

PLL PERSPECTIVES

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MANAGING INFORMATION¹

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INFORMATION IS POWER - the power to solve problems. What will a court say about this issue? What are the ramifications of this course of action? What might an enforcement agency do? What about competitors? Will the actions of one or more put an investment at an unacceptable risk level? Do we have underutilized resources? If so, can we put them to some revenue and profit generating use?

The sheer volume of information overwhelms us today. Unchecked, a law library doubles in volume - and size - every five years. A single weekday issue of the *New York Times* contains more information than the average 17th century Englishman encountered in a lifetime. Today's *New York Times* reports news events that happened just yesterday because the technology exists to send the news story halfway around the globe instantaneously. Even 200 years ago it took weeks for travel.

Communication technologies permit the gathering and redistribution of vast amounts of information; but, information without organization and structure devolves into mere data. Data, the raw material of facts, once gathered and organized, enables the analysis to make inferences, to draw conclusions - to create useful information.

Today, technology has changed the way information is used, retrieved or reused. Searching in full text databases, researchers now find cases independent of any classification scheme so that they can apply the law in a creative way, assembling a concordance for a document to better understand the expert for cross-examination. Applied to cases, this could allow a researcher to determine relatively quickly what courts or judges and appellate judges rely upon most in writing their opinions. The CD ROM version of the *Oxford English Dictionary* permits us to search for all words with a particular suffix or for words appearing in the definition of the defined word. The power of software running on desktop files amazes one. It compares two documents and produces a third document showing the differences; generates (without operator intervention) a list of cases, and other authorities

cited; and checks them for proper Blue Book format.

Technology enables us to process data, the raw material of facts, into information. For example, the number of incoming and outgoing phone calls are only numbers until assembled and analyzed against capacity to become information. Data, if collected, organized and formatted, can become information which management, lawyers, customers, etc. can use to identify a problem and craft a solution for it. Technology works not in a vacuum but as a tool within systems designed by individuals to meet the unique needs of each customer group.

For centuries libraries have managed information to store, guard, protect and make available/accessible the secrets and the knowledge found in the storage medium of the day. The tools, techniques and technologies changed with the form in which the information was fixed. Librarians in Alexandria stored the clay tablets and papyrus scrolls in facilities appropriate for the time. Later, with illuminated manuscripts and movable type books, different management approaches were required. The librarian in Umberto Ecco's *The Rose* demonstrated the extremes of maintaining an arcane, secret organization of the monastery's library to protect the books and the innocence of the monks from information in some of the collection. Now, with information stored in multiple formats - microfilm, microfiche, micro-card, CD ROM, optical discs, video tape, film, etc., new challenges are posed.

Fortunately, for years librarians have devised schemes to organize knowledge and make it accessible - both in the sense of finding it and of understanding the breadth of human knowledge. In devising the schemes and in adapting them, librarians seek to follow the Five Laws of Library Science postulated more than 60 years ago, by the great Indian librarian S.R. Ranganathan:

- Books are for use.
- Books are for all; or, Every reader his book.
- Every book its reader.
- Save the time of the reader.
- A library is a growing organism.

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FROM THE CHAIR

by Michael Saint-Onge
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EVERYTHING I NEED TO KNOW

SEVERAL YEARS AGO, Robert Fulghum wrote *Everything I Need to Know I Learned in Kindergarten*, a guide to life based on a few simple principles. This touched off a number of copycat publications like, *Everything I Need to Know I Learned From My Cat*, and even, *Everything I Need to Know I Learned From Eating Chocolate*. If it is true that the secret of life can be boiled down to a few basic tenets, then here are mine. As luck would have it, they can all be applied to the PLL and/or one's professional life, so I thought I would share them here in this longer-than-usual "From the Chair" column.

THE ONLY WAY THINGS GET ACCOMPLISHED IS FOR EVERYONE TO WORK TOGETHER

One of my all-time favorite stories is from the Special Olympics in Atlanta last summer. Some of the events were televised, and I happened to come across it while channel-surfing one Saturday afternoon. (In my defense, I was sick at the time - I normally don't watch Saturday afternoon television - honest!) The event I saw was a race, with all of the contestants lined up at the starting line. The starting pistol rang out, and all of the runners took off.

Unfortunately, not very far into the race, one of the runners stumbled and fell. She started crying. One by one, the other runners stopped and ran over to her side to comfort her. Soon, she was on her feet again, with all of the contestants helping her across the finish line. They had done it together, totally undermining the concept of competition and winners and losers. There wasn't a dry eye in the house.

I think that can teach us a thing or two. We get things accomplished only when we work together. PLL gets a lot accomplished because we have a common goal, a common "finish line," and we get there by helping our colleagues get there, too.

THERE IS TREMENDOUS STRENGTH IN NUMBERS AND STRENGTH IN UNITY

Occasionally I'll hear someone call for a PLL separatist movement. "AALL doesn't understand our needs," or "those darn academics have the leadership of AALL all sown up." It is usually someone who hasn't been very active in AALL, because the more active one is, the more obvious it is that our strength is our unity.

As an organization, we are just now beginning to understand and use the power of a unified voice. Our Washington Affairs office has accomplished more in the last several years to influence the larger legal and library communities than we ever could have thought possible, and that influence continues to grow. One community. One voice. We're more effective that way.

INVOLVEMENT IN ONE'S PROFESSIONAL ASSOCIATION CAN MAKE ONE HAPPIER IN ONE'S PROFESSION.

Since becoming involved in AALL and PLL, my commitment to my profession and my sense of having chosen the right path has grown tremendously. I am thoroughly convinced that volunteering has a direct correlation to one's professional and personal happiness.

Tired? Bored? Burned Out? Get involved! You'll suddenly find that one person can make a real difference in an organization of our size, and that renewed energy will carry you to a whole new level of job satisfaction.

