about a business license, a pet license or a license to drive a motor vehicle. But say the word license to a librarian, and you will kick off a totally different stream-of-consciousness response. That is what I will be trying to do at this year's AALL meeting H-5, Negotiating License Agreements Revisited.

I have entitled my talk, "Licensing in Concentric Circles: Or How I Learned to Approach Licensing for a Branch Law Firm Library." My aim is to examine the various levels of thought, conversation and decision-making necessary to evaluate and purchase licensed electronic subscriptions in the branch library of a law firm.

As the first speaker on the panel, I will attempt to provide practical tools for use in handling licensing matters. The panel is coordinated by Diane Altimari from Miami-Dade County Law Library, and I share it with Lisa Smith-Butler, Associate Law Library Director & Adjunct Professor from Nova Southeastern University Law School and Kermit Lowery from LexisNexis. Although my perspective is that of a firm librarian, I hope that academic, court and corporate law librarians will take away at least two good ideas or tips.

SEATTLE LIBRARY TOURS

The Preliminary Program for AALL provides your only opportunity to sign up for library tours in Seattle. Take a moment to register for tours of private, public, and academic law libraries. See the public research opportunities at King County Law Library; be dazzled by the glass roof of the library at Davis Wright Tremaine; check out the new and nearly new libraries at Seattle University and the University of Washington; and more!

Fred Hanson
Seattle Local Arrangements Publicity Chair

MAXIMIZE CURRENT AWARENESS: ACQUIRE INFORMATION AT WARP SPEED

by Karen W. Silber, BNA

J-5

Wednesday, July 16, 2003

9-10:00am

Did you ever wonder what other librarians are using for current awareness? What sources do other institutions use to get their information quickly? Looking to replace a service and wonder what options you have? Guess no more!! If Seattle is your destination this July for the AALL Annual Meeting, make room on your calendar Wednesday, July 16 at 9 a.m. for program J-5. Then sit back and listen to three librarians discuss what they use to disseminate information quickly to their patrons. Katherine Foster, Law and Corporate Affairs Librarian at Microsoft in Redmond, WA, Jane Thompson, Assistant Director for Faculty Services at University of Colorado in Boulder, CO, and Alea Henle, Senior Researcher/Training Coordinator at Wilmer, Cutler & Pickering in Washington, DC will explain what services they use to keep their patrons (attorneys, professors and corporate execs) informed and on top of the information coming in from various sources (courts, publishers, newspapers, etc.).

We'll also hear from a publisher's point of view. Where is the publishing industry going and what can librarians expect from it in the next five years? How have services evolved and infrastructure changed at publishers' and users' sites to meet those needs? Will the platforms – CD-ROM, Web, newsletters/notification services – be around forever? Greg McCaffrey, Publisher and Editor-in-Chief at The Bureau of National Affairs, Inc. will give a presentation answering these questions.

So if you have ever been asked for access to a particular service that you have never heard of, or if you think that there may be services "out there" that would be useful for your job, then stop by Wednesday morning and listen to our panel of speakers discuss what they use to stay ahead of the deluge of information. There will be time at the end for questions and answers.

LEVERAGE THE WEB: IMPLEMENT A LAW FIRM PORTAL0

by Bobbie Cross,

Schnader Harrison, LLP, Philadelphia, PA

J-6

Wedesday, July 16, 2003

9:00-10:00am

Portals are now taking law firms to the next level of information dissemination. Many firms started with intranets which satisfied the initial need to provide attorneys and staff with a centralized, electronic access point for firm services, firm forms, and firm news. Soon though, the static nature of most intranets could not keep up with the demand for interactive, sophisticated information delivery needed by attorneys and staff.

"Implement a Law Firm Portal," targeted to library directors and library technology staff, will discuss the various hurdles in implementing a portal and the library's role and involvement in the execution of the portal. Included in the discussion will be making the transition from intranet to portal, working with practice groups, and marketing the portal to the firm.

The two presenters are at different stages in their portal's life. Both will share their tips and wisdom gained in the portal process as well as issues such as staffing, funding, and determining "who is in charge".

Presenters:
Bobbi Cross, Director of Research & Information Resources
Schnader Harrison LLP
Philadelphia, PA

Barbara Holt, Director of Law Library & Information Services
Perkins Coie LLP
Seattle, WA

NEWS FROM THE CHAIR OF THE RECORDS MANAGEMENT GROUP

by Lee R. Nemchek, Morrison & Foerster LLP, Los Angeles, CA

There is lots of programming news for librarian/records managers who will be attending the AALL Annual Conference in Seattle this summer and/or the ARMA Annual Conference in Boston this upcoming fall. The AALL program entitled "To the Max: The Balancing Act of Multitasking Managers" is scheduled for Monday, July 14 from 9 am -10 am. Here is the official description from the Preliminary Program booklet.

Learning Outcomes: 1) Participants will be able to outline successful strategies for managing multiple departments within the law firm. 2) Participants will be able to identify specific coping strategies that will enable them to maintain a healthy balance between life and work.

As information professionals continue to meet the many challenges within their own libraries, it is only natural for the powers-that-be to turn to them to manage additional departments within the firm. Like so many life experiences, managing multiple areas requires the patience of a saint, nerves of steel and the ability to handle a great deal of pressure. All that being said, however, many managers have found overseeing several departments to be extremely rewarding and personally fulfilling. Come hear two multitasking librarians describe how they have effectively integrated the management of several groups within their firm/organization. Learn the key steps to managing budgets, technology and personnel successfully – while maintaining your sanity!