SLOW DOWN

Several weeks ago, I was walking home from my local coffeeshop on a beautiful Sunday morning. As I passed the post office, a car came to a screeching halt, and the driver leapt out of the car and bolted to the door. Finding it locked, he muttered, "Damn," and looked at his watch. He walked dejectedly back to his car. I had to laugh to myself. It was Sunday morning. All the hurrying in the world would not have made a difference - the post office was not open, and had never been open, on Sunday. I got to thinking about that. I know I do it, too. I rush around with this false sense of urgency, an urgency that ultimately adds nothing to my life or my ability to accomplish what I want and need to accomplish. Part of it comes from working in a hectic environment. Law firms are notorious for encouraging that way of thinking. Resist it at all costs.

The trick is to slow down and savor life. Enjoy the people and the opportunities in your life. If you work hard, and I know you do, make it enjoyable. Treat yourself to some time off when you feel like you're losing the balance.

KEEP LEARNING

Many years ago I attended an AALL Annual Meeting, and I had carefully outlined the educational programs I wanted to attend - only those exclusively relevant to private law librarianship, of course. I always sit up front when I go to these things because I get too distracted when I sit in the back. After one session, I wound up talking to the woman sitting next to me, and before I knew it, the next session was starting. I sat down to gather my things, ready to sneak out of the room when the speaker began. I hesitated because I didn't want to get up and leave from the front of the room, making the speaker think that I had already judged her speech and found it wanting. As she talked, though, I became riveted. I wound up sitting through the entire session, even though it had no direct relevance to private law librarianship. Since then, I have always tried to attend at least one educational program at the annual meeting that deals with something that I know nothing

about and that has no practical value to my job. I am convinced that we often close ourselves off to learning new things. We need to consciously choose to open ourselves up to the bigger world.

BE WILLING TO CHANGE AND ADAPT

Ogden Nash, in one of my favorite quotes, said, "Progress may have been all right once, but it has gone on far too long." There is a lot of truth in that. There is something about change that is initially invigorating; but after the newness wears off, most of us are left a little tired of progress. But there is no way to escape it. The best we can do is embrace it.

FORGIVE, AND THEN FORGIVE AGAIN

I know we all know people who hold grudges. They are often bitter people, quick to tell you the horrendous injustices they've suffered at the hands of someone else. Though the slight may have been many years ago, they just can't seem to let go of it.

I have also noticed that people can hold grudges against organizations or the world at large. I was for many years studying to be a Roman Catholic priest. Inevitably, when I was in the Seminary, I wound up sitting next to individuals (usually on long cross-country plane trips, when escape was impossible) who, once they found out what I did, proceeded to tell me every horrible thing every Catholic had ever done to them. I am sure you've heard the same rant about old employers or professional associations. Some people just can't let go. But the only one hurt by holding onto that anger and resentment is the person holding the grudge. That strikes me as a terrible way to live.

There is no shortcut to forgiving, no magic pill one can take to get over the frustration and anger. But not attempting to move beyond it means it will continue to control you long after it should. If you find yourself angry at AALL, or PLL, or your firm, or your profession as a whole, know that these are dynamic institutions that change and grow, and holding onto resentment means you'll never allow them to make mistakes and learn from them. I certainly wouldn't want someone to do that to me. Forgive, and then forgive again. It is a better way to live.

DON'T BE AFRAID TO ADMIT YOU WERE WRONG

A direct correlation to "forgive and forgive again." Admitting you were wrong when you make mistakes is not that hard. Don't you think better of people who are quick to admit their mistakes? I do. There is no shame in being human. Don't let your ego keep you from learning the lessons you need to learn.

Okay, so maybe these eight tenets are not "everything I need to know" about life, but they are a start. What are yours? I hope your list would include something about giving back to your profession.

On that note, I can't tell you what a pleasure it has been to serve as the chair of the PLL this year! It has allowed me to see the bigger picture and has made me an infinitely better librarian. I thank the many people who served on our various committees and task forces, the countless people behind the scenes who made the PLL work this year. It has truly been a gift. I hope that you share the same excitement and enthusiasm for our profession that I have and that the future holds good things in store.

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Managing information effectively requires using those laws as the guiding principles, substituting information for a book. A technology driven system is like a high powered sports car in a bumper car amusement ride: The car can go fast but there's no place for it to go and it doesn't absorb bumps from other cars very well. But, applying technology to build a system with Ranganathan's laws as their guiding principles, we can build a system to manage: externally created information - the books and magazines available in or through the library; internally created information - to avoid "re-inventing the wheel" by sharing information to provide better client service.

The system recognizes knowledge as the firm's central resource. The overall design of the system makes it easier to do, not just easier to use. The system makes the machine invisible or at least as low a barrier as possible. It helps attorneys and staff focus on "what" they should be doing not "how" to do it. The system support staff has a "can do" attitude. They apply their knowledge and experience to work with attorneys and secretaries to determine what they really need, not just what they're asking for. Such a system involves people working together, using both hardware and software to monitor activities and gather information so that before a client visits the law firm for a meeting

- (i) The lawyer receives a report drawn from many information sources - news stories, the Internet or on-line services - about the most recent developments affecting the client's business, such as economic forecasts, legislative or regulatory activities or a medical study that suggests the demand for the client's product will change dramatically - up or down.
- (ii) The receptionist knows when the client is expected, greets the client by name, knows what conference room the meeting will be held in and can offer the same beverage the client had at the last visit.

The system permits collaboratively creating and reviewing documents so that new lawyers can learn from the experts in the firm in the most cost effective manner possible. The associate can easily locate earlier documents used by the partner and can adapt them for the current question. The partner can then review the draft, electronically mark it up with instructions for the drafter to revise and for the librarian to research an issue further. The electronic storage of the records facilitates collaborative work - the same document available to everyone in the firm simultaneously. Thus, the attorney who has stayed at home to watch a sick child or elderly parent can fully participate in a conference call discussing the document.

Users of the system find it both responsive and flexible because it is service oriented. The system designers view the secretaries and attorneys as customers - marketing to them always, seeking to understand and anticipate their needs and adapting the system as those needs change. The system provides the needed information to the desktop electronically or in hard copy.

The system is cost effective. Every unit is open, expandable and reusable for other applications. Cross-trained staff support the

system and users in using the hardware, choosing the appropriate software for the task. When an attorney or secretary contacts the library with an information request the system makes, a number of things are available to the librarian - who is calling or sending the e-mail (if it's the secretary, it indicates which legal staff she works for). A click of a button brings a pop-up menu of the 10 most recent client-matter numbers the attorney has worked on so that time and disbursements associated with the request are assigned easily to the correct matter. Another menu shows the attorney's preferred method of receiving the completed request: e-mail, Folio Infobase, Notes Database, hard copy etc. The system generates an electronic request form so that any other librarian can identify the status of the project when the attorney or secretary calls back for a status report before the negotiated deadline. Because the request is now in an electronic form, the project can be delegated to any member of the library staff, including e-mailing or faxing the telecommunications to outside research librarians.

Typically, solving the request would involve searching many places: work-product and work in progress files, the on-line catalog, other library catalogs, traditional on-line databases, the collective knowledge and experience of the firm. The librarian analyzes the request to determine the best place to start - prior work product or other sources.

If a search in the work-product file finds an appropriate memo or brief, the librarian can readily ascertain when the original research was done and the research strategies used, including the exact query. Then the librarian can run the search again for new information, modify the query to find information to answer the slightly different question posed this time - building not only on the memo but also the underlying knowledge that went into writing that memo.

This system transforms the "file room" into the records center. Record uses image-based technology to store information electronically instead of on paper. Clerks who used to spend time filing paper documents would enhance the retrievable information in the records center by greater indexing.

Because of technology, the indexing of documents could be off-site, using telecommuters - anticipating travel restrictions for air quality. The indexing software would feature voice recognition so that the ability to type is not so important, i.e., use disabled workers. Because files are updated digitally with image processing, the circulation system would know if anyone has an item "checked out" and would alert them that there is a new item in the file.

After initial startup the electronic system saves money; the original is filed off-site, destroyed when appropriate. The aggressive firm will image every piece of paper that comes into the firm and immediately throw the paper away.

Underlying this information system are the tools to improve management decisions. It analyzes costs both fixed and variable - patterns, details and general, lights, air conditioning, electricity uses, overtime, staffing needs, utilization, billable hours, nonbillable hours, realizations, maintenance alternative value billing. The analysis enhances the ability to recover the costs of knowledge-based systems by leveraging knowledge and experience instead

of just numbers. This facilitates assembling a budget for a new case so that all costs are considered. Those costs include the ones absorbed and the ones passed through. Another aspect is an information impact statement to determine whether the firm has the necessary information to service this client and the costs to gain access to that information.

It gives more detail about areas of practice and more use of the ability to use the information. It shows the overtime authorized by attorneys so that personnel can reschedule support so they're not working overtime, hire temporaries to support or reallocate cases to other attorneys. The system reports comparison information of budget for the case to everyone involved - client, attorney and staff. The management foundation tracks case calendars for planning purposes. The supplies, equipment and space needs can be anticipated to get the best possible price. By tracking information by practice area by plan, budgeted, collections, etc., the library can anticipate information needs; facilities can anticipate supply, space needs; personnel can anticipate staffing needs.

The system improves communication by sharing war stories related to marketing efforts; sending electronic internal newsletters, converting e-mail to digital recording for scanning and playback in the car; converting faxes to digital recording for scanning and playback in the car; electronic dissemination of information to everyone of topics of interest to them.

WANTED: SMART, HIGHLY EFFECTIVE PEOPLE AMPLL I: PRIVATE LAW LIBRARIANS LEARN ADVANCED MANAGEMENT SKILLS

by Kathie J. Sullivan,
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MARK YOUR CALENDARS NOW, before you read any further. When the next mailing comes from PLL for the LEXIS-NEXIS TRIPLL or AMPLL programs, usually in December, submit your application before you take your next breath. Let nothing stop you. Find a way to apply; and if you are accepted, find a way to attend. If you are not accepted the first time, apply again and again until you are. You will not be sorry.

The first Advanced Management for Private Law Libraries (AMPLL) program, sponsored by LEXIS-NEXIS, was held April 11-13 in Phoenix, Arizona, at Red Lion's La Posada Resort. Let me get the obvious out of the way first. The physical surroundings were lush, sumptuous and first class. The only drawback was that participants were kept busy for most of the two days of the meeting and did not get to enjoy much of the sunshine! The food was diverse, excellent. The meeting arrangements were planned to the most minute detail. Program materials were excellent. Speakers were top-notch. The thirty participants felt fortunate to have been selected for this meeting.

By way of background, in 1990 LEXIS-NEXIS pioneered a new program for private law librarians dealing with teaching legal research in a private firm modeled after their successful Graylyn program for academic librarians. The program was held at the Westfields Conference Center outside of Washington, DC. I was fortunate enough to be selected for this first program, and frankly, I think it changed my life. Now this program has been institutionalized as the TRIPLL (Teaching Research in Private Law Libraries) program and has about 240 graduates. LEXIS-NEXIS conducted a survey in 1993 regarding professional development topics; and management issues were rated very highly according to Cindy Spohr, Director, Specialty Customer Programs. Serious discussion and planning for what would become AMPLL did not take place until the summer of 1995. The proposal was presented to the TRIPLL Council late in 1995, an AMPLL Council was created in 1996, and you know the rest. (Cindy Spohr caught me up on this history as well.) If this first session is any indication, AMPLL will live a long, healthy and successful life.

AMPLL participants were selected from applications submitted by members of the Private Law Libraries SIS of AALL. Among the factors considered by the Council were those leading to the creation of a geographically diverse group of participants from different kinds of firms with varying years of

experience. Keeping the selected group to about 30 practically guarantees the group members will have opportunities to work together in small group activities, have a chance for meaningful conversations and find resources to aid them when they return to their offices. I think it is also easier for outside speakers to deal with smaller groups as names can be learned and used.

AMPLL GOALS

The AMPLL Council had reasonable and attainable goals in mind when designing this program and stated their objectives in the program materials:

The mission of this conference is Management Techniques: Increasing Cost Effectiveness of People, Technology and Resources. The objectives of the conference are to

- Develop effective management techniques
- Refocus library services
- Increase firm profitability: The library's role
- Enhance professional development

The objectives and goals were accomplished through a series of speaker presentations, coupled with small group breakout sessions and role-playing, self-analysis of personal management style, learning to be effective in the organization with this new knowledge of our style, learning to play a role in the firm's profitability, learning how to redefine library services, and finding the "yes" in "no." There was also a lively panel discussion on "Current Issues" to which we submitted our burning questions on a variety of issues, including how to become more involved in our profession.