Gayle Lynn-Nelson, Coordinator, Moderator and Speaker LexisNexis™

Lee R. Nemchek, Morrison & Foerster LLP

Robert K. Oaks, Latham & Watkins

In addition to this program, please plan to attend the annual business/networking meeting of the PLL Records Management Group, which is scheduled for Tuesday, July 15 from 5:15 pm to 6:15 pm (hurray, not our usual 7:30 am meeting!).

The program has been finalized for ARMA International's 3rd Annual Legal Preconference, and it looks like it's going to be a real treat. Entitled Spanning the Discipline: Information Management in the Legal Environment, this year's preconference track will focus on records retention issues, electronic records, centralized vs. decentralized file management systems, intellectual property records management issues and assessing media options for managing and storing records. Here is the full preconference preliminary program:

Boston, MA, October 17 – 18, 2003

Friday, October 17, 2003

8:45–10 am Law Firm Record Retention Schedules – Lee Nemchek, CRM, Morrison & Forrester LLP

This session will cover the development of client file and administrative retention schedules and applies to both paper and electronic records. Policies, procedures, and sample retention schedules will be covered.

10:30 am–Noon Intellectual Property Management Issues – Frank LaSorsa, CRM, Patterson Belknap Webb & Tyler LLC and Janet Winberg, Darby & Darby

The session will discuss a "best practices" for dealing with intellectual property files (patent, trademark & copyright). Also, retention issues and the latest case law.

1:00–2:30 pm DMS v. RMS – Sean Doherty, Technology Editor, Network Computing Magazine and Colin Cahill, CRM, Ropes & Gray

Join this spirited session on where the record copy of an electronic record should reside. Hear these two experts debate such questions as where should electronic records reside, in the document management or records management system? What does a document management system do vs. a RM system? When does an e-record become a record? Get the answer to these and many more questions from you, the audience.

3:00-4:30 pm Centralized v. Decentralized Filing Systems – Marty Mulinix, Alston & Bird LLP and Jeanne M. Schenkelberg, CRM, Baker & Hostetler LLP

Learn more about centralized and decentralized file management systems, what managing each of these systems requires and the pros and cons of each system. What a centralized/decentralized file management system looks like and recommendations the presenters have for future systems.

Saturday, October 18, 2003

8:45-10 am Legal Research and Conflict Searches – Gitelle Seer, Dewey Ballantine LLP

When you do a conflict search and are asked to expand your search to subsidiaries, officers, directors, etc. where do you go to get the latest, most up-to-date information? How do you know what you are using is the "best source?" This session will help you learn how to go about doing legal research on these issues.

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10:30 am-Noon Electronic Filing in the Courts – Connie Schumacher, Circuit Court of Cook County, Chicago, Illinois

This will be a presentation of a case study on the implementation of a RMA within the Circuit Court at Cook County, which is the second largest consolidated court system in the world.

1:00–4:30 pm Developing an Imaging Program – Ray Cunningham, CRM, University of Illinois Foundation

Have you ever wondered how to start an imaging program? This will be a "nuts & bolts" session to discuss the virtues of different media, imaging vs. microfilm, and when each medium is appropriate. What is the vocabulary you should know to discuss this, how you begin, reviewing the workflow in your environment, and selling the program.

And if the preconference isn't enough for you, the ARMA Annual Conference, which begins immediately after the preconference on Sunday, October 19, will include the following relevant programs:

Informational Poster Session on Mobility in the Legal Profession: The Incoming and Outgoing Lawyer Processes

From the e-Mail Server to the Courtroom – Controlling Electronic Risk

Electronic Records Management – A Step-by-Step Approach

From Zero to Hero: Starting a Records Management Program from Scratch

Comparing Leading RIM and e-RIM Software

Mock Trial: The RIM Team before Judge and Jury

Facility Closures, Mergers and Acquisitions: Practical Tips on Purging, Moving, and Merging Files

Ask the RIM Experts Panel

The Realities of ERM Software Implementation

Last, but certainly not least, we anticipate that the long-awaited treatise entitled Legal Records Management: A Handbook of Practice and Procedure will finally be "in the bookstores" this August. If at all possible, I will try to bring a pre-publication copy with me to AALL, although I can't promise anything!

PLL TRAVEL GRANT RECIPIENTS

The PLL Grants Committee has announced this year's winners of PLL Travel Grants. Committee Chair, Randall J. Thompson has announced that grants have been awarded to the following recipients:

Mary Lou Calvin
Warner Norcross & Judd
111 Lyon Street
Grand Rapids, MI 49503
616-752-2236

Katherine K. Coolidge
Bulkley, Richardson, & Gelinas, LLP
1500 Main Street, Suite 2700
Springfield, MA 01115-5507
413-272-6275

Constance P. Dickson
Gibson, Dunn & Crutcher, LLP
1050 Connecticut Ave., N.W.
Washington, DC 20036
202-955-8566

Christine Graesser
Brown Rudnick Berlack Israels LLP
CityPlace I
Hartford, CT 06103
860-509-6549

Janice E. Henderson
P.O. Box 23060
Brooklyn, NY 11202-3060
718-230-3791

Akram Sadeghi Pari
Cincinnati Law Library Association
601 Court House
1000 Main Street
Cincinnati, OH 45202
513-946-5268

Terry Psarras
Carlton Fields, PA
777 South Harbour Island Blvd.
Tampa, FL 33602
813-229-4114

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