In addition to members of the AMPLL Council who presented some portions of the program, speakers were Sandra Yancy (The Yancy Consulting Group), Joe Altonji (Hildebrandt) and Joanne Feierman (Seminars in Communications). If you have the chance to attend a program with any of these individuals, do so. It has been my experience that many of us fall into management positions within our organizations without having had the benefit of formal training. Not that I am criticizing; but we learn on the job, and we may learn to deal with the specifics of that organization rather than learning skills with a more global application. The presentations in Phoenix filled in a few of the gaps of understanding for me.

MANAGEMENT STYLES

What did I learn from these speakers, presentations and small groups? I learned I am a "relater" and my relationships with and needs from people around me are different than if I were a "director" or "socializer" or "thinker." Sandra Yancy based her presentation on Personal Management Style on the book *People Smarts: Bending the Golden Rule to Give Others What They Want*, by Tony Alessandra and Michael J. O'Connor in which you can find much information to help you analyze your management style. I have a brand new copy of this book on my desk as I write. Identifying a personal management style is key to dealing with and influencing people, organizations and change. I have a lot more reading to do, but I can tell you I am listening to people around me much more carefully, framing my thoughts

and suggestions differently, setting different goals than I did before I knew about these concepts. I also learned that while what I may have suggested to my organization in the past was not necessarily wrong or bad information or poor goals to strive for, the approach I use in the future may have to be adjusted. In other words, I was able to identify my weaknesses, or in Yancy and Alessandra's terms, my "future strengths." I learned to alter my expectations; I learned that I can have a role in enhancing law firm performance; I learned to change my mindset and adopt that of the organization in attempts to regain energy. That is not to say I learned to "agree" but rather I learned to "acknowledge" in order to buy time, regroup, see issues from other perspectives. I learned a few methods of turning opponents into allies.

What is my next step? I am going to read and mark *People Smarts* as well as my brand new copy of *The 7 Habits of Highly Effective People*, by Stephen R. Covey. I am going to study the many notes I took during the sessions and use my new knowledge to pump some energy back into my work. I am going to stay in touch with people I met in Phoenix and encourage other firm librarians to become a part of this program if and when it is offered again. None of these changes and improvements will happen overnight, but I feel confident that my new knowledge and tools will be of long term benefit both to myself and to my organization.

A DISCUSSION OF THE CHANGING ROLE OF PRIVATE LAW FIRM LIBRARIANS: THE INFORMATION INNOVATORS INSTITUTE III EXPERIENCE

by Martha Thomas, Kilpatrick Stockton LLP
North Carolina Offices

THE 1997 III WAS A VERY GOOD EXPERIENCE FOR THIS FIRST-TIMER. More than thirty PLL members and West Group staff met in San Diego to discuss the direction in which the private law firm librarian may be heading. This article will focus on the two sessions which were of the most significance to me. All group sessions were good, but these two were of special interest to me. The following is my reflection of "Creative Marketing" and the "MIS Relationship."

My role as a private law firm librarian is relatively new. Among other things, the Institute offers the new firm librarian an opportunity to network with other PLL members. Moving from an academic environment to the law firm, I am very much in a learning phase. Participants offered wonderful insight, good suggestions for solutions to problems and ideas for what is to come. As the first professional law librarian in my firm, I am anxious to develop ways of increasing my exposure in the law firm and changing the role of the library and of my staff to fit the firm's future research needs. Excellent ideas were brought out in the programs mentioned above.

CREATIVE MARKETING

First, the Creative Marketing program was presented by Eugenie Prime and Merrie Jo Schroeder. Eugenie provided a straightforward slide presentation and talk about the importance of marketing one's position and department in an organization. The bottom line is that marketing is essential. The library is commonly thought of as the least significant element of the firm's daily operations. As librarians we must develop practices which will display our competence, worth and skill. A bibliography which named several articles expanding upon the discussion of marketing a law firm library was distributed.

Unique examples of marketing models were presented. Merrie Jo explained the creation of a formalized business development project. Creating marketing documents about clients, companies or potential clients is not a new concept. Formalizing the work product, creating a presentable and formal document is a new idea. Each practice group can be approached individually, and business development practices can be tailored to fit the needs of each group. Merrie Jo presented a survey that was distributed among her Intellectual Property group to determine its needs and wants so that the library staff could focus its efforts on those needs. This is an excellent why to become more visible in the firm's business.

THE MIS RELATIONSHIP

The law librarian's role in technology will only increase. We find ourselves on technology committees, making requests for hardware and planning for the library's future media mix. This brings us closer to

the MIS department. Will Scarbrough and Gitelle Seer presented a role-playing situation. The moral of the story was that we have to work with our MIS staff and become a joint force. The elements of the role-playing session displayed some of the common problems found in a Library/MIS relationship. Unclear lines of authority, resentment, turf wars and budgetary concerns are only a few of the negative aspects of the relationship. I heard many negative stories which revealed that in many law firm situations the MIS department and the library are very separate entities. I am fortunate to work with a very responsive MIS department in the Winston-Salem office. The library staff is involved in planning library technology, weekly MIS meetings and coordinating training sessions. When I returned to the office after attending the Institute, I immediately scheduled a Library/MIS luncheon. This was a suggestion that came out in the discussion. Even though my staff has a good relationship with the MIS department, I could see room for improvement and the enhanced flow of information. It was at this meeting that my staff was invited to attend the weekly MIS meetings. One member of the library staff attends by conference call and reports back to me with developments and future plans. We find the open lines of communication a valuable part of the Library/MIS relationship.

Professional meetings are more important now than they have ever been. Libraries are experiencing a great deal of change, and this trend will continue. We need more such opportunities to network and exchange ideas and we must take full advantage of them.

THIS YEAR, THE PLL/SIS HAS:

- Written a letter to 85 law firms, whose librarians are not members of AALL or PLL, highlighting the advantages of membership and inviting them to join us. Special thanks to **Roger Parent** for his inspiration and leadership on this idea.
- Established a PLL Appreciation Reception at the upcoming Annual Meeting in Baltimore to thank those individuals who have served as Committee Chairs over the past year, and to facilitate cooperation between the outgoing chairs, incoming chairs and the PLL Executive Committee. Thanks go to **Joan Jarosek** and **Tom Fleming** for organizing this event.
- Established, in conjunction with AALL, an official representative to the American Bar Association Law Practice Management Section. This individual will help us coordinate projects that our two organizations can work on together to strengthen our mutual interest. **Hazel Johnson** has agreed to serve in this position, and we look forward to working with her as the relationship unfolds.

NEW TECHNOLOGIES IN THE LIBRARY: CATALYSTS FOR CHANGE

by Lynne Davis-Gabriel, McGuire
Woods Battle & Booth,
McLean, Virginia

ONE OF THE MAJOR THEMES of the 1997 Information Innovator's Institute was the array of opportunities presented to us by emerging technologies finding their way into law firms today. Two familiar slogans, "Just Do It," and "If You Build It, They Will Come," were explicitly stated in different presentations; but they could have been the mottoes of the entire conference. The call to action was loud and clear.

The emphasis on technology started on the first night with the first of three presentations in the "Technology Suite," a forum at which new technologies were demonstrated and their applications in the law firm were discussed. Over the course of the conference, participants were able to view new groupware, intranet, and "push" technology software for different platforms and network configurations, and to learn from our colleagues how they are being used in our firms.

The Keynote Speaker, Don Holland of Holland Shipes Van, P.C.,

started us off by giving an overview of the current state of law firm technology and some prognostications about where we are probably going. While his outlines of hardware and software configurations were informative and interesting, one aside was especially worth repeating: While most firms cite increased lawyer productivity as a reason to buy or upgrade hardware, the mere purchasing of technology means nothing if it is not backed up by effective training. In many law firms, librarians are an integral part of the training process, whether officially recognized as such or not; and this axiom should be elemental to all our activities in that arena.

FROM LIBRARIANS TO INFORMATION CONSULTANTS

Austin Doherty, Library Director of Hogan and Hartson, and Ken Mead, Director of Information Services at Gardere & Wynne, then lead a discussion of the evolution from "librarians" to "information consultants" and the real changes that have, will or could occur behind that seemingly bureaucratic name change. Specifically, Austin outlined how technology should be a tool that librarians use in the creation of their new identities, whatever we decide those identities should be. The fundamental principles are simple: Identify what needs to be done and "Just Do It!" By taking the lead in these endeavors, we minimize the risk of being marginalized by others in the firm; by building on the strong traditions of responsiveness and personal service that have been the hallmarks of library service, we confirm our unique standing among support services.

IF YOU BUILD IT

An excellent example of Austin and Ken's ideal came from Patricia Foy, Director of Knowledge Strategies with Coopers & Lybrand, who walked us through the development of their intranet. Their successful project started with clearly stated goals: having the best informed professionals, and helping them save time and money. Based on this conception, the Knowledge Strategies staff examined what information was most requested, what could realistically be put up on the intranet for easy access, and then they built it. Along the way they had to maneuver through some uncharted ground, deciding, for example, how to make third-party services available to everyone while maintaining control over costs and billing. The final package has succeeded in handling 5,000 sessions each week by the targeted C&L professionals.

Finally, Linda Will, Director of Libraries at Greenberg Traurig, and Mitchel Winick, a law firm management consultant and law school professor, outlined the value of intranets as knowledge sharing resources and as opportunities to market the library. While it is fairly easy for information professionals to see the value of information sharing, it may not be so obvious to our clientele. The best way to show the value of such an undertaking is to give them something to look at and use – the "If You Build It, They Will Come" philosophy mentioned earlier. Mitch stressed that by targeting your audience and achieving an early victory by building a useful, meaningful product, you can prove yourself both willing and able. It is the willingness to incorporate new technologies into our long term strategies, and the courage to take risks for what we believe in, that will keep us from being the victims of those very technologies.

PLL NEWS

NEWS OF MEMBERS AND CHAPTERS

by Laurie A. Hart, Brown Raysman
Millstein Felder & Steiner, LLP,
New York, NY

MINNESOTA ASSOCIATION OF LAW LIBRARIES (MALL)

LIBRARIAN PATRICIA CUMMINGS, of the Minnesota Association of Law Libraries (MALL), and the Minneapolis firm of Leonard Street and Deinard, received the 1997 Legal Services Coalition Pro Bono Publico Award at the Minnesota State Bar Association's mid-year dinner, January 17th.

The MSBA's press release read, in part:

When federal budget cuts threatened the printing and distribution of publications aimed at helping low-income Minnesotans understand and use the legal system, Patricia Cummings, senior librarian, and her firm took action. Cummings helped develop and market a brochure, which highlights the availability of publications that explain legal rights and basic procedures for divorce, job loss, protection from abuse and harassment, conciliation court, renting, and other issues.

Cummings assisted with almost all aspects of the project including arranging pro bono printing and mailing of the brochure; creating a database of Minnesota libraries and social service agencies for brochure distribution; promoting brochure availability through professional organizations; coordinating the donation of computer equipment; and providing ongoing support. "Legal Services serves about 40,000 people with direct attorney representation, but there are thousands of other people who need the assistance provided in these booklets," says Karmit Bulman, managing attorney for the Minnesota Legal Services Coalition State Support Center. "The volunteer assistance helped us expand our resources so we could reach more people in need of legal assistance. Through marketing the booklets to educational institutions that could afford to pay for them, we gained a source of income to continue producing booklets."

The Legal Services Coalition Awards recognize lawyers who have provided extraordinary legal services to low-income and disadvantaged Minnesotans, and others who help low-income people gain fair access to the justice system.

Congratulations! to Patricia Cummings and Leonard Street and Deinard.

CHICAGO ASSOCIATION OF LAW LIBRARIES (CALL)

The **Chicago Association of Law Libraries (CALL)** was honored at the Chicago City Council meeting of February 7, 1997 for its 50 years of service to the Chicago legal community. The resolution read:

Whereas, the Chicago Association of Law Libraries has supported the Chicago legal community since March 20, 1947; and

Whereas, the Chicago Association of Law Libraries is celebrating its 50th anniversary in 1997; and

Whereas, for 50 years, members of the Chicago Association of Law Libraries have dedicated themselves to providing legal information to judges, attorneys, students and members of the public; and

Whereas, for 50 years, the Chicago Association of Law Libraries has been an example of cooperative sharing among its members; and

Whereas, the Chicago Association of Law Libraries has encouraged continuing education by presenting educational opportunities to its members during its 50 year history; and

Whereas, since 1947, members of the Chicago Association of Law Libraries have been at the forefront of embracing technology to improve the delivery of information to their patrons; now, therefore,

Be it resolved, that we, the Mayor and members of the City Council of Chicago, assembled this 7th day of February, 1997, do hereby congratulate the Chicago Association of Law Libraries for its 50 years of service to the Chicago legal community.

SOUTHERN CALIFORNIA ASSOCIATION OF LAW LIBRARIES (SCALL)

1997 also marks the **Southern California Association of Law Libraries (SCALL)** Silver Anniversary. The event was celebrated at the February SCALL Institute with a festive reception cruise around San Diego Bay and commemoration of the Association's past programs and past chairmen. The Institute's seminars focused on today's technological issues.

ARIZONA ASSOCIATION OF LAW LIBRARIES (AZALL)

The **Arizona Association of Law Libraries (AzALL)** presented its eleventh annual Advanced Legal Research Institute on four consecutive Tuesday evenings, February 25th to March 18th, at the Ross-Blakely Law Library, Arizona State University. The sessions were "Introduction to Legislative Histories, Background, Strategies and Use;" "Federal Legislative Research;" "Arizona Legislative Research;" and "Computer-Assisted Legal Research: LEXIS and WESTLAW in the Context of Legislative Histories." The Institute faculty included Victoria Trotta and Alison Ewing of Arizona State University, Kathy Shimcock of Muchmore & Wallwork, Michael Reddy of Lewis and Rocca, and Guy Adams of Lexis-Nexis and Gloria Regensberg of Westlaw.

Upcoming issues of AzALL's newsletter will be published in a new format as inserts in the *Arizona Journal*, a weekly paper serving the state's legal community. This arrangement will give the Association much wider exposure and certainly benefit AzAll and law librarians in general.

SOUTHWESTERN ASSOCIATION OF LAW LIBRARIES (SWALL)

The **Arizona and Southwestern Associations of Law Libraries** (AzALL and SWALL) held a successful Joint Annual Meeting, "Looking Back and Moving Forward," April 3-5 in Tucson, Arizona. Featured speakers included Joel Seligman, University of Arizona College of Law Dean and noted authority on securities law; D.W. Fitzsimmons, prize-winning political cartoonist for the *Arizona Daily Star*; and Clifford Lynch, Director, Library Automation, Information Systems and Administrative Services Division, University of California Office of the President. Frank Houdek, AALL President, addressed participants at the Friday breakfast meeting. Programs included sessions on a wide variety of topics including the Acquisitions Function, Elder Law, and Court Kiosks.

COLORADO ASSOCIATION OF LAW LIBRARIES (COALL)

The **Colorado Association of Law Libraries** (CoALL) held its seventh annual Legal Institute on February 22, 1997 at the University of Denver. The program was divided into three tracks: Beginning Legal Research, Advanced Legal Research, and Library Technology. In Track I, Martha Campbell, Colorado Supreme Court Library, offered the beginning legal research seminar, and Sande Erickson, Hall & Evans, covered the Colorado Legislative Process. Track II presenters were Brooke Wunnicke, University of Denver and Hall & Evans, on legal ethics; and Leanne Walther, University of Colorado, who introduced international law. Track III featured Jane Thompson and Georgia Briscoe, University of Colorado, with a program on day-to-day applications of the Internet in library science and professional development. Terry Cullen, University of Colorado, presented a program about designing and creating a homepage on the World Wide Web.

GREATER PHILADELPHIA LAW LIBRARY ASSOCIATION (GPLLA)

The **Greater Philadelphia Law Library Association** (GPLLA) sponsored a "Legislative Day" in Harrisburg on April 3rd. Attendees learned all about Pennsylvania legislative and regulatory processes from interesting presentations made by various Capitol Hill librarians and by insiders such as Clancy Myer, Parliamentarian, House of Representatives; Al Stockslager, Director, Legislative Data Processing; and Mary Jane Phelps, Staff Attorney, PA Code and Bulletin.

On Thursday, April 17th, GPLLA cosponsored with SLA a "Technology Day" at the Penn Tower Hotel.

GPLLA held its Annual Meeting and Institute on May 9, 1997. Carolyn Jones, Training and Organization Development Consultant, University of Pennsylvania, and an independent consultant, presented "Communicating in a Diverse World," using videos, case studies and role playing to examine management of communication among individuals of diverse backgrounds. Patrick Kehoe, of American University Law School Library and Immediate Past President of AALL, addressed the meeting attendees at the luncheon.

LAW LIBRARIANS OF PUGET SOUND (LLOPS)

Law Librarians of Puget Sound (LLOPS) members Barbara Holt, of Seattle's Preston Gates & Ellis, and twelve Public Relations Committee volunteers staffed the AALL-PLL exhibit booth at the Association of Legal Administrators annual meeting in Seattle, May 19th - 21st. AALL presented a workshop at the conference entitled "Maximizing Information Resources — Does Your Firm Value Its Library?", featuring Penny Hazelton, University of Washington Gallagher Law Library, Jean Holcomb, King County Law Library, and Anne Ellis, of Holme Roberts & Owen LLP. The Public Relations Committee helped to get the word out by sending a "don't miss this" postcard to all the pre-registered attendees. Both Lexis-Nexis and Westlaw provided support for the meeting.

LAW LIBRARY ASSOCIATION OF WISCONSIN (LLAW)

The **Law Library Association of Wisconsin** (LLAW) sponsored several presentations on legislative history at the Wisconsin State Bar Midwinter Conference: "How to Find Resources Relevant to Legislative History Research on Wisconsin Laws," A. Peter Cannon, Wisconsin Legislative Reference Bureau; "Researching Legislative Intent: Documentation Available Through the Wisconsin Legislative Council," Ronald Sklansky, Wisconsin Legislative Council; "Judicial Interpretation of Legislative Intent and Legislative History Documents," Honorable N. Patrick Crooks, Wisconsin Supreme Court. Louise Trubek, clinical professor at the University of Wisconsin Law School, made the final presentation on the "Project on Accessible Law."

CHAPTER HOMEPAGES AND LISTSERVS

The **Law Librarians' Society of Washington, D.C.** (LLSDC) has a new homepage, hosted by Howard University Law Library, at <http://www.llsdc.org>. At the homepage you will find information about the Society, its news and events, and e-mail communications links with the Society's officers.

The **Arizona Association of Law Libraries** (AZALL) has developed a web page and a listserv for the organization. The homepage includes meeting announcements and other Association news; its URL is <http://aall.wuacc.edu/chapter/azll/page1.htm>. Subscription requests should be directed to azall-list-request@azstarnet.com with the subject line: "subscribe"; messages should be posted to azall-list@listserv.azstarnet.com.

The **Minnesota Association of Law Libraries** (MALL) has launched its web site at <http://www.aallnet.org/chapter/mall>. The site includes background material on MALL, officer and committee information, an events calendar and announcements. Roger Skalbeck serves as webmaster for the site. This Chapter's listserv is MALL-L. To subscribe, send email to listserv@aall.wuacc.edu with a message in the body: "subscribe MALL-L <firstname><lastname>". Messages should be posted to MALL-L@aall.wuacc.edu.

Subscribe to the **Ohio Regional Association of Law Libraries** listserv by sending email to ORALL-request@listserv.law.csuohio.edu with the subject: "subscribe <your email address>". Messages should be posted to ORALL@listserv.law.csuohio.edu.

PLL BUSINESS NEWS

by John H. Davey,
Dechert, Price & Rhoads, New York, NY

THE ANNUAL MEETING IN BALTIMORE IS UPON US, so mark your calendars to attend the PLL-sponsored programs listed below.

SUNDAY, JULY 20th

PLL Business Meeting 10:00 a.m.-12:00 p.m.
PLL Luncheon 12:00 p.m.-1:30 p.m.
PLL Town Meeting 1:30 p.m.-2:30 p.m.

MONDAY, JULY 21st

Program B-1 10:15 a.m. -11:45 a.m.
Drowning in Library Procedures? Come to the Surface and Write that Procedures Manual

Program B-4 10:15 a.m. -11:45 a.m.
Navigating the Waters for a Disappearing Art Form: Legislative Histories

TUESDAY, JULY 22nd

Program C-2 9:00 a.m. -10:30 a.m.
From Then Until Now: The "Morphing" of Law Librarians into New and Different Positions

Program D-1 9:00 a.m. -10:30 a.m.
Covering All the Fronts - Managing Multilocation Libraries

WEDNESDAY, JULY 23rd

Program G-1 8:30 a.m. -10:00 a.m.
When Cyberspace Meets Physical Space: Library Design in the Age of Technology

Program G-3 8:30 a.m. -10:00 a.m.
Surfing the 'Net for Patents

Program G-6 8:30 a.m. -10:00 a.m.
Shifting Currents: From the World Wide Web to Your Own Intranet

Our PLL Luncheon speaker will be Pat Wagner, co-owner of Pattern Research in Denver, CO. Ms. Wagner is an active marketing consultant who conducts about 120 programs a year. Her theme will be "Everyday Leadership," and it will encompass the use of vision-based marketing. Be sure to reserve your ticket when you register for the AALL Annual Meeting. [The cost of the PLL Luncheon is generously underwritten this year by West Group.] A limited number of tickets will be available at the door for \$25.00, but I strongly encourage you to reserve in advance. Come hear the speaker everyone will be talking about afterwards!

If you are interested in serving on a committee next year, please contact the new chairs. Some of the chairs for next year are as follows.

Consumer Advocacy Committee

Kathie Sullivan (518) 426-4260

Education Committee

for proposals for Anaheim
(proposals are accepted until early August)
Tom Duggan (303) 575-7592
Nancy Adams (415) 774-3245

Grants Committee

Druet Cameron Klugh (303) 866-0212

Mentoring Committee

Gayle Lynn-Nelson (212) 309-8177

Public Relations Committee

Jane Huston (303) 866-0212

We are in search of an individual to serve as Assistant Editor for *PLL Perspectives*. If you are interested, please contact Anne Ellis at (303) 866-0212. We promise interesting work and the undying esteem of your colleagues, as well as the opportunity to leave your mark on one of the premiere resources for private law librarians. In addition, we are always looking for interesting articles. Contact Jan Brown at (215) 772-7611 if you have an article that you would like to promote.

A "Resources/Information in Private Law Librarianship" task force has been formed as a result of the Strategic Plan. We hope to gather into one useful resource, the wealth of information out there among private law librarians. It's been nicknamed "RIPLL", and we hope to have a rough outline before the end of the calendar year. Mike Saint-Onge will be chairing this project.

Several years ago, a researcher named James Matarazzo conducted a survey for the Special Libraries Association (SLA) that measured the value of corporate libraries and librarians by senior management. The survey provided valuable information that aided SLA members in marketing their skills and knowledge. After much discussion at the PLL Strategic Planning Meeting, and as an outgrowth of the same AALL Task Force that produced the Tool Kit, we have decided to explore the possibility of conducting a similar survey among private law firms. Our own Mark Estes is Chairing this Task Force.

The PLL Webpage is currently in development. We are trying to add information of interest and value to private law librarians, law firm administrators, and the practising bar, rather than just mounting the same information. We hope to have a grand unveiling prior to the AALL Annual Meeting in Baltimore.

The Technology Committee is investigating the possibility of a "hands-on" workshop for the Anaheim meeting in 1998, in addition to other programs that will further the use of technology among private librarians. Thanks to Cindy Chick for her hard work.

There has been interest expressed in forming a group within the PLL/SIS for branch librarians or multilocation libraries. Anyone who is interested or who has ideas can contact John Davey at (212) 698-3515, and he will filter the information to the appropriate parties.

Many thanks to everyone involved in PLL this year, and I look forward to sharing more fantastic PLL business in the coming season.

Law Librarians Make Marketing Work With AALL Tool Kit

Law Librarians: Making Information Work, AALL's new Tool Kit, is drawing rave reviews from law librarians as they use it to market and demonstrate their value. Whether they're using it for reference or putting its practical ideas to work, everyone agrees the Tool Kit is an excellent investment.

"It is the most practical and ready-to-use kit if you want to jump-start your library's marketing campaign," said the *Marketing Treasures* newsletter (September/October '96) in a review that gave the Tool Kit "two thumbs up." "AALL has clearly thought through the entire marketing process. First, define your business. Second, know your clients' needs. Third, design your marketing campaign."

The article explained what Tool Kit users have found — it has almost all the ideas and tools you'll need to market your library, including:

- "Making A Law Library Work" Management Briefing
- "Gathering Statistics" Handbook
- Sample Mission Statements and User Survey
- Law Librarian Standards
- Q&A about the value of law librarians
- Marketing Briefing for Librarians
- Detailed bibliography

■ Management Made Easier

"Every law library should publish an annual report and circulate it throughout the firm."

AALL Tool Kit

"It was the best purchase I could have made," says Charlotte Henderson, Librarian at Streich Lang PC (Phoenix), who became library manager when her supervisor retired. "In my first three months I was asked for a departmental cost budget, a database standard collection analysis, a library mission statement, and a legal research policy for the library staff." She managed to produce it all with little background or training, "All with the help of the Tool Kit!"

■ Quantify Your Effort

John Klasey, Librarian at Coffield, Ungaretti & Harris (Chicago), started keeping library statistics after purchasing the Tool Kit and now gives monthly statistical reports to firm management.

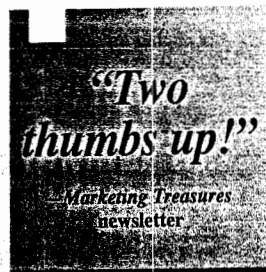
"Before, when someone would ask what we did all day, we could list all the things, but we didn't have proof until now. I found the statistical handbook worth the money by itself," Klasey says.

Other Tool Kit materials, like the Mission Statements, Librarian Standards and User Surveys, are ready to use and make a library manager's job easier. Writing job descriptions, library goals and business plans can be as quick as using the right reference books to pull and combine key information. Patricia Patterson, Director of Library and Information Services at Schiff, Hardin and Waite (Chicago), used the librarian standards to create a job description and benchmark for a new entry level librarian position, which she "sold" to management by demonstrating the need with library statistics.

■ Promote Your Value

Mark Estes, library director at Holme Roberts & Owen LLC (Denver), bought Tool Kits for all his professional staff so they would "see it and integrate the messages into their own conversations with lawyers." He uses the Q&A to "create those 30-second commercials for what the library is doing," which he says all librarians should use to promote their individual (and collective) value to patrons.

An easy and attractive way to reach decision-makers in your organization is to give them copies of the 16-page Management Briefing, "Making A Law Library Work." Written in "manager-speak" with



sections including Technology, Resource Management and Profitability, it is designed to help top management understand how professional librarians manage and use information to an organization's advantage.

After reading it, one Library Committee member in Patterson's firm admitted, "There's more to the library than I had thought about." All managers should have one!

■ Academics need help, too

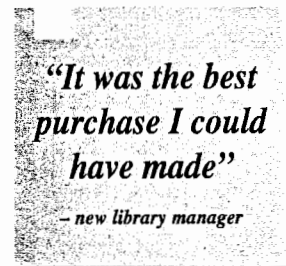
With law school enrollments trending down, academic librarians also will find the Tool Kit useful. When

his dean was asking tough questions, Duquesne University Law Library Director Frank Liu says, "The Tool Kit gave me exactly what I needed to describe the rapid changes in information technology, and justify the roles of librarians."

"We have to run the library more like a business — very cost-conscious and customer oriented," Liu continues. "There is so much change with technology now, it's not going to be business as usual. We all have to justify our existence, you can't take things for granted."

■ Order Your Tool Kit today

Use the form below to order the Tool Kit and start using it to make your library more productive, marketing-oriented, and appreciated!



Law Librarians
In making work

Find new ways to demonstrate your value — order today

NAME _____
ADDRESS _____
CITY STATE, ZIP _____

PHONE _____
Please send this form with payment to:
American Association of Law Libraries
Dept. 77-6021, Chicago, IL 60678-6021

Tool Kit Price: Only \$25 for AALL members, \$35 for non-members (includes shipping)

Order	Quantity	Price each	Total enclosed
Making Information Work Tool Kit	# _____	\$ _____	\$ _____
Management Briefing Packets* (5 copies/\$15)	# _____	\$ _____	\$ _____

Check
 Visa, MasterCard
(Circle One)

Signature _____

RECORDS MANAGEMENT GROUP REPORT

by Jeanne Reynolds, Kemp, Smith, Duncan & Hammond
El Paso, TX

HELLO FROM THE CHAIR OF THE RECORDS MANAGEMENT GROUP. I hope by now you have received your directory and questionnaire and have returned the questionnaire to me. The responses will form the basis of our program in Baltimore on Sunday afternoon, July 20. The program, from 2:30 p.m. to 4 p.m., will be an "information exchange" and discussion. Remember, we also have a business meeting that same day from 9 a.m. to 10 a.m.

The main order of business at our annual meeting will be discussion of the workshop we are planning for Anaheim in 1998. I am so pleased to announce that Claire Engel of Nelson, Mullins in Columbia, SC and Ann Evans of Davis, Graham in Denver, CO have agreed to work with me in coordinating the workshop. We already have some program ideas, including staffing issues, legality/admissibility of electronic records and pursuing the CRM (Certified Records Manager) designation; but I welcome any sug-

gestions. Our deadline for final program submission will be in mid-August, so by the time we meet in Baltimore, the plan should be in place. I don't know what the cost will be, however, most Saturday workshops are approximately \$80-\$115.00 for registration. Needless to say, we will do our best to keep the registration fee as reasonable as possible.

As always, you can call, fax, email or even mail me something:

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